



## PARK CITY HISTORIC PRESERVATION BOARD MEETING

SUMMIT COUNTY, UTAH

May 3, 2023

The Historic Preservation Board of Park City, Utah, will hold its regular meeting in person at the Marsac Municipal Building, Council Chambers, at 445 Marsac Avenue, Park City, Utah 84060. Meetings will also be available online with options to listen, watch, or participate virtually. [Click here](#) for more information.

### MEETING CALLED TO ORDER AT 5:00 PM.

#### 1. ROLL CALL

#### 2. MINUTES APPROVAL

2.A Consideration to Approve Historic Preservation Board Meeting Minutes from April 5, 2023  
[04.05.2023 Minutes](#)

#### 3. PUBLIC COMMUNICATIONS

#### 4. STAFF AND BOARD COMMUNICATIONS AND DISCLOSURES

#### 5. CONTINUATIONS

5.A **317 Ontario Avenue - Material Deconstruction** - The Applicant Seeks Approval for Material Deconstruction of a Portion of a Significant Historic Structure to Facilitate the Construction of an Addition. PL-22-05451  
(A) Public Hearing; (B) Continue to June 7, 2023

[317 Ontario Continuation Report](#)

#### 6. WORK SESSION

6.A **Historic District Grant Program Discussion** - The Historic Preservation Board will Discuss the Historic District Grant Program and Provide Feedback Regarding the Eligible Projects, Application Form, and Funding Sources.  
[HDGP Work Session Staff Report](#)  
[Exhibit A: Fiscal Year 23 Approved Budget](#)  
[Exhibit B: Duval Company Study](#)

#### 7. REGULAR AGENDA

7.A **445 Park Avenue - Material Deconstruction** - The Applicant Seeks Approval for Material Deconstruction of a Portion of a Landmark Historic Structure to Facilitate the Construction of an Addition. PL-22-05133 (Continued from April 5, 2023 meeting)  
(A) Public Hearing; (B) Action  
[445 Park Avenue Material Deconstruction Staff Report](#)

Exhibit A: Draft Final Action Letter  
Exhibit B: Submitted Plans  
Exhibit D: Physical Conditions Report  
Exhibit C: 2016 Intensive Level Survey Form  
Exhibit E: Historic Preservation Plan  
Exhibit F: Public Input

## **8. ADJOURN**

Pursuant to the Americans with Disabilities Act, individuals needing special accommodations during the meeting should notify the Planning Department at 435-615-5060 or [planning@parkcity.org](mailto:planning@parkcity.org) at least 24 hours prior to the meeting.

**\*Parking is available at no charge for Council meeting attendees who park in the China Bridge parking structure.**

## **Historic Preservation Board Agenda Item Report**

Meeting Date: May 3, 2023

Submitted by: Levi Jensen

Submitting Department: Planning

Item Type: Minutes

Agenda Section: MINUTES APPROVAL

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**Subject:**

Consideration to Approve Historic Preservation Board Meeting Minutes from April 5, 2023

**Suggested Action:**

**Attachments:**

[04.05.2023 Minutes](#)



**PARK CITY MUNICIPAL CORPORATION  
HISTORIC PRESERVATION BOARD MEETING  
SUMMIT COUNTY, UTAH  
MINUTES OF APRIL 5, 2023**

**BOARD MEMBERS IN ATTENDANCE:** Randy Scott-Chair, Lola Beatlebrox, Puggy Holmgren, John Hutchings, Douglas Stephens, Alan Long

**EX OFFICIO MEMBERS:** Rebecca Ward, Assistant Planning Director; Caitlyn Tubbs, Senior Historic Preservation Planner; Mark Harrington, City Attorney

**1. ROLL CALL**

Chair Randy Scott called the meeting to order at 5:01 p.m. A roll call was conducted. All members were present with the exception of Jack Hodgkins, who was excused.

**2. MINUTES APPROVAL**

**A. Consideration to Approve Historic Preservation Board Meeting Minutes from March 1, 2023.**

**MOTION:** Board Member John Hutchings moved to APPROVE the Minutes of March 1, 2023, as written. Board Member Puggy Holmgren seconded the motion.

**VOTE:** The motion passed with the unanimous consent of the Board.

**B. Consideration to Approve Historic Preservation Board Meeting Minutes from March 13, 2023.**

**MOTION:** Board Member Hutchings moved to APPROVE the Minutes of March 13, 2023, as written. Board Member Douglas Stephens seconded the motion.

**VOTE:** The motion passed with the unanimous consent of the Board.

**3. PUBLIC COMMUNICATIONS**

There were no public communications.

**4. STAFF AND BOARD COMMUNICATIONS AND DISCLOSURES**

Assistant Planning Director, Rebecca Ward, provided an update on 1304 Park Avenue, which was before the Historic Preservation Board in November 2022. Staff was working

Historic Preservation Board Meeting  
April 5, 2023

with the applicant and property owner to preserve as much historic material as possible. She noted that it might be coming before the Board again in the near future.

Chair Scott walked by the property and noted that it was the one that was crushed. Board Member Holmgren commented that it was a mess and that many have called asking if she was okay.

Senior Historic Preservation Planner, Caitlyn Tubbs reported that Staff is working with IO LandArch and Kirk Huffaker to create illustrations for the Historic District Design Guidelines. A stakeholders' meeting was to be held on April 10, 2023, at 1:00 p.m. in the Planning Office. Planner Tubbs explained that the stakeholder meeting will include Staff and local architects. They would also like to have two volunteers from the Board participate in the meeting.

Board Members Stephens and Beatlebrox volunteered to participate in the stakeholders' meeting. Chair Scott asked to be tentatively included.

Planner Tubbs reported that on June 9, 2023, the Utah State Historic Preservation Office and Preservation Utah will collaborate on the annual Preservation Conference. She invited any Board Members who might be interested to contact her so they can be registered. Planner Tubbs noted that Board Member Beatlebrox already registered.

Chair Scott also serves on the Board for the Park City Museum and every year they issue Historic Preservation ribbons. They are getting to the point of the next era, which he identified as the Ski Era, and queried what they would do for the homes in the 60's that are not even on the Significant list. He noted that there is a list of 40 to 50 of those structures and one-third have already been demolished or will be demolished based on what is currently in Planning. He felt it was worth a Work Session to figure out what they were going to do.

Chair Scott stated that the Museum wants to recognize these homes as Ski Era homes, but noted they are sometimes recognized as something else. It would be great to be in lockstep with the City.

Board Member Holmgren believed there might be only one or two A-frames left. Board Member Stephens commented that he did one of them and it is still standing. Chair Scott stated that there are some amazing structures but also some that are not very attractive. He noted, however, that considering the Design Guidelines during that time, there were some really interesting features and he felt a discussion would be useful. Board Member Holmgren agreed, and stated it is part of the history and the future.

**5. CONTINUATIONS**

A. **445 Park Avenue - Material Deconstruction - The Applicant Seeks Approval for Material Deconstruction of a Portion of a Landmark Historic Structure to Facilitate the Construction of an Addition. PL-22-05133.**

Planner Tubbs reported that the above item was noticed for a public hearing, and suggested that a public hearing be opened prior to a motion to continue.

Chair Scott opened the public hearing. There was no public comment. Chair Scott closed the public hearing.

**MOTION:** Board Member Stephens moved to CONTINUE 445 Park Avenue – Material Deconstruction, to May 3, 2023. Board Member Holmgren seconded the motion.

**VOTE:** The motion passed with the unanimous consent of the Board.

**6. WORK SESSION**

A. **Historic District Grant Program Discussion - The Historic Preservation Board will Discuss the Historic District Grant Program and Provide Feedback Regarding the Eligible Projects, Application Form, and Funding Sources.**

Planner Tubbs recalled that during the first meeting in March, they brought this year's Historic District Grant Program applicants to the Board for a recommendation. The Board selected five of the eight projects to receive financial awards. Last evening, the City Council voted to approve the Board's recommendations and each of the five projects received those awards. During the Council meeting, they also received feedback from some of the Council Members who had questions regarding the referral of awards over \$5,000 to the City Council. They wanted to have some discussion about the benefit of providing these funds to individual property owners versus projects with a broader community benefit.

Planner Tubbs noted that Assistant Director Ward assisted in looking at the \$5,000 referral level and they found that although that was never codified, it just fell into practice. What is codified now is that awards in excess of \$25,000 are referred to City Council. She asked if the Board would be interested in eliminating the \$5,000 marker and increasing it to \$25,000. If they decide to make this change, it could then be implemented in the fiscal year 2024 grant cycle. Planner Tubbs reported that awards in excess of \$25,000 are required to provide a façade easement, which would match up nicely with a new referral requirement at that level.

Planner Tubbs recalled prior feedback from the Board that it might be time to revise the list of eligible or ineligible projects. There were questions about whether items such as paint and repairing/replacing roofs were an appropriate use of these grant funds. She mentioned that if the Board was interested in adding items to the eligible projects list or moving currently eligible projects to ineligible, Staff would be happy to make those changes before they start advertising for the next grant cycle.

Staff also had questions about the evaluation criteria. In the past, there had been an annual theme. Some of the themes included garages and outbuildings and mining structures. Staff could advertise the grant funds for particular areas or types of structures that the Board would like to focus on.

Planner Tubbs stated that in prior Work Sessions, the Board mentioned wanting to prioritize applications from local primary homeowners, as opposed to properties that were managed commercially or that were not a primary residence. A suggestion offered by Board Member Stephens was to consider utilizing the grant funding opportunities to offset the cost of preservation best practices instead of standard industry practices. She provided an example of a roof repair that is consistent with the standard industry practice that would meet the Code; however, if the homeowner decides to go above and beyond and use historical material on the roof, the Board could possibly encourage that through an offer of these funds.

Board Member Beatlebrox expressed concern with including best practices as part of the scoring when best practices are not requested in the application. Planner Tubbs noted that was addressed in the Staff Report and stated that they would make sure that when they draft an application booklet, they request all of the appropriate materials to help the Board make those decisions. She acknowledged that they would need to beef up the areas where they ask applicants to provide solid examples of the preservation best practices they would use on the project.

Board Member Beatlebrox asked if those who receive the grants have to go through the Historic District Design Review ("HDDR") process. Planner Tubbs indicated that applicants are required to provide a copy of either an HDDR Waiver Letter or the HDDR Approval as part of the grant application.

Board Member Beatlebrox noted that if someone goes through the HDDR, the question about best practices would be moot because Staff would ensure that best practices are accomplished. However, because there could also be a waiver of the HDDR, the applicant would have to describe in the grant application what best practices they would employ. She stressed that this issue is difficult to score fairly because some of the grants have excellent detail, while others do not. She wanted to address this as well as whether they should consider financial need as an evaluation criterion.

Board Member Stephens explained that an applicant could go through the HDDR process without having to always use best practices. He recalled that there is a

standard in the community of acceptable practices, which are not as onerous as best practices. He recalled that as they discussed this in the past, they looked at what tools they could give the Planning Department as a carrot to entice better practices on restoration projects from the construction industry, design industry, as well as in terms of materials. Board Member Stephens commented that an asphalt composition roof is not historic material, but it had been put on Historic houses. He mentioned the additional cost of installing more historic materials.

Board Member Stephens suggested starting the discussion in a different direction. He referenced the Grant Program back in the 1990s when there was an entirely different construction mentality. At that time, there was a lot more inventory than required restoration, and there was more of a desire to make sure that things were not destroyed or collapsed like they saw this last winter season. He also expressed surprise at the fact that there was not much excitement in what was being done yet they were trying to give away money. Board Member Stephens highlighted a couple of current issues that were different from the 1990s. He recalled that for a couple of years, they did landmark grants, which was a \$50,000 grant awarded to one project. There were also a couple of \$25,000 grants.

Board Member Stephens noted that a \$50,000 grant was serious money but what was more important back then was that when the projects were completed, it might have only been a \$400,000 home. Now, a \$50,000 grant on a \$2 million restoration is not that significant. He added that another element that was quite different in the 1990s was that they did not build throughout the winter so there would be a big push in the spring. He observed that now they are seeing projects starting and being constructed during all seasons. Board Member Stephens felt that currently, they were looking for better restoration, not just saving something. He suggested exploring the possibility of giving the Planning Department more discretion in giving out grants, and in using grants as a tool to entice better and more accurate restoration. They cannot do that if they are only doing it once per year. He noted that if someone was asking for too much money, applicants could bring it to the Board. He provided the example of an applicant wanting to replace a roof and Staff providing suggestions to help offset that cost. He also mentioned the replacement of the front doors.

Board Member Stephens felt it would at least get to the needs of when to do this and the opportunity when it is presented to a Planner. There would be time to bring the Board into the mix. He noted that the Board never has the opportunity to get back to the applicant and ask why they did not do something different. He noted that Staff had multiple chances during the planning process to consider alternatives, and by the time the project gets to the Grant Program, they have missed a lot of opportunities to come up with a better project as far as design that could elevate what the community expects in terms of a worthwhile design.

Board Member Holmgren agreed with these comments and proffered that perhaps they should consider quarterly grants and notice it to the public. Board Member Stephens

wondered if they should require an application, and noted his suggestion was putting more responsibility on the planners to obtain final approval by the Board if it was less than \$25,000. Board Member Holmgren felt that owners should be required to fill out some paperwork. Board Member Stephens agreed but noted he imagined it would not necessarily be a competitive process. Instead, they would give the Planning Department the tools to use. Board Member Holmgren agreed.

Board Member Stephens added that the applications could come before the Board for feedback during a regular meeting. He felt the more they saw that the more they would be able to provide Planner Tubbs more direction so that she could communicate with the applicant. He felt an “applicant” would be someone with a Historic home who applies for a Building Permit.

Board Member Beatlebrox felt that the most recent group of applicants had some really good and needed projects in terms of repairs of the façades. She mentioned the home on Prospector. She did not completely understand the different processes described by Board Member Stephens.

Board Member Stephens explained that his suggestion would put more responsibility on the Planning Department. Planner Tubbs would see everything that would come before them in the Historic District. If an applicant applied for an HDDR in the Historic District, they automatically would become eligible for a grant process. He mentioned that there were many more applicants in the 1990s and it was always a difficult process. Additionally, he stated that in the 1990s they were trying to save Historic properties, whereas now they were trying to entice a better sense of restoration on these properties. By the time an application comes before the Board, the Board cannot do that because the applicant would likely already have their HDDR.

Board Member Stephens stressed that the current process did not allow Planner Tubbs to entice applicants to go a different route. He noted that when they are talking about \$5,000 to \$25,000 on a \$1 million project, there would be subtle nuances that they would ask owners to incorporate into their project.

Chair Scott understood this suggested process and noted that with the grant process now an applicant could request \$5,000; however, submitting the request would not prevent that owner from moving forward. He expressed support for Board Member Stephens’ suggestion.

Chair Scott added that once the Budget is passed in July, they will know what they have to work with and can set aside a value for larger projects. He felt a grant could provide an owner with some good news and feedback on ways the City would be willing to help on a given project. He questioned whether it would be onerous on Staff, but added that it would provide Staff with something in their toolbox to help pull projects in the right direction toward preservation.

Board Member Hutchings suggested that if they make Planning Staff well aware of the Board's intentions, Staff could make suggestions as part of their review that could result in a grant from the City. He observed that if the homeowner was going to do some work, it made sense for them to do more work at that point. If they were aware that the City might be willing to help out financially, they might be more willing to take on more historic restoration elements with their project.

Board Member Stephens added that typically the homeowner and/or architect are involved when projects go through the HDDR process. He felt the homeowner and/or architect would be much more focused on how the project would add visually to the house and added that it could be as simple as the front door or front window. Any suggestions would then become part of the plans and the HDDR approval. The contractor could thereafter not come in and say the finish carpenter would not know how to accomplish something. He felt this would allow them to zero in on some very specific things on a project and create a more fluid design process by keeping it on a micro level.

Assistant Director Ward mentioned the weekly Design Review Team meetings that include a historic preservation consultant, which could present another opportunity to bring awareness to best practices that might be heightened beyond that required by Code.

Chair Scott remarked that there were not many different architects who come to these meetings. He added that Board Member Stephen's suggestion made a lot of sense.

Planner Tubbs understood that instead of Staff just analyzing the grant applications, the Board was leaning toward Staff reviewing the applications and making a recommendation to the Board for final approval. Board Member Stephens added that this would be on grants of \$25,000 or less, which would keep it within the Board's approval. Anything over \$25,000 would still come before the Board, but then go to City Council for final approval.

Board Member Stephens stated that Planner Tubbs could bring an application before the Board before the HDDR is approved. In that case, the Board could make a finding that the grant would be approved subject to an HDDR approval. He felt it would be important to not have another step in this process for the applicant; rather, it just needs to be part of the entire process. Board Member Stephens added that if the Board was looking at each application during each meeting that would also create an ongoing dialogue as opposed to a once-per-year discussion. It would provide Board feedback on what it would find acceptable and what they were trying to push. Board Member Holmgren especially liked the fact that this would be more than once per year.

Planner Tubbs asked if there were particular projects that the Board would want Staff to focus on for grant opportunities. Chair Scott stated that the theme was preservation, and they would not have one applicant given less priority because they were focused on

windows or railings. Board Member Stephens offered that the theme could be improving the quality of restoration.

Board Member Hutchings felt that all of the projects of the Friends of Ski Mountain Mining History were worthy of backing by the Historic Preservation Board, and felt it would be good to reach out to them. Chair Scott noted they were significant beneficiaries of the last grant process.

With regard to decisions based on ownership versus non-ownership, Board Member Stephens felt that was a potential rabbit hole, and stated he would not know how they could enforce it afterward. Previously, they handled that similarly to an investment tax credit. He noted that only occurred on larger grants, and if the owner sold the property within five years, a certain percentage was required to be returned every year. He recalled that was enforced through a trust deed. Planner Tubbs explained that the trust deeds, the trust deed notes, and the preservation agreements were ongoing tools utilized for all of the grant recipients.

Chair Scott asked if they should review the eligible/ineligible list so that the Planning Department could have a good understanding of what the Board would be looking for in terms of grant opportunities. Board Member Stephens mentioned mechanical systems upgrading/updating, which could fall under the Emergency Repair Program, and stressed that the priority should be on what could be seen from the street. He added that would keep it simpler.

There was further discussion on striking mechanical systems from the eligibility list, and Board Member Holmgren commented that an owner living in a Historic home that would be eligible for a grant purchased the home; therefore, they could afford mechanical systems' repairs. She acknowledged there are times when it could be difficult, but people would not live in the house if they could not afford those types of repairs. The issue of exterior painting was a difficult one for Board Member Holmgren because she felt that if someone could not afford to paint their home they should find another place to live.

Chair Scott noted that the Board agreed to move mechanical systems to the ineligible list. It was noted that if a mechanical failure would damage the Historic Structure due to something like freezing pipes, it would then become an Emergency Repair issue that is outside of this process.

Board Member Stephens agreed with Board Member Holmgren's statements regarding exterior painting. There was discussion about putting roofs on the ineligible list. Board Member Holmgren offered that part of the issue with roofs was Emergency Repairs. She recalled an emergency that she encountered wherein she installed a green asphalt roof, which she would correct within the next two years by installing original shakes. She noted she could afford that and was not applying for a grant; however, she also felt that a roof could be considered if an owner was taking it back to the historic roof.

Chair Scott mentioned siding and the fact that while it could not be created, there is novelty drop siding to take it back to its historic look.

Board Member Long commented that in terms of eligibility or ineligibility, one size does not fit all and they would want to be as open to particular projects as possible. He provided the example of someone who is financially strapped and who owns a Significant Historic house in a high-profile area. If the owner could not afford to paint it and it was deteriorating, he queried whether they wanted to put themselves in a position where they could not do things in the future versus being as open to the projects as possible. He mentioned one of the mining projects on the mountain that needs to be heated so the public could visit. If they prohibit heating systems, he asked whether that would not give them the latitude to help them heat the project so the public could visit the wonderful restoration. He stated that there could be many factors to take into consideration, and mentioned the visibility of the project. He felt they could not have a one-size-fits-all approach, and he did not want to back themselves into a corner to the point where they could not help an owner.

Board Member Stephens did not disagree but cautioned that they need to be clear with the community about the direction of when it might be appropriate. Chair Scott added that an upgrade would need to impact the community. Board Member Stephens felt that this was a good point, however, he was unsure how it would be worded.

Board Member Beatlebrox expressed concern that successive projects would come in and the money would be gone. She noted in this past cycle, they were able to apportion the money because they had projects that they could compare and contrast. By giving out money as they go along, they would not know what projects would arise in the future.

Chair Scott suggested they limit it to a quarterly value. It was also suggested that it could be included as part of the Staff Report to provide the Board with a running tally of where they were in the budget. This way they would not be putting the full responsibility for the budgeting process on Staff.

Board Member Stephens hoped that if they could get enough visual impact and community impact out of it, they could receive a larger allocation for funding. He commented that this was the next generation of restoration in Park City, and it was about time. He questioned how much of a community value they were currently receiving from the detail on the restorations, and noted that the community value was a new level of restoration.

Board Member Beatlebrox was willing to try this approach, and they would have to work the process out as they go along. She asked Planner Tubbs for her thoughts on this approach. Planner Tubbs was happy to try this approach and emphasized that Staff already processed applications and wrote the Staff Reports for the Board. In response

to an inquiry, she felt this tool would help and explained that when they sit down with applicants they often hear quasi-complaints about how much extra work was occasioned by the Design Guidelines. Having the additional incentive would be helpful.

Board Member Hutchings stated that they would need a six-month or quarterly budget. He asked whether this could create a situation where they might only have 10% of the budget left, and the Board has to reject a good project because they want to save money for the rest of the year. It was noted that this had always been the hardest issue because there are too many applicants and not enough money. Board Member Stephens commented that they were not looking to fund an entire project anymore, but were trying to add some dollars that could be seen from the street. Whenever they see a grant application, the Board must know what's left in the budget.

Chair Scott referenced the last application process where they gave dollars despite wanting to see line items. Board Member Stephens felt it could see a process going through the Design Review where Planner Tubbs might receive resistance to the railing, for instance. She could be really specific as to what would need to be done to receive grant funds.

Board Member Hutchings felt this was the primary advantage of this approach, and recalled his own project that was tailored during the design phase to receive as much money as possible.

Chair Scott asked if they should look at a six-month value once the budget is approved. Board Member Stephens felt they needed to re-evaluate every time they get an application. He predicted they would push back on someone requesting a lot of money. He noted that replacing two windows would not cost a significant amount of money. He did not foresee that the Board would grant \$50,000 on a project when the grant budget was \$100,000.

Chair Scott wanted to address windows and proffered the example of an owner who wanted to replace windows around the entire home. While the Board could not fund all of the historic wood windows, they could provide money for the primary and secondary façade and the owner could install Pella windows on the rear façade. It was noted there was also an issue with the trim around the windows.

Board Member Stephens felt it would help evolve the process between the Board, the Planning Department, and the applicants. He added that it would be more organic because they would be addressing it every month or two, instead of coming together once per year to try and figure it out.

Planner Tubbs stated that if the Board wanted more time to figure out this new system, they could do a six-month grant cycle that would be administered by the Board while Staff set up the Staff administered cycle. They could then address it quarterly thereafter.

Board Member Stephens suggested spending more time on this during another meeting to further discuss how this approach might function.

Board Member Holmgren asked if applicants are aware of the grant system. Planner Tubbs responded that applicants were aware sometimes. The typical homeowner comes in to finish a smaller project; however, sometimes with larger renovations the applicant is already aware of the Grant Program and inquires about it upfront.

Board Member Beatlebrox suggested flushing out the eligible list a bit more in each category, and providing examples of “excellent restoration” versus normal restoration. That way, people could get an idea of the quality the Board was looking for in each category. Planner Tubbs stated they could incorporate that into the application packet.

Board Member Long stated that Silver Star would not have been able to afford or undertake the restoration of the coal bin and the hopper if it wasn’t for the fact that they were able to receive a grant. The grants can make projects happen if people are aware of them. He wondered if they should proactively reach out to some of these structures that need renovation and let them know there are dollars available if they want to move ahead with restoration. He commented that Silver Star would have restored those structures far earlier had they known those funds existed.

Chair Scott thought about using emergency funds for snow removal.

Board Member Holmgren commented if the proposed restoration began with an “R” she was for it. She mentioned, “repair,” “restore,” “reconstruct,” and “repoint.”

Planner Tubbs understood the feedback as follows:

- They would not consider ownership;
- Discuss the offsetting of cost between preservation best practices and standard industry practices; and
- The annual theme would be preservation.

Based on feedback from City Council, she asked if there was a preference or whether there should be more consideration given to projects that have a broader community impact versus projects that impact the property owner.

Board Member Beatlebrox asked for examples, noting that they gave the mining projects more money this past cycle, and those projects had a broad community benefit. They want to make sure that what is being funded takes into account the viewpoint from the road, which is a community benefit.

Planner Tubbs commented that the examples used by City Council were for mining structures that, while on private lands, are publicly accessible. Council also mentioned

private homes, especially along Park Avenue and Main Street. Park City has hundreds of thousands of visitors each year that go up and down the local Old Town streets, as well as the mining structures. The Board could argue there would be a broad community benefit to both types of projects. Chair Scott and Board Member Stephens agreed.

Planner Tubbs also noted that the Board discussed themes in future grant cycles, eligible versus ineligible projects, and the evaluation criteria. She asked for feedback on the creation and maintenance of a grant recipient database where they would retain data showing the address, the work done, the amount awarded, and some interior and exterior photographs. One of the benefits of this type of database would be they could host it online and it could be viewed publicly for research of the types of projects that received grants. They could also create a walking tour of projects the Grant Program helped to fund.

Planner Tubbs believed that the State's Historic Preservation Office had certified local government grants that were available. They would be able to utilize grant funding that would allow them to print brochures or maps for this type of walking tour. Board Member Stephens felt this would be a good idea and would provide information as to where this money is going. Board Member Long stated they would have to disclose that they were keeping this database and provide owners with the opportunity to opt-out. Board Member Stephens added that they should not include interior photographs.

Planner Tubbs stated they would disclose the database during the initial application process so the applicant was fully aware of the gathering and use of that data, and would have to agree to allow it to be included. Board Member Long stated that Multiple Listing Services now require that interior photographs that show a piece of art must be blurred because they do not have a right to that piece of art to reproduce it in that photograph.

Chair Scott did not have any feedback on additional submittal items. Planner Tubbs asked if there were any items noted during the last review cycle that might have been missing. She felt that expanding on the narrative and the line item requirements would clear that up.

Chair Scott liked the suggested approach discussed during this meeting and commented that it felt like it would become more of a conversation and application. He hoped there was an opportunity here. Board Member Holmgren felt there would be a kinder and more specific process.

There was a consensus to revisit this at a future Work Session, and Board Member Stephens suggested that Staff prepare a rough draft of what it would look like.

7. **ADJOURN**

**MOTION:** Board Member Holmgren moved to ADJOURN. Board Member Hutchings seconded the motion.

**VOTE:** The motion passed with the unanimous consent of the Board.

The Historic Preservation Board Meeting adjourned at approximately 6:15 p.m.

Approved by \_\_\_\_\_

Randy Scott, Chair  
Historic Preservation Board

PENDING APPROVAL

# Historic Preservation Board

## Continuation Report



**Subject:** 317 Ontario Avenue – HDDR  
**Application:** PL-22-05451  
**Author:** Caitlyn Tubbs, Sr. Historic Preservation Planner  
**Date:** May 3, 2023

### Recommendation

(I) Open a public hearing, and (II) continue the 317 Ontario Avenue Material Deconstruction request to June 7, 2023.

### Background

317 Ontario Avenue is currently the site of a Significant Historic Structure and is used as a Single-Family residence. The Applicant is seeking to remove material from the rear of the Historic Structure to facilitate the construction of an addition.

On November 11, 2022, the Applicant submitted a Historic District Design Review (HDDR) Pre-application. This pre-application was reviewed by the Design Review Team (DRT) on November 30, 2022. The Applicant submitted a full Historic District Design Review application on March 28, 2023. The subject property is also on a Steep Slope and a Steep Slope Conditional Use Permit will be required prior to design approval. The Applicant submitted a Steep Slope Conditional Use Permit application on March 28, 2023. Staff recommends continuing this item until after the Steep Slope Conditional Use Permit has been obtained due to its potential to affect the overall design of the addition if not approved.

# Historic Preservation Board

## Staff Report

Subject: **Historic District Grant Program**  
Author: **Caitlyn Tubbs, Sr. Planner**  
Date: **May 3, 2023**  
Type of Item: **Work Session**



FY                      Fiscal Year  
HDDR                  Historic District Design Review  
HDGP                  Historic District Grant Program  
HPB                    Historic Preservation Board  
LMC                    Land Management Code  
PCMC                  Park City Municipal Corporation  
RDA                    Redevelopment Area

*Terms that are capitalized as proper nouns throughout this staff report are defined in LMC § [15-15-1](#).*

### **Summary**

On March 1, 2023 the Historic Preservation Board (HPB) voted to recommend 5 grant awardees from the 2023 Fiscal Year (FY) Historic District Grant Program (HDGP) application pool for funding. The HPB held a Work Session on April 5, 2023 and proposed a change to the administration of the HDGP allowing Staff to process and award grant amounts less than \$25,000 and to consider changing the timeline(s) of future grant cycles.

### **Background**

Beginning in 1987, Park City Municipal Corporation (PCMC) awarded hundreds of thousands of dollars to the rehabilitation and historic preservation of dozens of Significant and Landmark Historic Structures and Sites. Money is set aside each year in the General Fund, Lower Park Avenue Redevelopment Area (RDA), and the Main Street RDA to fund these requests.

The Mission Statement of the Historic District Grant Program (HDGP) is: *“The Park City Historic District Grant Program is designed to financially incentivize the Preservation, Rehabilitation, Restoration, and Reconstruction of Historic Structures and Sites in order to create a community that honors its past and encourages Historic Preservation.”*

The HDGP was put on hold in 2015 to further refine the policies and administration of the program. In 2017, the City hired Duval Companies to evaluate the HDGP and to make recommendations for its ongoing improvement. In 2018, Duval Companies submitted a Historic Grant Study (Exhibit B).

The Duval Study included numerous observations of and recommendations for the

HDGP:

Observations	Recommendations
1. The primary objective of the grant is the restoration of historic property.	1. Adopt a Historic District Grant program mission statement that reflects contemporary conditions, values, and opportunities for impacts.
2. The grant program is a public investment that should continue.	2. Create Historic District Grant Program guidelines that enable grant administrators to responsibly steward impactful public investment.
3. Public awareness of the grant should be expanded.	3. Create an application manual to make the process informative and easy for everyone.
4. Year-round applications and awards are desirable.	4. Define program funding sources and levels.
5. The buying power of grant dollars has not diminished over time.	5. Build a database of grant supported projects for management and reporting purposes.
6. The grant can be designed to encourage better-than-minimum compliance outcomes.	6. Introduce and sustain training and education to enhance preservation outcomes.
7. Applicants desire clarity in fundamentals.	7. Establish a communications strategy to raise awareness, build community knowledge and engagement, and tell Park City's story.
8. Training and education will enhance outcomes.	

Of these observations and recommendations, the following changes have been implemented since the Study was published:

- The Historic Preservation Board adopted a Historic District Grant Program Mission Statement on April 7, 2021 ([Staff Report](#), [Minutes](#)).
- Staff has provided an application manual with recent year's applications while applications are being accepted.

Staff held multiple work sessions with the City Council and HPB from 2015 to 2020, when the City Council reinstated the HDGP. The HPB held a work session on April 7, 2021 ([Staff Report](#), [Minutes](#)) to outline the FY 2022 HDGP process and another work session on February 1, 2023 ([Staff Report](#), [Minutes](#)). On March 1, 2023 the HPB reviewed the FY23 applications and awarded full funding to 4 projects and partial

funding to 1 project ([Staff Report](#)).

At a follow-up work session held April 5, 2023 the HPB suggested revising the administration of the HDGP to allow Staff to award grants in amounts less than \$25,000 ([Staff Report](#)). The HPB indicated their support of awarding grants in amounts of \$25,000 or over without forwarding a recommendation to the City Council. Staff replied they would discuss the proposal with the City's Finance and Budget Team and return to discuss the proposal. Additionally, the HPB expressed an interest in offering grant awards continuously throughout the year instead of once per year.

### **Discussion**

Staff met with the Finance and Budget Team on Wednesday April 19, 2023. The Finance and Budget Team's primary concern was ensuring the awarded amounts do not exceed the amount of funding available. The HDGP annual grant cycle typically opens midway through PCMC's current budgetary fiscal year and extends into the following fiscal year as well. This causes concern due to the potential of awarding more money than is available in the budget when the preservation work is completed, and the property owners request their reimbursements. Per PCMC's adopted budget (see page 119 of Exhibit A) the monies in the budget for the HDGP do not roll over into the next fiscal year if they go unspent, so the Finance and Budget Team recommended awarding grants based off the anticipated budget of the fiscal year in which the reimbursement checks will be requested (approximately one fiscal year in advance).

At the April 5 work session, the HPB also suggested that Planning Staff award grants in amounts of \$24,999 or less and refer grant requests of \$25,000 or more to the Board for final approval. The monies available for the HDGP are set by the City Council during the annual budgeting process and funding is allocated from the Lower Park RDA, Main Street RDA, and General Fund. Page 121 of the FY 23 Approved Budget (Exhibit A) states PCMC's current policy is that awards exceeding \$25,000 must have approval from the City Council. If the HPB is interested in gaining authority to award grants of \$25,000 or more this will require a discussion with the City Council and an amendment to the City's current award policies.

Positive effects of administering the grant program at a staff-level and on a continuous basis include:

- The ability to incentivize better preservation or restoration at the beginning or "ground level" of an application. As pointed out by the HPB, Planning Staff have many opportunities to contact and collaborate with the Applicant on their projects and could utilize smaller grants from the HDGP to incentivize best practices over industry standards and minimum compliance with the Land Management Code.
- A continuous or "rolling" application cycle could permit Applicants to begin the preservation work on their Structures sooner instead of having to wait until the end of the calendar year. Finishing the work more quickly would also allow the Applicant to request their disbursement payment sooner and minimize the chances of not having the awarded funding available in the City's accounts.
- Staff could prepare and implement seasonal training or outreach events for the

community centered around best practices and treatments for Historic Structures relevant to the upcoming season (e.g. a window weatherstripping workshop before winter or a painting workshop before autumn begins).

- A continuous grant cycle could also allow the City additional opportunities to advertise the HDGP and cultivate greater local interest in applying.
- Changes to the standards, requirements, or processes could be more quickly addressed and implemented with shorter or continuous grant cycles.

Some concerns regarding the staff-level administration of a continuous or “year-round” grant award cycle include the following:

- It is difficult, if not impossible, to anticipate all of the prospective applications for grant funding, both competitive and emergency. As money is awarded throughout the year the available funds for larger restorations or rehabilitations drops.
- The City must maintain transparency when allocating these grant funds due to their obligation to provide a community benefit. Staff-level administration of the Grant Program may raise concerns from the public about adequate public notice and oversight of awarded funds. This could be mitigated by requiring Staff to provide a Staff Communication regarding each funding request before disbursement at the next available HPB meeting.
- Additional staff resources (time, training, etc.) will likely be required to move to an ongoing/rolling grant cycle. This will likely result in an evolving process and timeline as the City responds to feedback received from grant applicants and recipients.

#### Criteria refinement

Removal of basic maintenance of historic properties.

In response to the HPB’s April feedback Planning Staff has also removed mechanical system replacements and upgrades, re-roofing, and exterior painting from the eligible projects list. Per the Board’s direction eligible projects must be directly related to the “Four R’s” (repair, restore, reconstruct, rehabilitate). The Board recommended a caveat that if a re-roofing request would restore a Historic roof to its original pitch, form, or material it would qualify for grant funding. The eligible and ineligible projects recommended for the upcoming FY 24 cycle are as follows:

Eligible	Ineligible
Repairing/Restoring/Replacing Windows	Acquisition Costs
Repointing Masonry	New Additions
Repairing or Restoring Roofs	Re-Roofing
Reconstructing Historic Porches	Painting Interior or Exterior
Restoring Historic Features	Landscaping and Flatwork
	Interior Remodeling/New Finishes
	Electrical, Plumbing, Insulation or Mechanical Systems Upgrades

The Historic Preservation Board previously stated their support of not selecting a theme for each grant cycle in order to encourage as many applications as possible. With the collapse of so many Landmark and Significant Historic Structures due to the record snowfall (e.g. Thaynes Hoist House, 1304 Park Avenue, 69 King Road sheds, etc.) Staff suggests The HPB consider encouraging owners of damaged Structures to apply for the upcoming FY 24 grant cycle to restore or reconstruct their buildings. Staff also anticipates multiple requests for funding emergency repairs when the snow has melted more. As noted in the April 5<sup>th</sup> discussion, most Historic Structures within Park City have been stabilized or saved and how the HPB's focus for the HDGP is better restoration of damaged or removed historic features. The FY 24 and FY 25 grant cycles could provide excellent opportunities to the community to restore structures damaged by the 2022-2023 winter season.

### **Exhibits**

Exhibit A: FY 2023 Approved Budget

Exhibit B: Duval Companies Study

# PARK CITY MUNICIPAL'S FISCAL YEAR 2023



## **City Council Approved Budget: Volume I**

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**Adjusted Budget Fiscal Year 2022**

**Annual Budget Fiscal Year 2023**



**PARK CITY MUNICIPAL CORPORATION**  
445 Marsac Ave, P. O. Box 1480, Park City, Utah 84060

**MAYOR AND CITY COUNCIL  
AS OF JANUARY 1, 2022**

---

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## FY23 BUDGET COMMITTEES

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### **The Results Team**

Cherie Ashe  
Gretchen Haller  
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Sara Nagel  
Tate Shaw

### **The CIP Committee**

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Clint McAfee  
Sarah Pearce  
Margaret Plane  
Jonathan Weidenhammer

**Park City Municipal Corporation's Budget Document** is divided into three documents each geared toward a certain reader:

**Volume I: Executive Summary** is intended for City Council and outlines the process, policies, and important issues of the financial plan for Park City Municipal Corporation. The principal objective of Volume I is to clearly describe the City's budget process and highlight proposed changes to the budget. City Council can then use this tool to provide policy direction during the budget process.

**Volume II: Technical Data** displays Park City's budget in a much more detailed fashion than Volume I. The first half of the document shows information organized by municipal function and department. Function organizational charts, department descriptions, and performance measures are all included here. The second half presents the data by fund. The data in Volume II is intended for City Council and staff and available for those in the general public who may be interested.

**The Budget Guide** is designed to inform the general public about Park City's financial plan. The document seeks to answer two basic questions: (1) How is the City funded? (2) How are those funds spent? The information in the Budget Guide is quite intentionally lean on figures, charts, and technical jargon as it seeks to give those of a casual interest a general understanding of what the City does.

## **VOLUME I: EXECUTIVE SUMMARY**

### **INTRODUCTION**

Foreword and brief explanation of basic concepts necessary to grasp the contents of the document. This section outlines Park City's goals and objectives as well as the process by which the budget puts those goals into action.

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### **BUDGET OVERVIEW**

Highlights of this year's most significant budget issues, a tentative schedule for Council consideration of those issues, and a high-level synopsis of the proposed budget.

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An in-depth discussion of the City's most significant revenue sources, including past and current figures, revenue projections, tax law, and other issues influencing the City's resources.

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General financial, demographic, and statistical data that paints a picture of the historical evolution and current standing of Park City's economy. Also included is a brief look at future issues facing Park City.

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## POLICIES & OBJECTIVES

Park City's policies addressing budget organization, revenue management, fees and rates, investments, capital financing and debt management, reserves, capital improvement management, human resource management, and public service contracts. These policies govern the stewardship of public funds.

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## SUPPLEMENTAL

Additional information related to this year's budget process. This information is intended to provide background information and facilitate discussion during the Budget Hearings.

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## CITY MANAGER

To the Mayor, City Council, residents, and businesses of Park City:

Pursuant to §10-6-109, Utah Code Annotated, the following budgets: Fiscal Year 2022 Adjusted Budget and Fiscal Year 2023 Budget, have been prepared for Park City Municipal Corporation using budgetary practices and techniques recommended by the Governmental Accounting Standards Board (GASB) and the Governmental Finance Officers Association (GFOA). As required by State law, the proposed budgets are balanced.

The steady pace of economic recovery is a vivid testament to Park City's strong local businesses and overall desirability of Park City as a place to live, work, play, and raise a family. For Fiscal Year (FY) 2023, the Budget Department projects revenue growth of at least \$4.5M from FY22 to FY23 in the City's General Fund. This is driven by continued growth in tourism and visitation reflected in sales taxes and stability in property taxes as Park City residents, businesses, and visitors thrive.

The City utilizes a Budgeting for Outcomes (BFO) process to align City resources with Council and community priorities. BFO provides a comprehensive review of the entire organization, identifying every program offered and related costs to guide municipal officials to recommend informed decisions based on community priorities. The results of that process are presented herein.

This year, in particular, in order to create the annual budget for a relatively new City Council, four central themes emerged from your Annual Council Retreat and subsequent deep-dive work sessions:

- 1. Resort Economy Mitigation** – Enhance traffic mitigation, boost special event, law and code enforcement, and expand our overall municipal response to the growth in the resort economy with new investments in labor, equipment, and technology;
- 2. Neighborhood Reinvestments** – Refocus investments on residential areas, including safety, complete streets, parking programs, HOA outreach, parks and playgrounds, and support area-specific and general plan initiatives;
- 3. Organizational Infrastructure** – Continue the push to modernize important administrative tools – technology and software, cyber and network security, data collection, and a new municipal financial and accounting system; and
- 4. Workforce Support** – Recruit and retain a competitive workforce, expand professional training and development, and uphold 75<sup>th</sup> percentile compensation philosophy to maintain our place as a competitive regional employer.

These four themes, along with the Critical Community Priorities, will position Park City to better respond to the evolving and changing needs of our community. Much has been said about the overall pace of change and impacts of visitation and development on Park City, especially post COVID-19. The critical investments recommended herein will respond to requests by residents and businesses to mitigate the resort economy growth, reinvest our focus and attention back to residential neighborhoods, and provide

critical support to organizational infrastructure and employees.

I thank the Mayor and Council, the public, and our dedicated employees and stakeholders for their partnership, support, and hard work. While Park City continues to experience a period of rapid change, our efforts remain focused on community and Council priorities.

For your review and consideration, I present the approved City Budget for FY23

Sincerely,

Matthew Dias  
City Manager  
Park City Municipal Corporation

## CRITICAL COMMUNITY PRIORITIES

The Critical Community Priorities were developed from community and Council input. The priorities represent the major themes or topic areas that underpin the community's preferred future. They have been synthesized directly from the community engagement and visioning process. The Critical Community Priorities are the fundamental building blocks for the future actions that support the City's vision. Within each Priority are Council's Desired Outcomes:

- A.** Transportation Innovation – Envisioning bold, multi-modal transportation solutions
  - 1. Sustainable and Effective Multi-modal Transportation
  - 2. Effective Traffic Mitigation Strategies
- B.** Housing
  - 1. Additional Middle-Income Housing
  - 2. Attainable & Affordable Housing
- C.** Environmental Leadership – Protect, enhance, and support our natural world and local ecosystems, so we all can thrive
  - 1. High Quality and Sustainable Water
  - 2. Net-zero Carbon City
  - 3. Net-zero Carbon Government
  - 4. Environmental Pollution Mitigation
  - 5. Abundant, Preserved, and Accessible Open Space
- D.** Social Equity & Affordability – Cultivating and engaging an inclusive and diverse community, while working to address disparities
  - 1. Social Justice and Well-being for All
  - 2. Mental, Physical, and Behavioral Health
  - 3. Engaged and Informed Citizenry
  - 4. Affordable Cost of Living
  - 5. Live and Work Locally
- E.** Core or Essential Services
  - 1. Fiscally and Legally Sound
  - 2. Well-maintained Assets and Infrastructure
  - 3. Transparent Government
  - 4. Responsive Customer Engagement
  - 5. High Performance Organization
  - 6. Strong Working Relationship with Strategic Stakeholders

## FY23 BUDGETARY THEMES

Park City is strongly positioned to continue its post-pandemic momentum, while also capitalized to push back against many of the challenges associated with the resort economy and increased visitation, demand for elevated levels of service, and a myriad of necessary organizational and community needs.

With an eye toward caution, we believe that FY23 will see similar sales tax revenues as FY22, meaning the year-over-year growth will be maintained, but not surpassed, due to some weaker economic signals on the horizon. As a result, we project the FY23 General Fund revenue \$4.5M higher than the FY22 budget.

While FY22 has been a banner year for sales tax revenue, it is important to note that our budget process is built with economic ebbs and flows in mind. Park City's Budget Policies strive to maintain expenditure control in strong economic years to avoid significant service and personnel cuts in times of economic challenges.

With this in mind, the Budget and Executive Team focused on the Annual City Council Retreat and subsequent work sessions and discussions to ascertain the new Mayor and City Council's priorities, areas of strategic focus, and underlying intent.

From these meetings, four budgetary themes for FY23 developed that drove the decision-making process:

- 1. Resort Economy Mitigation** – Enhance traffic, special event, law and code enforcement, and overall municipal response to the growth in the resort economy;
- 2. Neighborhood Reinvestments** – Refocus investments in residential areas - safety, complete streets, parking, HOA outreach, parks and playgrounds, and area planning;
- 3. Organizational Infrastructure** – Meet professional obligations to modernize administration tools – technology and software systems, data collection and utilization, financial and accounting system, and purchasing policy; and
- 4. Workforce Support** – Recruit and retain with competitive pay, benefits, and support for professional training and development to ensure PCMC remains a competitive regional employer.

## THE BUDGET PROCESS:

### *Budgeting for Outcomes*

The budget process is an essential element of financial planning, management, control, and evaluation for the City. It provides an opportunity for the residents paying for governmental services to be heard by their elected representatives.

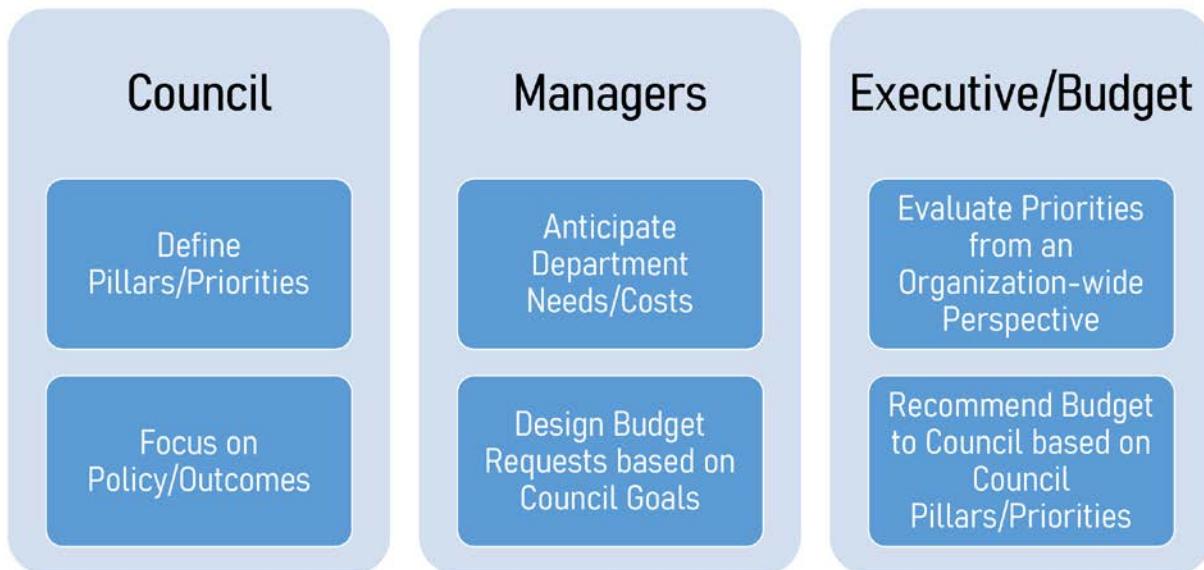
Currently, the City employs a Budgeting for Outcomes (BFO) process that focuses on Council priorities and objectives as the driving factor for determining the annual budget. BFO is a way to link Council's policy goals to the day-to-day management and operations of the City. Council's goals are taken into account when department managers develop their service level needs in order to request operating and capital budget.

BFO provides a comprehensive review of the organization, identifying every program offered and its cost, evaluating the relevance of every program on the basis of the community's priorities, and ultimately guiding elected officials to the policy questions they can answer with the information gained from the process. Thus, BFO will inform the development of the City's Budget and serves as a tool to identify potential service reductions and eliminations. The goal is that the City can make better-informed decisions regarding the prioritization and cost of City services and programs.

The evaluation of programs as part of this process may also identify potential duplication of efforts or opportunities to consolidate similar programs and/or services that are delivered through partnership with other governmental agencies, non-profit agencies, or the private sector.



The Budgeting for Outcomes process provides the monetary resources to support and implement the strategies that are identified. Over time, the City may determine that some of the services and strategies currently observed do not help to move the dial on achieving the outcomes identified in the City's Long-term Strategic Plan and may shift gears with certain strategies or initiatives and those changes will be approved/disapproved during the Budget for Outcomes process.



### **Department Manager's Role**

Requests can be submitted by one department or multiple departments working in partnership/collaboration with each other. A proposal (or bid) is submitted and describes what a service, program, or activity will do to help achieve the Council-approved goal. Managers need to explain the scope of the service and any enhancements or decreases to level of service. The total expenditure and revenue budgeted amounts are included in the bid as well as FTEs.

Managers are encouraged to explain any cost savings, innovation, or collaboration that their program would be able to accomplish during the next fiscal year. There is also a section on the bid sheet that explains the consequences of funding it at a lower level. And finally, the bid ends with performance measures tailored specifically to that service used to measure its success. Performance measures are taken from the usual department performance measures, the National Citizen's Survey, or ICMA's Center for Performance Measurement.

When submitting budget requests, managers are encouraged to have a corresponding expense reduction, revenue enhancement (e.g., fee or rate increase, state and federal grants, profit gains, etc.), or justification as to why the adjustment is necessary. Managers bringing budget requests to the Results Team were asked to look first within their existing departmental or team budget. By enhancing or adding a service with the same amount of current budget, the City can build efficiencies and make the cost of doing service more effective.

Also, managers were encouraged to look for opportunities to find cost savings in their current operations, to think creatively, and collaborate with others, inside and outside of City Hall, to identify ways that they could achieve the same or better results at lower costs. Managers' hard work will help to craft a more streamlined budget and fund the services necessary to achieve the community priority outcomes.

### **The Results Team**

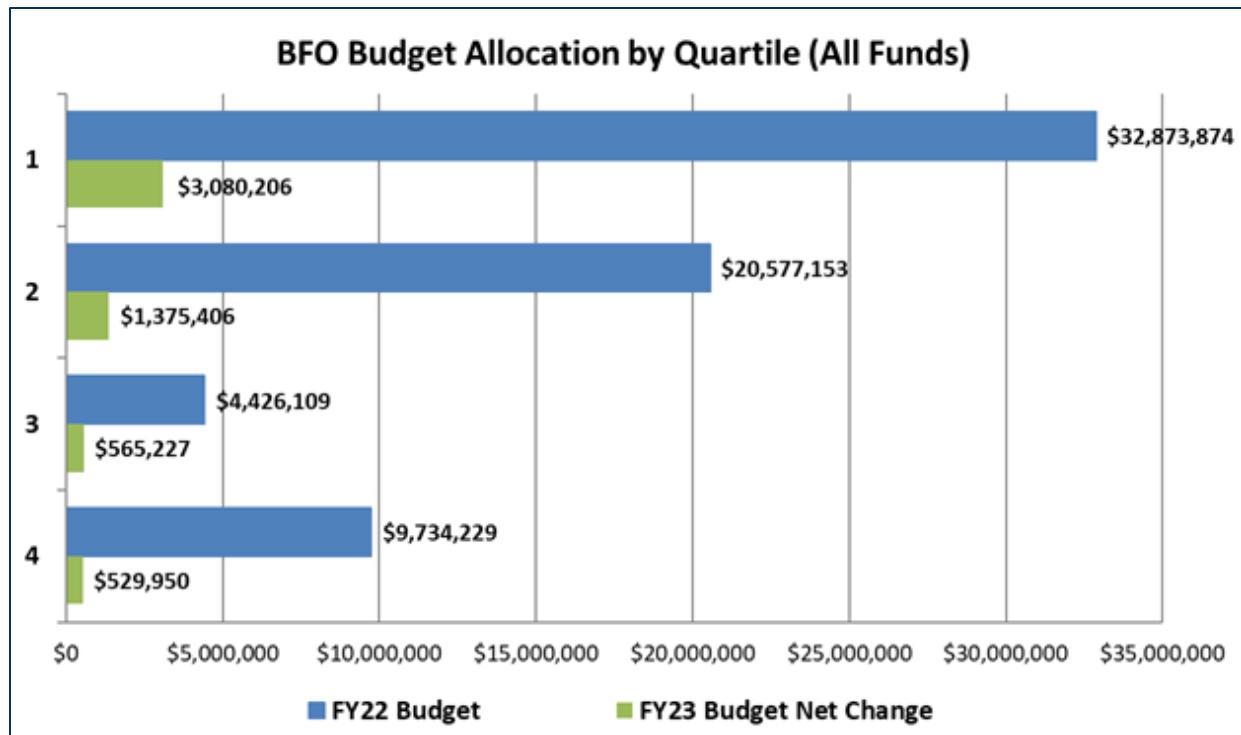
Each Manager presents their budget request to the Results Team, a group of individuals from various departments within the organization. The onus is placed on the individual department managers to defend or justify their rationale to the Results Team.

The Results Team then identifies questions or gaps in specific proposals and requests additional information from the proposal owner, including potential implications of level of service adjustments or the suggestion of additional collaboration. They will then score the program based off the department manager's explanation as well as with their own understanding of Council's priorities. The scoring and prioritization of the BFO programs is the start of the discussion on where to fund programs—not the end.

Decisions on budget enhancements or decreases are based on the scoring of each BFO program, as well as the department manager's rationale, established need, and availability of resources. The team discusses their overall rankings and rationale for budget enhancements or decreases and prepares a final recommendation to the City Manager, who examines and refines this recommendation and may include it in the overall budget recommendation.

Each BFO program is scored by the results team in accordance with the aforementioned process. Quartile 1 is made up of the top 25% of programs that received the highest scoring in the City. This graphic demonstrates that the items most important to Council and the community are being funded by showing that the programs that are most important to Council and the community (Quartile 1) are the ones that are receiving the highest amount of funding.

It is important to note that a high rating of a program will not guarantee that a program will be recommended to be retained; nor does it guarantee that a lower-ranking program will be proposed for elimination. Also, the rankings do not reflect whether a program is being delivered in the most efficient manner. The prioritization process provides valuable information for budget proposal development and City Council deliberation. It is not the "only answer" on to how best to determine the City's budget.



**Allocation of Budgeted Resources by Quartile**

### Budget Considerations

It is the intention of BFO for managers to submit the most cost-effective program budgets. This year, each department was asked to focus on increases that allowed them to address challenges caused by the global inflationary environment and respond to three key themes. These themes include investment in organizational infrastructure, resort economy mitigation, and neighborhoods reinvestment.

Throughout the budget process Council has many opportunities to consider service level reductions and corresponding program budget cuts as well as to consider program funding or program increases not recommended in the proposed FY23 budget.

Utah State law requires that the City Manager present to Council a balanced budget at the first regularly scheduled Council meeting in May. A balanced budget is defined by Utah Code: “The total of the anticipated revenues shall equal the total of appropriated expenditures.”<sup>1</sup> The proposed budget must be available for public inspection during normal business hours after it has been filed with the City Council.

Per state code, a tentative budget must be submitted to city council on or before the first scheduled meeting in May. The council adopts the tentative budget and then begins to make it their own by modifying and amending it. Between the first City Council meeting in May and the presentation of the Final Budget on June 23, the Council has the opportunity to review the proposed budget, consider public comment, and finally, adopt a balanced budget. Before July 1, the Council must adopt either a tentative budget if the certified tax rate is to be exceeded (tax increase) or a final budget and proposed tax rate (no tax increase). If there is a property tax

increase, the Council holds an additional public hearing before adopting the budget in August.

Budgetary control of each fund is managed at the department level. Department managers play an active and important role in controlling the budget. The City Council may amend the budget by motion during the fiscal year; however, increases in overall fund budgets (governmental funds) require a public hearing. Enterprise fund budgets may be increased by the City Council without a public hearing. Expenditures may not legally exceed appropriations at the overall department level.

The City Manager's Recommended Budget is what is being presented to City Council. The budget changes this year will be presented through the lens of the previously mentioned themes and Council priorities. We are confident BFO provides us with the tools we need to build a budget that reflects our city's values and needs. This budget process will help us do this by focusing on outcomes that matter to our residents and others who have a stake in this community.

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<sup>1</sup> Utah State Code Title 10-6-110 (2)

## DISTINGUISHED BUDGET AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to Park City Municipal Corporation, Utah for its annual and biennial budgets for fiscal years beginning in 1991 through 2021.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan, and communication device. The award is valid for a period of two years. We believe our current budget continues to conform to program requirements; and it will be submitted to GFOA to determine its eligibility for another award each cycle.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

### *Distinguished Budget Presentation Award*

PRESENTED TO

**Park City Municipal Corporation  
Utah**

For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morill*

Executive Director

## OVERVIEW

The steady pace of economic recovery is a vivid testament to Park City's strong local businesses and overall desirability of Park City as a place to live, work, play, and raise a family. For Fiscal Year (FY) 2023, the Budget Department projects revenue growth of at least \$4.5M from Original Budget FY22 to FY23 in the City's General Fund. This is driven by continued growth in tourism and visitation reflected in sales taxes and stability in property taxes as Park City residents, businesses, and visitors thrive.

The FY22 Adjusted Budget reflects a 2.6% increase from the FY22 Original Budget (capital excluded). The Adjusted Budget reflects the current fiscal year's budget ending June 30, accounting for increases and decreases over the Original FY22 Budget. Most increases were adopted as part of the December 2021 budget adjustment. Increases include critical pay adjustments for positions that the City was struggling to fill and restoration of the Senior Environmental Project Manager and Transportation Director. As the end of FY22 approaches, we tightly monitor the adjusted budget to ensure changes are captured in the Final Budget adoption on June 23.

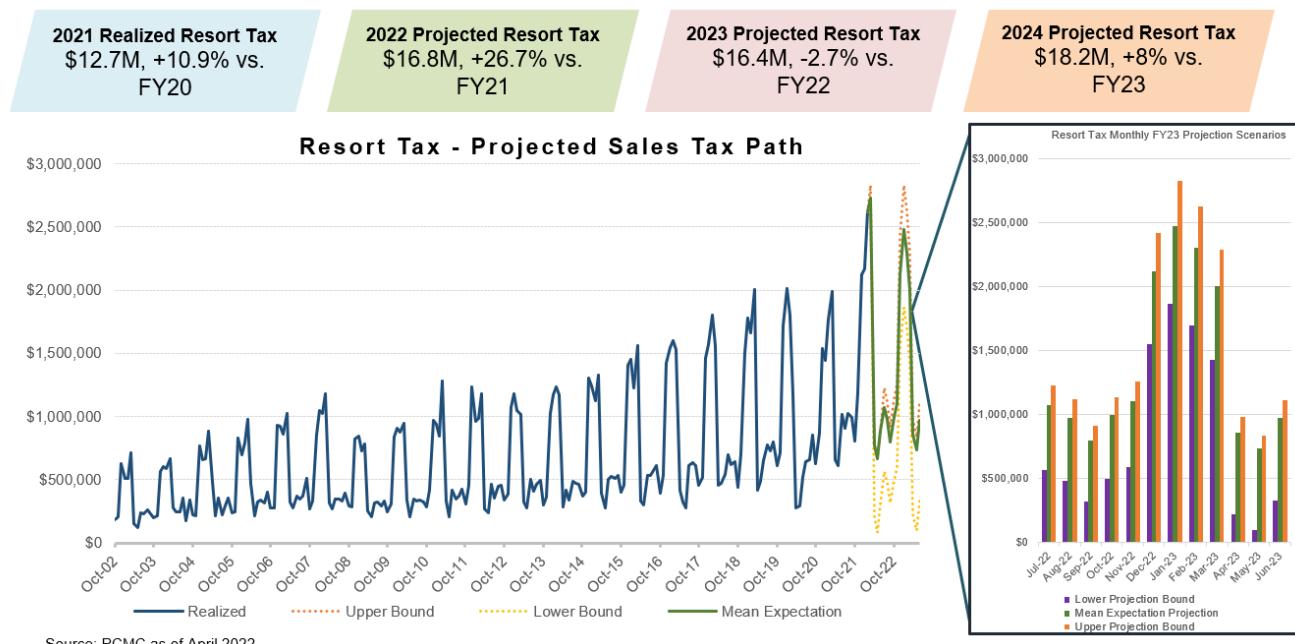
The FY23 operating budget reflects an increase over the FY22 Adjusted Budget, capturing an increase in the aggregate from the City's major operating funds: General, Water, and Transportation. The increase reinforces the City's desire to address the community's most critical needs, inflationary cost increases, and commitment to retaining and recruiting employees. The proposed budget is supported by historic sales tax revenues and an increase to some user fees. Operating budget changes from across all funds and details on departmental requests and committee recommendations will be discussed and provided on May 26.

Expenditure Summary - All Funds								
	Actuals FY 2018	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD Actuals FY 2022	Original Budget FY 2022	Adjusted Budget FY 2022	Original Budget FY 2023
Personnel	\$36,532,398	\$39,163,872	\$40,019,168	\$36,565,560	\$32,794,144	\$41,804,336	\$42,909,145	\$49,661,137
Mat, Suppls, Services	\$17,825,325	\$19,683,793	\$20,850,156	\$29,470,146	\$15,823,698	\$22,707,279	\$23,262,138	\$26,886,028
Capital Outlay	\$402,605	\$624,690	\$435,427	\$429,591	\$385,655	\$526,685	\$551,685	\$1,139,514
Contingency	\$75,437	\$67,018	\$362,218	\$172,741	\$24,600	\$300,000	\$300,000	\$300,000
<b>TOTAL</b>	<b>\$ 54,835,765</b>	<b>\$ 59,539,372</b>	<b>\$ 61,666,969</b>	<b>\$ 66,638,038</b>	<b>\$49,028,097</b>	<b>\$ 65,338,300</b>	<b>\$ 67,022,968</b>	<b>\$ 77,986,679</b>
Capital	\$60,601,638	\$87,511,154	\$47,829,798	\$61,354,362	\$33,313,784	\$76,218,620	\$244,708,799	\$68,714,154
Debt Service	\$16,216,948	\$16,853,649	\$24,538,521	\$19,373,212	\$19,888,420	\$22,059,324	\$22,059,324	\$22,059,324
Interfund Transfer	\$47,750,191	\$79,846,401	\$24,617,678	\$19,689,126	\$16,988,400	\$19,247,789	\$22,698,090	\$19,358,332
Ending Balance	\$83,191,254	\$117,717,331	\$130,691,480	\$152,780,088		\$78,014,234	\$105,701,537	
<b>TOTAL</b>	<b>\$207,760,031</b>	<b>\$301,928,535</b>	<b>\$227,677,477</b>	<b>\$253,196,788</b>	<b>\$70,190,604</b>	<b>\$ 195,539,967</b>	<b>\$ 395,167,750</b>	<b>\$ 110,131,810</b>
<b>COMBINED TOTAL</b>	<b>\$262,595,797</b>	<b>\$354,413,192</b>	<b>\$272,249,775</b>	<b>\$126,310,250</b>		<b>\$ 234,710,852</b>	<b>\$ 358,763,309</b>	<b>\$ 257,723,796</b>

Table B01 - Major Object All Funds

### General Fund Revenues

Staff projects an increase of \$4.5M in General Fund sales tax for FY22—from \$13.3M to \$17.8M. While winter visitation remained robust, the unique post-pandemic trend in Park City is the growth of shoulder season and non-winter visitation. This trend is visible by the volume of visitors through the City's Main Street business district. While winter visitation reached near-record highs, growth in the summer, spring and fall caused the calendar year 2021 to see the most visitors we have on record.

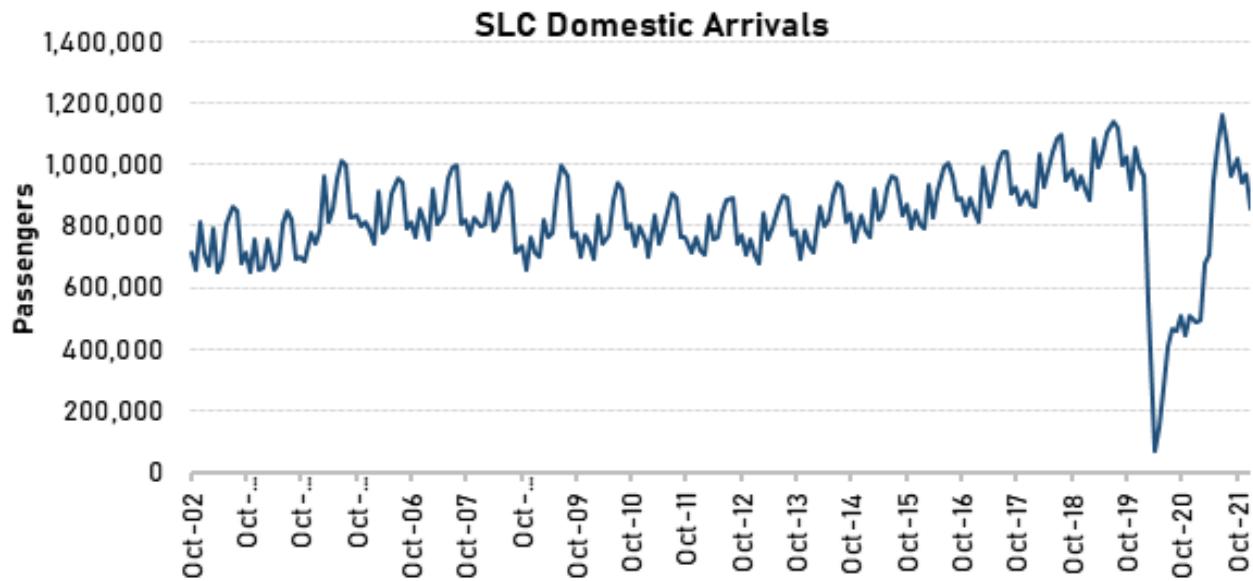


### Sales Tax Path

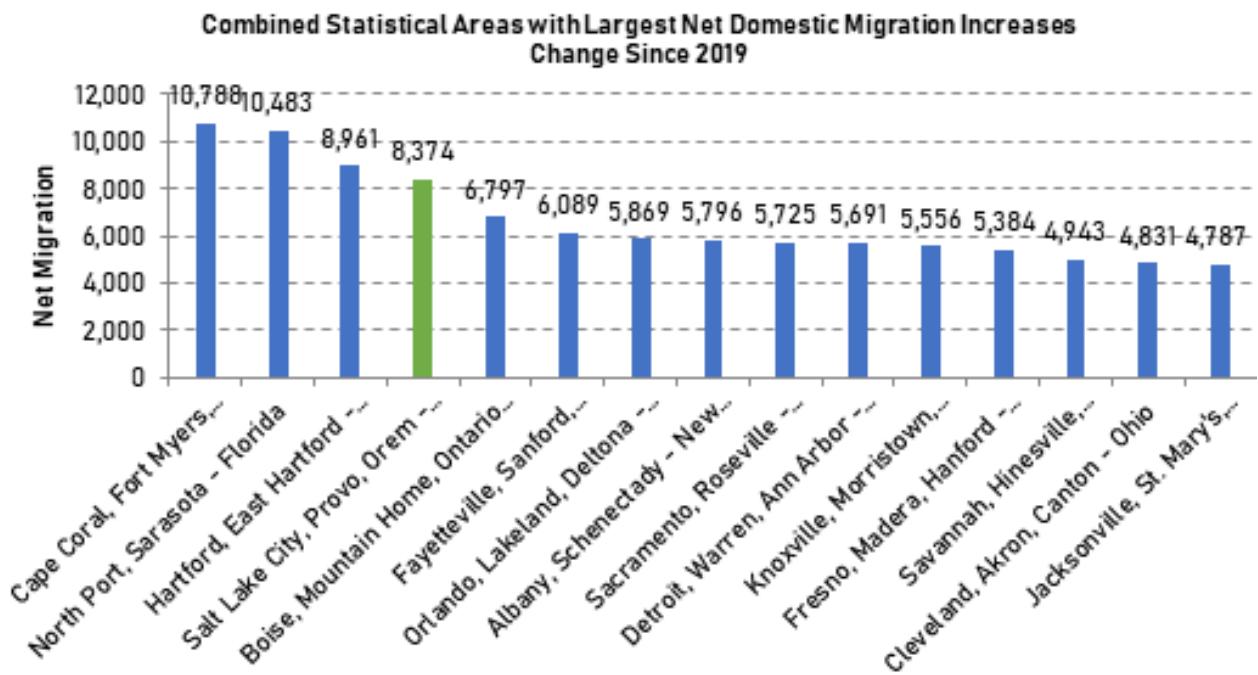
Park City is on a new revenue trajectory with respect to sales taxes, closing FY22 up +26.7% vs. FY21, a previous record sales tax year. The table above demonstrates the projected increase for different funding categories. The increases allow Park City to increase what it can mitigate and accomplish in FY23 and into the future. The FY23 sales tax revenue budget is slightly lower than FY22, as staff projects a slight softening of the global economy and some additional economic volatility. However, the City must take strategic advantage of the new sales tax trajectory and deploy resources to meet community demands.

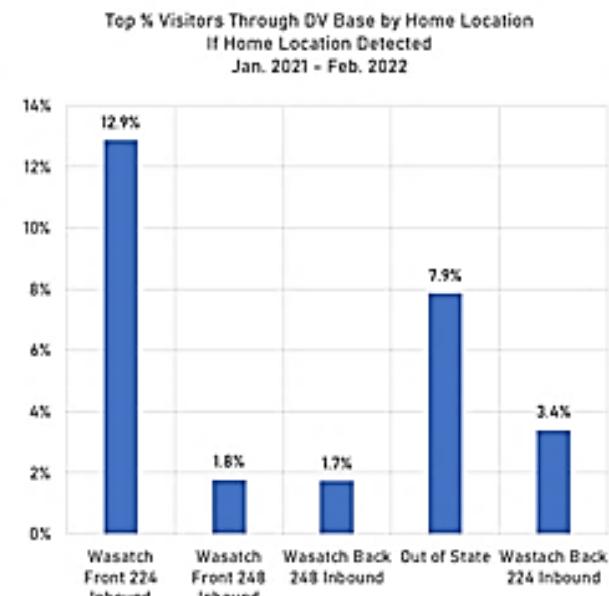
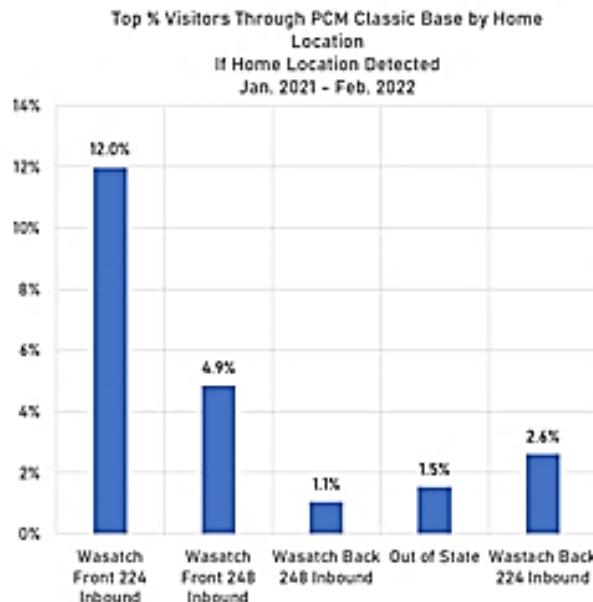
Moving into a post-COVID world, Park City continued to benefit from a recovering national economy and a booming regional economy.

Acceleration in air passengers saw a robust return to travel through the early spring of 2022. Indeed, Salt Lake City International Airport domestic arrivals surpassed pre-pandemic highs at the beginning of Park City's FY22 while winter travel lined up with pre-pandemic trends.



As the national travel picture improved, the State of Utah fared even better. The Wasatch Front registered as the fourth-highest metropolitan area in the United States receiving net migration increases since 2019. This growth was a boon for the State. However, impacts were felt in communities like Park City as drive-traffic demand for skiing increased through Park City's winter 2022.





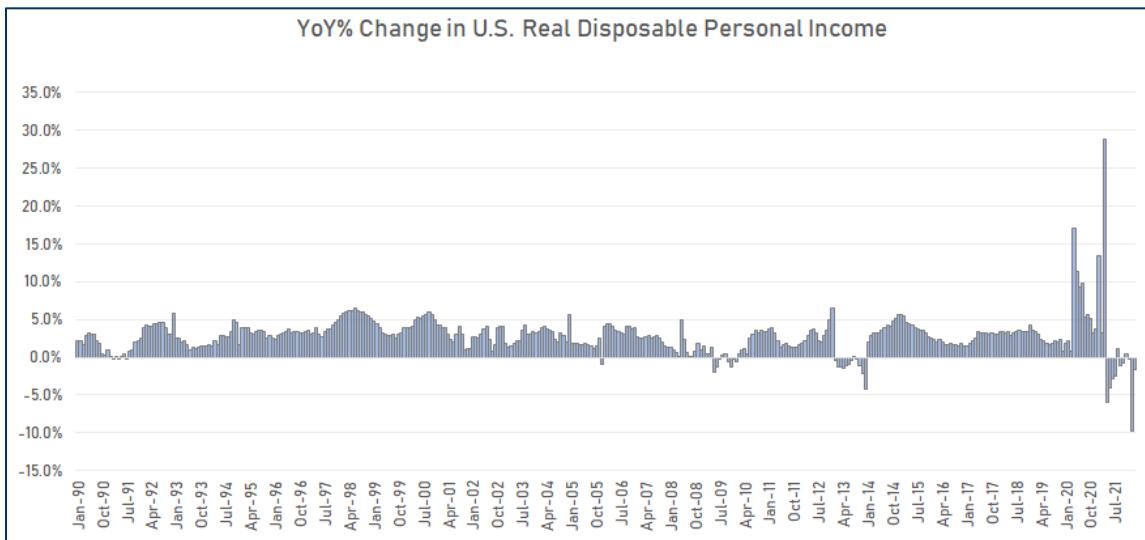
While winter visitation remained robust, the unique post-pandemic trend in Park City is the growth of shoulder season demand and non-winter visitation. This trend is made visible by the volume of visitors through the City's Main Street business district. While winter visitation reached near-record highs, growth in the summer, spring and fall is what caused calendar year 2021 to see the most visitors through the district on record.

Main Street Visitors						
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total Calendar Year
Calendar Year	2017	1,483,161	665,538	993,336	853,676	3,995,711
	2018	1,573,286	640,188	1,030,691	845,928	4,090,093
	2019	1,618,275	663,881	992,946	875,761	4,150,863
	2020	1,273,540	262,389	906,242	846,605	3,288,776
	2021	1,391,936	793,237	1,139,918	981,176	4,306,267
	2022	1,594,725				

Main Street Visitors, YoY % Change						
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total Calendar Year
Calendar Year						
	2018	6%	-4%	4%	-1%	2%
	2019	3%	4%	-4%	4%	1%
	2020	-21%	-60%	-9%	-3%	-21%
	2021	9%	202%	26%	16%	31%
	2022	15%				

These patterns have caused more persistent demand for services on a year-round basis than previously seen in the City's history. At the same time, inflationary trends have also increased the cost of providing staffing and support city-wide.

On the national front, the effects of inflation are eroding the buying power of American workers and Park City, and real growth concerns are beginning to manifest in household earnings and markets. Average U.S. households are increasingly deploying income once used for discretionary purposes into essentials to make ends meet. With an eye toward caution, we believe FY23 will remain robust in revenues, almost similar to FY22, with a minor reduction of -2.7%, as record revenue growth tapers off in the near term.



In addition, we forecast long-term revenues and operating, capital, and debt service expenses for the General Fund. The analysis below illustrates the potential impacts of financial decisions on the City's short and long-term financial health. The figures help set the funding limits for both the operating and capital budget related to the General Fund and General Fund capital transfer.

### Revenue Projection Detail

Park City Municipal Corporation receives multiple forms of tax, fee and service generated revenue in its general fund every year. Of these, sales taxes are the most directly exposed to consumer discretionary spending and are therefore subject to the most uncertainty.

Starting in fiscal year 2021, the City's budget team assembled a sales tax model based on machine learning techniques and more than 70 data sources. On upside momentum in many of these indicators, the budget team projects an adjusted increase for sales tax revenues in FY22 of 26.7% relative to original budgets for FY22. However, in FY23 we project a minor slowing of sales growth in sales taxes in with a projection of -2.7% relative to final adjusted budgets for FY22.

Further details on projection assumptions by individual revenue stream are listed below:

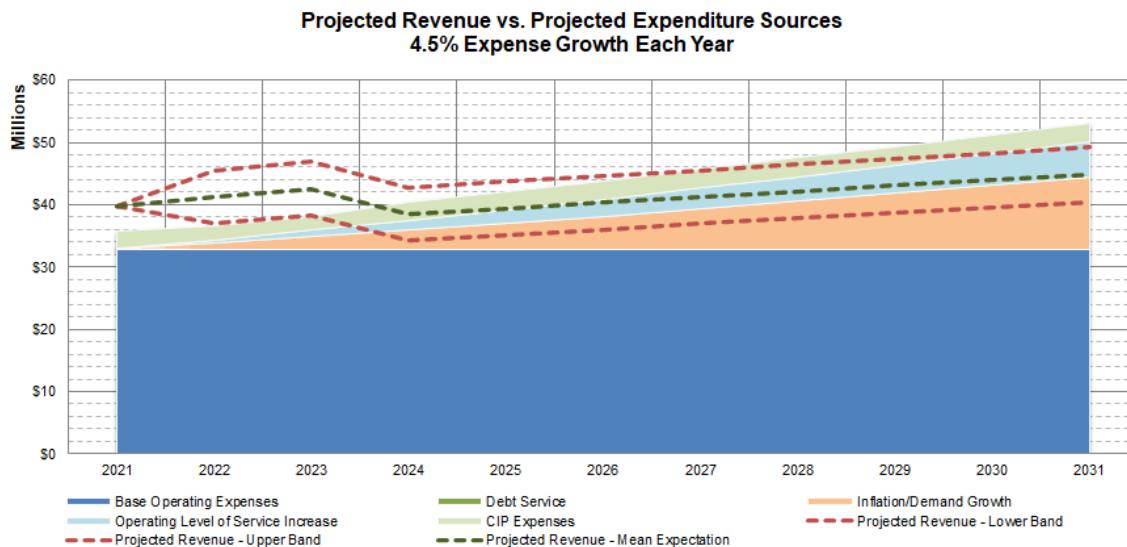
- *Current Revenue Projection Estimates Assume:*
  - **Property Tax:** Property taxes assume a preservation of base

*revenue of \$12.1M from FY21. From this base we project incremental new growth of approximately \$600k.*

- **Sales Tax:** Based on PCMC's statistical sales tax model.
- **Franchise Tax:** Modeled as a log transformed function of time, this model was selected as we assume tapering demand for telecommunications services as new demand and new telecom services may hit saturation points.
- **Licenses:** Assumes linear trend growth in-line with historical averages.
- **BP&E Fees:** Assumes linear trend growth in-line with historical averages.
- **Recreation:** Assumes linear trend growth in-line with historical averages.
- **Other Revenue:** Assumes linear trend growth in-line with historical averages.
- **Ice:** Assumes linear trend growth in-line with historical averages.
- **Interfund Transfers:** Assumes growth of 4% from FY 2021.
- **Intergovernmental Revenues:** Assumes linear trend growth in-line with historical averages
- Under these revenue assumptions we arrive at an \$4.5M increase in revenues in FY23, relative to the FY22 adjusted budget.

## CITY'S LONG TERM BUDGET STRATEGIES

Each year, the budget department works with the City Manager to establish revenue and expense projections based on long-range historical trends. As the economic environment of a resort economy ebbs and flows, the long-term budget outlook is intended to act as a long-range measure and reference for future financial decisions. As the City moves forward, revenue growth is evaluated in the contexts of the historical trends and will help form updated projections each year which will guide the City in the subsequent budget process.



While utilizing near-term, high-frequency, projections is a critical part of the City's budget process, staff also generates long-term projections for revenue combined with hypothetical scenarios of expense growth. Recent revenue growth has been exceptional due to a boom in sales tax revenues. Yet, staff uses knowledge of past growth rates to project future long-term revenue trends. The chart above illustrates a range of potential future scenarios where hypothetical expense growth of 4.5% per-year has the potential to cross over revenue growth should sales tax revenue growth taper back to historical trends.

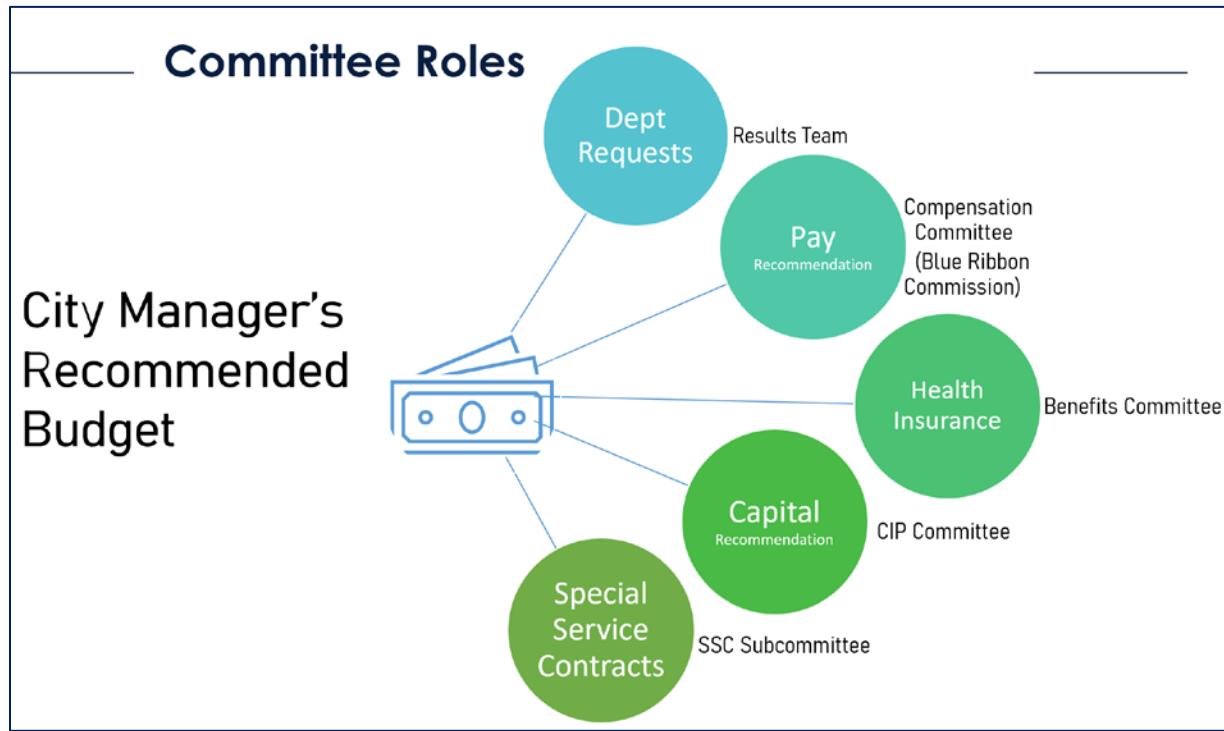
Any long-term future projection is subject to a high amount of uncertainty. Yet, this tool remains a benefit when considering possible future states of the world and how to manage variable outcomes. Since FY20, staff has managed the City budgeting process in a dynamic way, finding capabilities to institute expense controls when necessary and adding resources when possible. Staff anticipates that the future economic outlook for the City is one of a positive trend. Still, dynamic management of expenses is a tool that must always be available to the City Manager and Council as we travel a path of variability in a post-COVID world.

Below are the City's Long-Term Budget Strategies for crafting the City Manager's Recommended Budget:

- A. Budget draws upon Council input and long-term staff revenue and expense projections as a guide
  - Priority-driven operating budget based upon Council's Critical and Top Priorities,

goals, objectives, and desired outcomes

- B. The budget proposal is initially developed by several budget committees made up of cross-departmental staff:
  - Committees include Results Team as well as CIP, Pay Plan, Benefit, and Fleet committees and any other ad hoc committees needed for unique circumstances
  - Results Team will make recommendations by considering BFO score, department manager's request, established need, available resources, and performance measures
- C. All operating and capital budget requests should be considered during the budget process
- D. Any General Fund budget surplus can be flexibly deployed for personnel, operating and/or for capital projects



Budget Recommendations to City Manager by Committee

### Health, Dental, & Life Insurance Costs

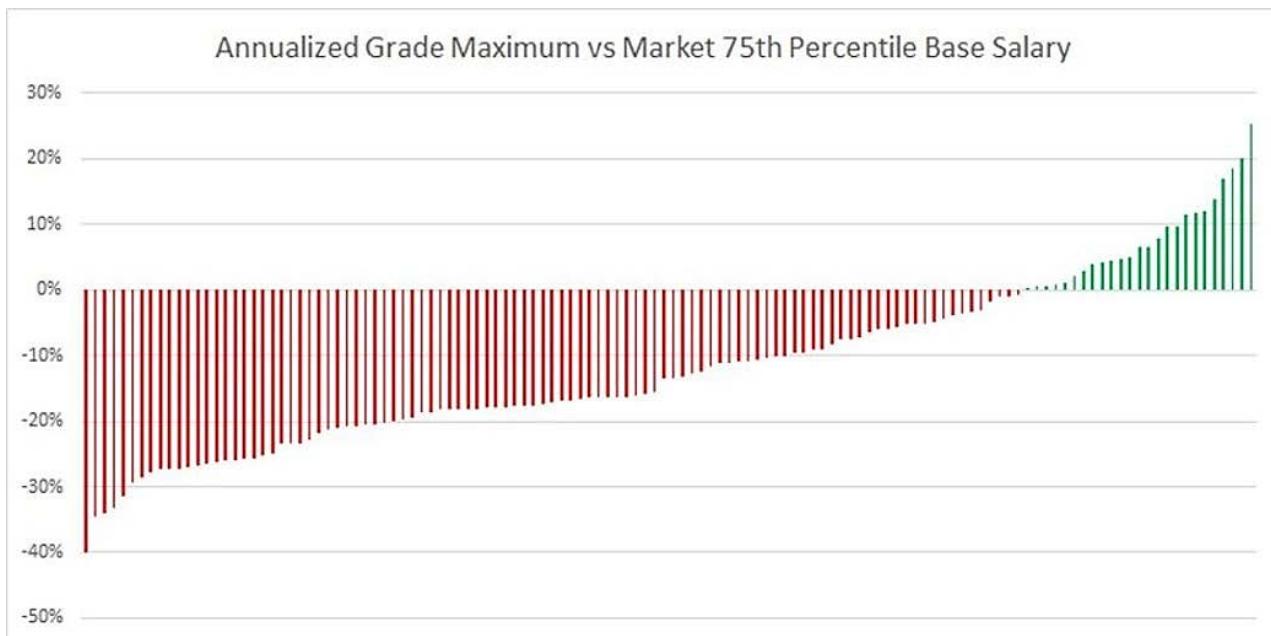
The City maintains a health and dental insurance plan through Regence Blue Cross Blue Shield of Utah. Each year, Regence examines the City's "use" of the plan and its total costs to Regence, and then determines the price for the following year. Our FY23 Health Insurance premiums have a minimal increase of 2.62%.

## Pay Plan

Historically, the City has collected salary information on select jobs from a sample of cities in Utah every two years, then averaged salaries from the top seven to use as a benchmark when determining salary ranges and job types. In “off” years, a 2% market adjustment was applied.

As the City struggled with retention and recruiting and long vacancies in key positions, it became clear that a renovation of our pay philosophies and processes were necessary. The City reestablished the internal Compensation Committee and formed an external Blue-Ribbon committee, comprised of resident Park City Human Resource experts, to help guide the process of moving toward a more modern, market-based pay plan which utilizes third-party salary data to determine salary ranges and pay grades based on a current market analysis of comparable positions and salaries. Salary ranges are based on specific jobs as opposed to job types.

As you can see from the chart, the compensation analysis revealed that most City jobs were below the 75<sup>th</sup> percentile of market pay.



For the FY22 budget, the City began phasing in the new pay plan which brought salary ranges up to the 75th percentile of 2020 market rates. In response to accelerated inflation (10.6% in the Mountain West since last wage adjustment), historically low unemployment rates and serious wage competition both in the public and private sector, the Compensation Committee and Blue-Ribbon Committee proposed a 10.33% increase to bring salary ranges to 2022 levels, which received overwhelming support from City Council.

The City is also developing a long-term staffing strategy that includes a comprehensive review of all benefits, workplace culture and policies, performance management, and professional development.

FY23 Pay Plan	
Fund	FY23 Request
011 GENERAL FUND	\$ 2,513,970
051 WATER FUND	\$ 392,143
052 STORM WATER FUND	\$ 68,293
055 GOLF COURSE FUND	\$ 98,152
057 TRANSPORTATION & PARKING FUND	\$ 1,002,061
058 PARKING FUND	\$ 98,660
062 FLEET SERVICES FUND	\$ 57,440
<b>Grand Total</b>	<b>\$ 4,230,719</b>

### Pay for Performance

Employees are eligible to receive up to 5% of their base pay as a performance-based pay. This is a critical step in our ability to compete and retain quality and high-performing employees in an increasingly competitive labor market.

### Retirement Expense

All full-time Park City employees are part of the Utah Retirement System (URS) defined benefit program. The City is required by statute to contribute a certain percentage of employee pay toward the URS pool annually. For FY23, URS will remain budgeted at FY22 levels.

### FY23 Discretionary Requests

Dept	Total Request	CM Recommendation	Notes
Legal	\$ 65,000	\$ 25,000	
Human Resources	\$ 635,000	\$ 268,400	
Finance	\$ 27,000	\$ 27,000	
IT	\$ 982,000	\$ 789,100	
Public Works (Bldg. Maint, Streets, Parks)	\$ 447,000	\$ 478,500	Traffic mitigation items added to this budget
MARC/Rec/Tennis	\$ 276,600	\$ 209,378	
Ice	\$ 27,250	\$ 20,400	
Community Engagement	\$ 87,800	\$ 13,000	
Env Regulatory	\$ 35,000	\$ 35,000	
Sustainability	\$ 35,000	\$ 25,000	
Police	\$ 1,266,000	\$ 561,000	Request included traffic items that were funded in other depts
Economy	\$ 863,000	\$ 14,000	Request included traffic items that

					were funded in other depts
					Traffic mitigation items added to this budget
Emergency Management	\$	-	\$	294,400	
Engineering	\$	164,595	\$	115,000	
Planning	\$	625,300	\$	165,300	
Building	\$	144,850	\$	144,850	
Library	\$	99,500	\$	14,500	
Trails	\$	129,000	\$	107,000	
Housing	\$	15,500	\$	165,500	Housing FTE added by CM
Parking	\$	103,000	\$	230,000	Parking Officer and Vehicle added for traffic mitigation by CM
Transpo Ops	\$	857,000	\$	875,000	Additional funds added for Micro Transit
Transpo Planning	\$	85,000	\$	85,000	
Water	\$	1,200,000	\$	1,200,000	
Golf	\$	55,500	\$	55,500	
<b>Total</b>	<b>\$</b>	<b>8,225,895</b>	<b>\$</b>	<b>5,917,828</b>	

# CITY'S MAJOR OPERATING BUDGET ITEMS

## Major General Fund Expenses

The FY23 City Manager's Recommended Budget is a targeted and strategic deployment of resources that invests heavily in four themes and at the same time advances our ability to enhance core services and increase operational capacity and productivity.

The table demonstrates the breakdown between the major categories of operating enhancements: capital projects, employee pay plan and compensation, and health insurance.

FY23 Expenses	Amount	Notes
<b>Pay Plan</b>	\$2,500,000	Maintains personnel compensation based upon surging inflation costs of over 10% and ensures PCMC meets its 75 <sup>th</sup> percentile commitments. Last year's strategic investments in employee compensation were arguably the most important action taken by PCMC. As many businesses suffered high attrition rates and even cut services, PCMC consistently met current service levels due to adequate staffing.
<b>Health Insurance</b>	\$150,000	Health insurance premiums maintain commitment to provide quality healthcare. The recommendation is to cover the one-time increase and not pass it off to our employees.
<b>Ops Increases</b>	\$3,550,314	Considerable inflationary cost increases (supplies, equipment, contracts, and new positions, etc.) and targeted expansion of specific services allow managers to continue to deliver high levels of service.
<b>Capital</b>	\$3,400,000	General Fund capital expenses deployed on key projects for community benefit, including walkability initiatives, recreation, complete streets, and X, Y and Z
	<b>\$9,600,314</b>	

FY23 Sources	Amount	Notes
<b>Revenue Capacity</b>	\$4,142,704	Total projected revenue for FY23
<b>Repurpose Capital Projects</b>	\$955,467	Capital project closeout
<b>Fee Increases</b>	\$500,000	Increase in fees for services
<b>General Fund Transfer</b>	\$3,400,000	Transfer from General Fund to Capital Fund
<b>Resort Funding</b>	\$280,000	Resort funding for enhanced traffic mitigation
	<b>\$9,278,171</b>	

The Budget Department projects \$4.1M in new revenue for FY23, which includes sales tax revenue, fee increases, and closing out several completed capital project budgets. This strategy helps Council deploy resources faster and more strategically to meet new community demands in FY23. We also anticipated continuing to receive \$280k/year from the resorts to pay for enhanced

traffic mitigation and public safety services. Lastly, the \$3.4M represents the General Fund Transfer to the Capital fund, which moves revenues from the General Fund to Capital to pay for ongoing capital projects.

## Major Operating Initiatives and Key Investments in Community Priorities

FY23 Expenses	Amount	Notes
<b>Organizational Infrastructure</b>	\$725,163	Budget increases to enhance our IT infrastructure, cybersecurity, 3Kings Water Treatment Plant, a new financial and accounting system for the municipality, and new investment in data collection to better respond to public input and requests for information, transparency, and level of service increases.
<b>Resort Economy Mitigation</b>	\$755,499	Enhanced traffic and resort economy impacts – expand Neighborhood Traffic Management Program, Traffic Coordinator position, intersection management and equipment, and monitoring and enforcement.
<b>Neighborhood Reinvestment</b>	\$796,742	Increased neighborhood patrols, code enforcement and equipment, fire inspection, and community and area planning efforts.
<b>Workforce Support</b>	\$267,905	Additional resources to enhance recruitment, retention, and quality benefits, employee assistance, and professional development programs (non-monetary benefits)
<b>Core Services</b>	\$1,005,005	Service increases related to existing Critical Community Priorities and existing service demands – Affordable Housing, Recreation, Customer service, and Street Projects.
<b>Total</b>	<b>\$3,550,314</b>	

### Information Technology/ Organizational Infrastructure

Expanding the City's critical IT support and infrastructure is at a crucial inflection point. Today's flexible work environment, combined with an unprecedented demand for automation and data collection, requires a new municipal financial and accounting system and a host of new data science and cybersecurity tools to drive our decision-making and planning processes and protect municipal assets. Key personnel and new technology staff are requested (2 Junior Network Administrators). These positions will support the 3Kings Water Treatment Plant's technology and core software and security systems throughout the City. The FY23 budget also includes department-level support for updating webpages, efficiency software and updated equipment for staff.

### Resort Economy Mitigation

Enhanced traffic management is a major community priority. We have proposed new investments to multiple departments to enhance the Neighborhood Traffic Management Program – a Police Officer, two positions in Public Works (Streets), a Traffic Coordinator and a new Parking Officer to manage major intersections and neighborhoods during peak visitation. This investment alone is nearly \$1 million of the new sales tax revenues available to Council in FY23.

As our trail systems continue to experience high-usage, we have added two Trail Rangers to

oversee maintenance, manage trailhead parking and neighborhood impacts and ensure compliance with adopted conservation easements.

### **Neighborhood Reinvestment**

Unprecedented demand continues to burden our Building, Planning, Engineering, Housing, and Resident Advocate departments. New investments include a new position in Engineering to assist residents and businesses and new municipal code software (noticing, outreach, ad hoc analysis, etc.). It also includes a new position in Affordable Housing in anticipation of more public-private partnerships and the collaborative project on Woodside with the Seniors. In addition, we propose a new Police Detective to respond to the rising investigative caseloads, demand for deeper community policing, and help with the increase in violent crimes.

As we continue to build upon our Sustainability programs, the FY23 budget includes investments in the new Sustainability Resource center at the library which provides unconventional circulating items such as sewing machines, outdoor games, tools and electronics. Environmental Sustainability will also kick-off their Curbside Composting pilot program this year.

### **Recruiting, Retention, and Workforce Support**

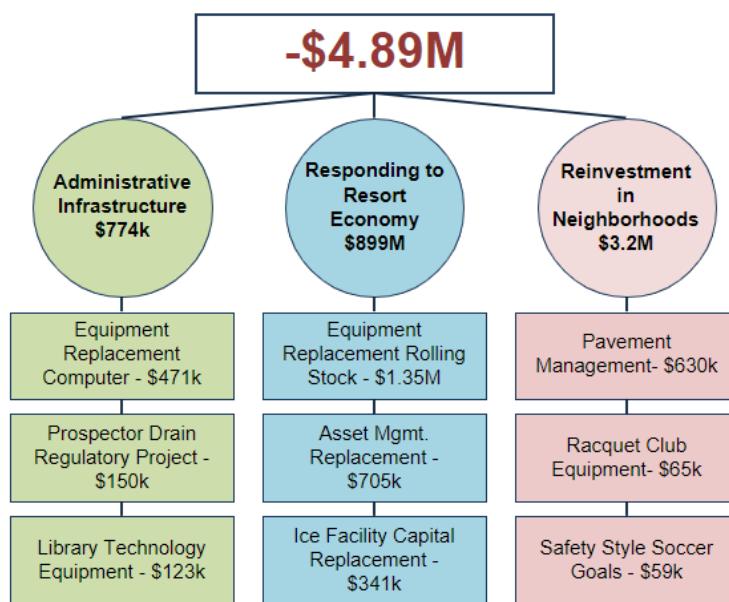
Unemployment continues to hover around 1% in Summit County (lowest in decades), turnover remains above 15%, and Jan-Mar 2022 saw six voluntary resignations to accept better-paying positions in other agencies or relocations due to the exceptionally high cost of living. Over the last year, HR has spent over approximately 6,000 hours hiring over 200 employees, with hundreds of hours devoted to onboarding and setting up benefits with various providers.

The City must improve its training, culture, and employee policies to reflect the current dynamic workforce needs and expectations of newly recruited employees. Thus, we propose 1.5 new HR positions to support our workforce. The new analyst position will focus on day-to-day departmental needs and supporting or leading benefits procurement and professional development programs. The Recruiter will focus on key recruitments and professionalizing our onboarding programs and platform. In addition, new investments are recommended in non-monetary employee programs, such as increasing education reimbursements, employee appreciation programs, instant bonuses for customer service, and wellness.

# CAPITAL IMPROVEMENT PLAN (CIP)

## Capital Changes

The capital project budget is spread throughout various Funds. The General Fund does not contain any capital budget but does contribute to the Capital Improvement Fund through an annual transfer of funds. For the FY23 Budget, we recommend an annual CIP transfer of \$3.4M. However, the recommended budget is set at \$4.9M, as several old capital projects were closed out. The yearly transfer to capital generally pays for important ongoing capital projects, such as equipment, asset management, and pavement program.



The rest of the capital budget is broken out through the different funds: Capital Improvement, Water, Transportation, and RDA. On June 6, we plan to review, in detail, all proposed changes to capital budgets. However, below is a list of notable projects included within the proposal:

- **Park Avenue Neighborhood Street Reconstruction** - \$750k, project has an expected total budget of ~\$5M over time. The FY23 budget contemplates \$750k for design and planning activities
- **Upper Main Street Intersection Improvements and Mitigation** - \$750k, project focuses on near-term capital improvements on Upper Main Street near Hillside Avenue
- **Homestake Road Complete Street, Pedestrian and Multi-Use Trail** - \$450k
- **Munchkin Roach Complete Street Extension, Multi-Use Trail, and Woodbine Road Connection Improvements** - \$450k
- **Arts & Culture District** - \$450k, to support planning and land use entitlement work
- **PC Transit Rolling Stock Replacement** – \$16.8M to replace and upgrade the municipal fleet over time. Primarily funded through Federal grants, including \$14.9M from Federal funding, and only \$2.6M matching funds from the City's Transportation Fund
- **SR248/US40 Park and Ride Lot** - \$4.5M is budgeted in FY23 if Council approves this project. The Federal Funding is \$3.85M of the \$4.5M.
- **Park City's Long Range Transportation Plan** - \$3.9M has been set aside in reserve to

- begin the funding plan and process to move from planning to implementation
- **Snow Creek Crossing (SR-248 Tunnel)** - \$4.3M from the remaining 2013 Walkability Bond proceeds
- **Old Town Complete Streets** - \$200k to provide resources to resolve intermittent maintenance projects in Old Town due to tourism and visitation and demand from small business owners
- **Three Kings Water Treatment Plant** – \$20M from 2021 Water Revenue Bond to complete the City's Three Kings Water Treatment Plant in FY23. This remains the City's current single-largest capital initiative in FY23. It will modernize Park City's drinking water capabilities. By consolidating the amount of borrowing during a period of low-interest rates, PCMC saved approximately \$1.5M in gross cashflow savings by refunding (refinancing) past bond issuances. Additionally, these actions ensured that the Three Kings Water Treatment Plant is funded at record low interest rates.

### **Long-term Unfunded Capital Initiatives**

While the City is building a robust capital budget plan for the next several years based on Council's goals and direction, the focus remains on core capital maintenance and medium-term infrastructure projects. Several capital project ideas percolate around the community but require a new funding source or strategy due to their magnitude. Some of the most talked-about project ideas are the following:

1. Arts & Culture District – Parking, Housing, Transportation and Transit, and Common Areas
2. Long-Range Transportation Capital Plan – a list of implementation projects tops out at over \$87M
  - a. Bus Rapid Transit
  - b. Regionally significant park and ride
  - c. Tunnels, aerial transit, etc.
  - d. Roadway acquisition and/or improvements
3. Relocation of the Rocky Mountain Power Substation
4. Soils Ordinance remediation and relocation
5. Affordable housing development expansion
6. Recreation facility expansion

If Council is interested in pursuing a major or transformational capital project not currently budgeted, a prioritization process will help us develop a creative financial strategy. For example, the City can raise considerable resources to finance projects through various methods. But even then, it would prove challenging to finance multiple projects on the list above at the same time. The most common financial tools for future consideration are:

1. Pay-as-You-Go: This method pays for capital projects with funds on hand or through saving up over time. We are already deploying this strategy.
2. General Obligation Debt: Property tax increase targeted toward specific projects. Requires voter approval in a general election. We have a successful history of deploying this strategy on large community issues.
3. Property Tax Increase: This tool has not been used to our knowledge due to the strength of the tourism economy and imbalance in favor of year-round residential property

owners.

4. Revenue Debt: Issue bonds paid back through ongoing revenues. Historically, we have used sales taxes but could source other areas, such as water revenues. Also, the City's debt capacity through sales taxes to issue bonds for new projects is considerable and untapped. Today, based upon a 20-year maturity, the City could conservatively bond upwards of \$60M. We could also evaluate our overly conservative bonding policy that goes even further than required by Utah Law.
5. Grants/Other Government Agencies: There are many grant opportunities for local governments from other government agencies. However, to fund large capital projects, the City has been most successful in securing grants for transportation projects. The City has a handful of current transportation capital projects set to be paid for partially with grant funding and is continuously applying for more, such as the monies we are awarded to replace vehicles and support the Quinn's Junction Park and Ride. We plan to continue our aggressive use of the tool.
6. Economic Development Tools: There are numerous economic development tools that the City could utilize. The most common are Community Reinvestment Agencies (CRA) or Public Improvement Districts (PID). Both tools leverage new property tax revenue generated from new development for capital investment in those areas or outside the project area. A more aggressive use of this tool may be recommended in the future.
7. Public-private Partnerships (P3s): Public-private partnerships involve collaboration between a government agency and a private-sector company to finance, build, and operate projects. These partnerships work well when private-sector incentives combine with public sector goals, and the private sector incurs much of the financial risk. We are likely to increase our use of this tool, given the rise in construction costs and workforce pressures.

A complete detailed CIP report is included in the City Manager's Recommended Budget Volume II.

The total proposed CIP budget (all funds combined, excluding carry forward) for the FY 2022 Budget is \$79.5 million. The proposed FY 2023 CIP budget is \$72.7 million. The General Fund transfer required to fund capital projects in FY2022 will be approximately \$4.1 million—the majority of which is dedicated to the maintenance of existing infrastructure. Projects in these categories include Equipment Replacement – Rolling Stock, Aquatics Equipment Replacement, Pavement Management, Trails Master Plan Implementation, Traffic Calming, and Asset Management.

## **Changes between Tentative and Final Budget**

Each year, during the budget process, the budget team makes final adjustments under the direction of the City Manager and the Council. These changes reflect the difference between the Final Budget and what Council adopted as part of the Tentative Budget. In most cases, these are technical adjustments that more accurately reflect the projected expenses within a capital project, interfund transfer, or debt transactions.

- **Library**
  - +\$25k for part-time personnel - As mentioned, the Library is experiencing unprecedented visitation and engagement levels as the community reconnects,

post-Covid, and we expand community offerings. Additional funding for part-time personnel will match the appropriate staffing levels necessary to continue to meet service levels. In FY22, the Library implemented a 3-year strategic plan that included increased outreach and programming in FY22, such as intergenerational and inclusion programs. Examples include initiatives such as becoming a [Kulture City](#) venue to serve people with invisible disabilities. The Library wants to continue new initiatives such as service hour evaluations, a diversity audit to ensure our collections and services are representative of our diverse community and issuing library cards for all Park City students.

- **Planning**
  - +\$47k (includes all benefits) to reclass vacant Planner position to Senior Planner to support Council-driven special projects, such as a new General Plan and focused area plans. This is not a new position, instead a modest increase to an existing position to create the flexibility to recruit a more senior planning professional
  - +\$38k for part-time personnel to continue supporting various Planning projects and initiatives currently in process. In the past, Planning used savings from vacant positions to cover these expenses. Yet now that Planning is nearly fully staffed and remains committed to our new team and retention, Planning requests permanent budgetary support.
- **Engineering**
  - +\$5k for training opportunities related to traffic calming, active transportation methods, and project management to improve:
    - Understanding of design and implementation strategies to improve/address neighborhood traffic concerns.
    - Ensure staff has clear understanding of effective methods to monitor and deliver capital projects efficiently
- **Trails**
  - +\$22k for a new Utility Vehicle for Trail Rangers who are now responsible to manage over 6,000 acres of city-owned open space that is absorbing impacts from the resort economy and neighborhood compatibility concerns.
  - +\$40k placeholder for possible expansion of Bonanza Flat servicing as discussed on [May 26. No allocation will be made until a future Council discussion is held.](#)
- **Community Engagement**
  - +\$10k for [NCS survey tool](#) as discussed on [April 28.](#)
- **Ice**
  - +\$5,350 addition to cleaning and maintenance services to keep pace with inflationary increases. This was part of the original budget request but was not

reflected in the software program we utilize. We request approval of this item to ensure the Ice cleaning and maintenance budget supports existing levels of service.

### **Interfund Transfer (IFT) & Debt Adjustments**

Interfund Transfers are resources we transfer between funds for a variety of reasons. For example, Administrative IFTs are used to reimburse support departments, such as Finance and IT, for services provided to other funds or functions of the municipality. We estimate IFT expenses at the beginning of the budget cycle and reevaluate regularly to maintain accuracy. In between presenting the Tentative and Final budget, we often have better information and data that allows us to budget IFTs more accurately.

- Align Self Insurance/Risk Account with actual expenses +\$7,324 for insurance premium cost increases
- Increase of +\$480k for the Administrative Interfund Transfer (Admin IFT) from other funds at the City into the General Fund based on calculated cost estimates
- +\$75k increase to Workers Compensation Fund based on current costs
- +\$2,450 transfer increase into Sales Tax Debt Service Fund from Capital Improvement Fund
- +\$4,126 transfer increase into Sales Tax Debt Service Fund from Lower Park Ave RDA
- Net increase of \$396,700 into the Fleet Fund from other funds at the City based on actual maintenance and fuel costs. This breaks out to be \$146,000 in maintenance charges and \$250,700 in fuel costs.

### **Technical Corrections**

These are adjustments to correct database entries, clerical errors, and/or overall budgetary cleanup items. For example, concurrent with creating the FY23 Budget, we were also updating our budgeting software, Board. While the update was seamless for the most part, there are a couple of items that require correction in the final database.

- **Personnel**

- Reallocate the Building Maintenance IV position that resides in Water and Building Maintenance (the correct allocations did not transfer over)
- Remove Digital Coordinator allocations from Economy and Sustainability (position allocated 100% in Community Engagement)
- Clean up duplicate positions that did not migrate to the new database correctly

### **Transportation Fund**

FY23

- CP0536 Arts and Culture Exterior Bus Stops – Added \$1,620,000 to DOT line to reflect recent official UDOT grant award amount.
- CP0536 Arts and Culture Exterior Bus Stops – Added \$1,080,000 to Transit Sales Tax line as placeholder for local match.

- CP0025 Bus Shelters Design and Capital Improve – Added \$420,000 to DOT line to reflect recent official UDOT grant award amount.
- CP0025 Bus Shelters Design and Capital Improve – Added \$280,000 to Transit Sales Tax line as placeholder for local match.

FY24

- CP0540 Snow Creek Tunnel – Increased DOT line to \$3,517,830 to reflect official UDOT grant award amount.
- CP0540 Snow Creek Tunnel – Decreased Transportation Fund Beginning Balance line to \$2,306,410 to ensure that total project budget does not exceed \$13,000,000.

### **Water Fund**

FY23

- CP0040 Water Dept Infrastructure Improvement – Reduced Water Service Fee line by -\$3,454,863 and added \$3,954,863 to 2021 Water Revenue Bonds line to reallocate planned budget to 2021 Water Revenue Bonds.

### **Lower Park Avenue RDA**

FY23

- CP0264 Security Projects – Added \$40,000 to LPA RDA line in new request.

### **Grants**

- Environmental Sustainability EPA grant for reusable to-go container - \$11,750 (received in FY22, rollover remaining funds for FY23)
- Recreation RAP Grant for Prospector Park playground enhancements - \$136,096 (received in FY22, rollover remaining funds for FY23)
- Recreation RAP Grant for Turf Replacement - \$715,000
- Lifeguard Shack - \$1,000
- Trails RAP Grant for Master Plan Rail Trail - \$500,000
- Trails RAP Grant for Master Plan Clark Ranch - \$20,911
- JAG Grant for Police body cams - \$4,976 (received in FY22, rolling over funds for FY23 due to supply issues)

## FUTURE ISSUES

There are several overarching issues that could result in significant budgetary impacts over the next several years. Some of the issues would be the result of factors beyond our control, such as rising health insurance and labor costs, a further economic downturn, and changes to the existing tax and revenue structure by the State Legislature. On the other hand, several challenges could be the direct result of a deliberate and focused effort on behalf of the organization to achieve specific organizational goals. For example:

- **Housing:** efforts to provide a robust and sustainable middle income, attainable, and affordable housing program within City limits remains a formidable challenge in our high performing resort community. The result of our economic success and exceptional quality of life is a prohibitively high cost of living. Though several new workforce housing programs and initiatives are underway, each project comes with considerable costs, public investment, and in most cases, years to develop;
- **Transportation:** planning and mitigation efforts to better address traffic and congestion via local and regional transit, integrated City/County transportation planning, and forward looking capital infrastructure projects are well underway and gaining community momentum. Though public investments in transportation infrastructure and transit are, perhaps, the most formidable future budgetary issue we face, the community is clearly supportive of improving the way residents and visitors move around town. Fortunately, two new sales taxes were passed in 2016 that are helping with immediate infusion of new monies and projects, such as the pedestrian tunnel on Highway 248, paid parking in Old Town, Electric Express busses, and the new Quinn's Park and Ride;
- **Employee Compensation:** Inflation is at historic highs and unemployment is at historic lows, which is causing serious wage competition both in the public and private sector. Turnover remains above 15%, and Jan-Mar 2022 saw six voluntary resignations to accept better-paying positions in other agencies or relocations due to the exceptionally high cost of living. Last year's strategic investments in employee compensation were arguably the most important action taken by PCMC during the budget. As many businesses suffered high attrition rates and even cut services, PCMC consistently met current service levels due to adequate staffing;
- **Infrastructure and Development:** public and private projects, such as additional resort development (DV & PCMR), Lower Park Avenue, Arts & Culture District, and affordable housing projects will continue to present both opportunities and challenges for PCMC. Additional development will increase tax revenues, but it will also increase the demand and scope for complex and expensive public services (inspections, planning, engineering, streets, water, public safety, transit, etc., etc.);
- **Economic/Inflation:** the economic recovery has resulted in increased costs in contractual, construction, and ongoing maintenance costs. Recent PCMC capital projects initiated and advertised by City staff typically come in over initial budgets and have created project budget

shortfalls. Staff continues to work to better define and estimate capital projects costs in an increasingly expensive and competitive construction market. General operating expenses are going up across the board for contracting services, equipment, and supplies;

- **Environmental:** given Park City's legacy as a mining town, environmental mitigation remains an area of significant budgetary concern. Despite this, staff has made considerable progress to improve our relationship with Federal and State regulators and our approach to improving sustainability measures. We anticipate our proactive approach will mitigate some, but not all, of our future environmental liabilities. A good example can be found in our successful efforts to meet the Federal water standards on the Spiro Tunnel and at the same time reduce our long-term financial exposure.
- **Property Tax:** while researching a 50 state property tax comparison across the 53 largest cities in the US, Salt Lake City was consistently amongst the lower in the nation, ranking between 41st and 50th of the 53 cities analyzed. Perhaps more interesting, Park City's tax rate is approximately only one-half of the property tax rate of Salt Lake City. Despite this, staff is not recommending a property tax increase this year.

In addition, actions from the State Legislature will always pose a moderate financial risk to the City's ability to continue to deliver high-quality services. Though recent efforts to prevent unfunded mandates and efforts to adjust the redistribution of tax revenues from wealthier towns and school districts to other jurisdictions continue to be successful, these challenges remain ongoing and formidable. Thus, the City will continue its efforts to retain a coordinated and strong legislative apparatus to ensure proactive measures are implemented. For example, the City was successful this year preventing a change to the State's sales tax redistribution formula, which would have likely created budgetary shortfalls as the tax moved away from point of sale and towards population.

# BUDGET CALENDAR

## May 12

### Work Session

Presentation of the Tentative Budget, Budget Overview & Timeline  
Revenue/Expenditure  
Summary Benefits –  
Pay plan/Health  
Insurance

### Regular Meeting

[Public Hearing on the Tentative Budget](#)  
[Adoption of the Tentative Budget](#)

## May 26

### Work Session

Operating Budget Overview  
[Public Input on the Tentative Budget](#)

## June 9

### Work Session

Capital Projects Budget Review  
[Public Input on the Tentative Budget](#)

## June 16

### Work Session

Miscellaneous Budget Items  
City Fee Resolution Recommendations  
Budget Policies  
Outstanding Budget Issues  
City Council Compensation  
[Public Input on the Tentative Budget](#)

## June 23

### Work Session

### Regular Meeting

[Public Hearing on the City Fee Schedule](#)  
[Adoption of the City Fee Schedule by Resolution](#)  
[Public Hearing on Council Compensation](#)  
[Adoption of Council Compensation Resolution](#)

### Regular Meeting

[Public Hearing on the Final Budget](#)  
[Adoption of the Final Budget by Resolution](#)

### Redevelopment Agency Meeting

[Public Hearing on the RDA Budgets](#)  
[Adoption of the RDA Budgets by Resolution](#)

### Municipal Building Authority Meeting

[Public Hearing on the MBA Budget](#)  
[Adoption of the MBA Budget by Resolution](#)

\* Schedules and topics subject to change

# BUDGET SUMMARIES

## Expenditure Summary by Fund and Major Object (FY 2022 Original Budget)

Description	Personnel FY 2022	Mat, Supplies, Services FY 2022	Capital FY 2022	Debt Service FY 2022	Contingency FY 2022	Sub - Total FY 2022	Interfund Transfer FY 2022	Ending Balance FY 2022	Total FY 2022
<b>Park City Municipal Corporation</b>									
011 GENERAL FUND	\$27,192,538	\$10,613,271	\$422,985	\$0	\$300,000	\$38,528,794	\$6,834,736	\$17,491,953	\$62,855,483
012 QUINNS RECREATION COMPLEX	\$996,071	\$379,800	\$1,000	\$0	\$0	\$1,376,871	\$0	<span style="color: red;">\$-6,084,994</span>	<span style="color: red;">\$-4,708,123</span>
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$35,773	\$0	\$0	\$35,773	\$0	\$0	\$35,773
022 DRUG CONFISCATIONS	\$0	\$0	\$26,189	\$0	\$0	\$26,189	\$0	\$0	\$26,189
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$148,794,725	\$0	\$0	\$148,794,725	\$4,174,626	\$16,947,931	\$169,917,282
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$3,921,944	\$0	\$0	\$3,921,944	\$0	\$330,150	\$4,252,094
051 WATER FUND	\$3,730,132	\$4,109,243	\$95,130,136	\$5,577,420	\$0	\$108,546,932	\$1,806,679	\$726,622	\$111,080,233
052 STORM WATER FUND	\$698,062	\$291,444	\$1,725,688	\$0	\$0	\$2,715,194	\$141,598	\$1,038,551	\$3,895,343
055 GOLF COURSE FUND	\$915,363	\$729,075	\$383,000	\$0	\$0	\$2,027,438	\$150,777	\$742,380	\$2,920,595
057 TRANSPORTATION & PARKING FUND	\$7,387,382	\$1,915,272	\$38,790,043	\$0	\$0	\$48,092,696	\$3,396,502	\$966,182	\$52,455,380
058 PARKING FUND	\$926,073	\$706,500	\$192,721	\$0	\$0	\$1,825,294	\$9,750	\$782,220	\$2,617,264
062 FLEET SERVICES FUND	\$1,073,522	\$1,853,155	\$0	\$0	\$0	\$2,926,677	\$0	\$1,195,482	\$4,122,159
064 SELF INSURANCE FUND	\$0	\$1,555,328	\$0	\$0	\$0	\$1,555,328	\$0	\$1,350,137	\$2,905,465
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$6,972,216	\$0	\$6,972,216	\$0	\$26,273,977	\$33,246,193
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$9,509,688	\$0	\$9,509,688	\$0	\$1,674,814	\$11,184,502
<b>Total Park City Municipal Corporation</b>	<b>\$42,919,144</b>	<b>\$22,153,088</b>	<b>\$289,424,203</b>	<b>\$22,059,324</b>	<b>\$300,000</b>	<b>\$376,855,759</b>	<b>\$16,514,668</b>	<b>\$63,435,405</b>	<b>\$456,805,833</b>
<b>Park City Redevelopment Agency</b>									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$0	\$682,300	\$0	\$0	\$0	\$682,300	\$3,092,532	\$1,538,319	\$5,313,151
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$700,000	\$1,251,470	\$2,406,470
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$2,606,144	\$0	\$0	\$2,606,144	\$2,787,590	\$703,605	\$6,097,339
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$427,971	\$0	\$0	\$427,971	\$0	\$1,163,361	\$1,591,332
<b>Total Park City Redevelopment Agency</b>	<b>\$0</b>	<b>\$1,137,300</b>	<b>\$3,034,115</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,171,415</b>	<b>\$6,580,122</b>	<b>\$4,656,755</b>	<b>\$15,408,292</b>
<b>Municipal Building Authority</b>									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
<b>Total Municipal Building Authority</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$451,314</b>	<b>\$451,314</b>
<b>Park City Housing Authority</b>									
<b>Total Park City Housing Authority</b>									
<b>TOTAL</b>	<b>\$42,919,144</b>	<b>\$23,290,388</b>	<b>\$292,458,319</b>	<b>\$22,059,324</b>	<b>\$300,000</b>	<b>\$381,027,175</b>	<b>\$23,094,790</b>	<b>\$68,543,474</b>	<b>\$472,665,439</b>

### Expenditure Summary by Fund and Major Object (FY 2023 Budget)

Description	Personnel FY 2023	Mat, Supplies, Services FY 2023	Capital FY 2023	Debt Service FY 2023	Contingency FY 2023	Sub - Total FY 2023	Interfund Transfer FY 2023	Ending Balance FY 2023	Total FY 2023
<b>Park City Municipal Corporation</b>									
011 GENERAL FUND	\$31,142,035	\$12,671,077	\$726,689	\$0	\$300,000	\$44,839,801	\$3,439,780	\$13,408,275	\$61,687,857
012 QUINNS RECREATION COMPLEX	\$1,142,784	\$406,029	\$1,000	\$0	\$0	\$1,549,813	\$0	\$-6,673,040	\$-5,123,227
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
022 DRUG CONFISCATIONS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$20,500,712	\$0	\$0	\$20,500,712	\$4,177,076	\$10,659,751	\$35,337,539
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,851,062	\$0	\$0	\$1,851,062	\$0	\$64,688	\$1,915,750
051 WATER FUND	\$4,487,041	\$5,231,887	\$32,185,962	\$5,577,420	\$0	\$47,482,310	\$2,057,241	\$11,067,345	\$60,606,896
052 STORM WATER FUND	\$714,043	\$310,376	\$371,500	\$0	\$0	\$1,395,919	\$157,377	\$1,485,255	\$3,038,551
055 GOLF COURSE FUND	\$1,013,633	\$652,909	\$114,565	\$0	\$0	\$1,781,107	\$168,102	\$222,320	\$2,171,528
057 TRANSPORTATION & PARKING FUND	\$9,453,294	\$2,548,074	\$18,022,449	\$0	\$0	\$30,023,817	\$3,592,743	\$2,801,158	\$36,417,719
058 PARKING FUND	\$1,144,087	\$752,500	\$201,000	\$0	\$0	\$2,097,587	\$9,750	\$1,278,247	\$3,385,584
062 FLEET SERVICES FUND	\$1,154,672	\$1,845,050	\$6,205	\$0	\$0	\$3,005,927	\$0	\$934,955	\$3,940,882
064 SELF INSURANCE FUND	\$0	\$1,562,452	\$0	\$0	\$0	\$1,562,452	\$0	\$1,831,678	\$3,394,130
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$6,972,216	\$0	\$6,972,216	\$0	\$26,270,552	\$33,242,768
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$9,509,688	\$0	\$9,509,688	\$0	\$1,714,180	\$11,223,868
<b>Total Park City Municipal Corporation</b>	<b>\$50,251,589</b>	<b>\$25,980,354</b>	<b>\$73,981,144</b>	<b>\$22,059,324</b>	<b>\$300,000</b>	<b>\$172,572,411</b>	<b>\$13,602,070</b>	<b>\$65,065,364</b>	<b>\$251,239,846</b>
<b>Park City Redevelopment Agency</b>									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$0	\$682,623	\$0	\$0	\$0	\$682,623	\$3,092,532	\$2,015,164	\$5,790,319
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$700,000	\$1,372,789	\$2,527,789
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$295,000	\$0	\$0	\$295,000	\$2,791,715	\$709,422	\$3,796,137
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,863,361	\$1,863,361
<b>Total Park City Redevelopment Agency</b>	<b>\$0</b>	<b>\$1,137,623</b>	<b>\$295,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,432,623</b>	<b>\$6,584,247</b>	<b>\$5,960,736</b>	<b>\$13,977,606</b>
<b>Municipal Building Authority</b>									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$451,314	\$451,314
<b>Total Municipal Building Authority</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$451,314</b>	<b>\$451,314</b>
<b>Park City Housing Authority</b>									
<b>Total Park City Housing Authority</b>									
<b>TOTAL</b>	<b>\$50,251,589</b>	<b>\$27,117,977</b>	<b>\$74,276,144</b>	<b>\$22,059,324</b>	<b>\$300,000</b>	<b>\$174,005,035</b>	<b>\$20,186,317</b>	<b>\$71,477,414</b>	<b>\$265,668,766</b>

## Change in Fund Balance

Fund	Actuals FY 2021	Budget FY 2022	Adjusted FY 2022	\$ Var FY 2022	% Var FY 2022	Budget FY 2023	\$ Var FY 2023	% Var FY 2023
<b>Park City Municipal Corporation</b>								
011 GENERAL FUND	\$19,222,320	\$12,134,585	\$17,491,953	\$5,357,368	31%	\$13,408,275	(\$4,083,678)	-30%
012 QUINNS RECREATION COMPLEX	(\$5,621,751)	(\$6,139,275)	(\$6,084,994)	\$54,281	-1%	(\$6,673,040)	(\$588,046)	9%
021 POLICE SPECIAL REVENUE FUND	\$35,773	\$0	\$0	\$0	0%	\$0	\$0	0%
022 DRUG CONFISCATIONS	\$23,168	\$0	\$0	\$0	0%	\$0	\$0	0%
031 CAPITAL IMPROVEMENT FUND	\$66,506,424	\$27,326,315	\$16,947,931	(\$10,378,384)	-61%	\$10,659,751	(\$6,288,180)	-59%
038 EQUIPMENT REPLACEMENT CIP	\$2,666,494	\$313,515	\$330,150	\$16,635	5%	\$64,688	(\$265,462)	-410%
051 WATER FUND	\$11,227,874	\$1,087,844	\$726,622	(\$361,222)	-50%	\$11,067,345	\$10,340,723	93%
052 STORM WATER FUND	\$1,895,343	\$237,354	\$1,038,551	\$801,197	77%	\$1,485,255	\$446,704	30%
055 GOLF COURSE FUND	\$1,532,345	\$438,113	\$742,380	\$304,267	41%	\$222,320	(\$520,060)	-234%
057 TRANSPORTATION & PARKING FUND	\$18,471,244	\$6,622,049	\$966,182	(\$5,655,867)	-585%	\$2,801,158	\$1,834,976	66%
058 PARKING FUND	\$13,900	\$2,151,717	\$782,220	(\$1,369,497)	-175%	\$1,278,247	\$496,027	39%
062 FLEET SERVICES FUND	\$1,376,759	\$115,705	\$1,195,482	\$1,079,777	90%	\$934,955	(\$260,527)	-28%
064 SELF INSURANCE FUND	\$972,015	\$934,764	\$1,350,137	\$415,373	31%	\$1,831,678	\$481,541	26%
070 SALES TAX REV BOND - DEBT SVS FUND	\$26,283,977	\$26,113,690	\$26,273,977	\$160,287	1%	\$26,270,552	(\$3,425)	0%
071 DEBT SERVICE FUND	\$1,635,448	\$1,720,007	\$1,674,814	(\$45,193)	-3%	\$1,714,180	\$39,366	2%
<b>Total Park City Municipal Corporation</b>	<b>\$146,241,333</b>	<b>\$73,056,383</b>	<b>\$63,435,405</b>	<b>(\$9,620,978)</b>	<b>-15%</b>	<b>\$65,065,364</b>	<b>\$1,629,959</b>	<b>3%</b>
<b>Park City Redevelopment Agency</b>								
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$1,061,151	\$1,947,197	\$1,538,319	(\$408,878)	-27%	\$2,015,164	\$476,845	24%
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$1,130,151	\$933,449	\$1,251,470	\$318,021	25%	\$1,372,789	\$121,319	9%
033 REDEVELOPMENT AGENCY-LOWER PRK	\$3,004,807	\$467,447	\$703,605	\$236,158	34%	\$709,422	\$5,817	1%
034 REDEVELOPMENT AGENCY-MAIN ST	\$891,332	\$1,160,567	\$1,163,361	\$2,794	0%	\$1,863,361	\$700,000	38%
<b>Total Park City Redevelopment Agency</b>	<b>\$6,087,441</b>	<b>\$4,508,660</b>	<b>\$4,656,755</b>	<b>\$148,095</b>	<b>3%</b>	<b>\$5,960,736</b>	<b>\$1,303,981</b>	<b>22%</b>
<b>Municipal Building Authority</b>								
035 BUILDING AUTHORITY	\$451,314	\$449,191	\$451,314	\$2,123	0%	\$451,314	\$0	0%
<b>Total Municipal Building Authority</b>	<b>\$451,314</b>	<b>\$449,191</b>	<b>\$451,314</b>	<b>\$2,123</b>	<b>0%</b>	<b>\$451,314</b>	<b>\$0</b>	<b>0%</b>

## All Funds Combined

Revenue	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Original FY 2022	Adjusted FY 2022	Original FY 2023	\$ Variance
<b>RESOURCES</b>								
Property Taxes	\$21,368,077	\$25,486,395	\$28,380,276	\$27,483,339	\$27,430,335	\$27,430,335	\$27,976,782	\$546,447
Sales Tax	\$29,273,042	\$30,409,928	\$33,614,011	\$40,505,253	\$32,326,725	\$45,056,487	\$41,341,803	(\$3,714,684)
Franchise Tax	\$3,230,881	\$3,161,759	\$3,253,431	\$2,973,733	\$3,261,596	\$3,261,596	\$3,297,706	\$36,110
Licenses	\$1,395,163	\$1,315,865	\$1,213,639	\$1,241,095	\$1,437,989	\$1,437,989	\$1,481,984	\$43,995
Planning Building & Engineering Fees	\$5,820,662	\$7,513,747	\$5,005,364	\$5,233,412	\$5,157,166	\$5,157,166	\$5,553,671	\$396,505
Special Event Fees	\$178,413	\$178,672	\$8,081	\$224,224	\$115,681	\$115,681	\$101,319	(\$14,362)
Federal Revenue	\$3,969,044	\$5,698,041	\$11,071,350	\$5,759,788	\$20,638,912	\$15,638,912	\$22,261,621	\$6,622,709
State Revenue	\$518,845	\$818,625	\$527,368	\$655,196	\$440,577	\$443,598	\$443,115	(\$483)
County/SP District Revenue	\$705,240	\$3,888,378	\$1,171,385	\$1,915,080	\$474,143	\$1,607,941	\$484,943	(\$1,122,998)
Water Charges for Services	\$20,092,203	\$19,944,310	\$22,597,344	\$20,196,372	\$21,819,145	\$21,819,145	\$22,392,268	\$573,123
Transit Charges for Services	\$7,425,047	\$5,286,336	\$2,455,909	\$4,066,606	\$6,080,819	\$7,580,819	\$83,243	(\$7,497,576)
Cemetery Charges for Services	\$18,816	\$22,922	\$19,787	\$26,731	\$80,182	\$80,182	\$70,098	(\$10,084)
Recreation	\$3,348,293	\$3,294,003	\$4,241,522	\$4,016,341	\$3,267,017	\$3,267,017	\$3,730,265	\$463,248
Ice	\$828,397	\$691,828	\$634,725	\$777,081	\$907,421	\$907,421	\$955,233	\$47,812
Other Service Revenue	\$45,786	\$59,527	\$54,964	\$46,129	\$56,768	\$56,768	\$56,768	\$0
Library Fees	\$20,198	\$14,357	\$13,483	\$15,482			\$13,691	\$13,691
Fines & Forfeitures	\$2,611,357	\$1,934,534	\$1,075,883	\$2,151,185	\$2,603,364	\$2,603,364	\$2,603,364	\$0
Misc. Revenues	\$4,078,297	\$8,426,163	\$3,620,970	\$832,931	\$15,946,624	\$48,853,068	\$2,025,086	(\$46,827,982)
Interfund Transactions (Admin)	\$6,821,583	\$6,898,975	\$6,495,085	\$6,172,810	\$6,882,441	\$7,279,141	\$7,814,395	\$535,254
Interfund Transactions (CIP/Debt)	\$73,024,818	\$17,718,703	\$13,194,041	\$12,365,340	\$12,365,348	\$15,815,649	\$12,371,923	(\$3,443,726)
Special Revenues & Resources	\$1,059,990	\$1,000,912	\$8,106,934	\$1,789,497	\$691,988	\$1,196,517	\$1,476,517	\$280,000
Bond Proceeds	\$85,387,786	\$10,768,465			\$40,190,000	\$110,276,554	\$40,589,496	(\$69,687,058)
Beginning Balance	\$83,191,254	\$117,332,085	\$130,306,234	\$152,780,088	\$58,704,025	\$152,780,088	\$68,543,474	(\$84,236,614)
<b>TOTAL</b>	<b>\$354,413,190</b>	<b>\$271,864,529</b>	<b>\$277,061,784</b>	<b>\$291,227,712</b>	<b>\$260,878,266</b>	<b>\$472,665,437</b>	<b>\$265,668,765</b>	

## Resources and Requirements

Resources & Requirements - All Funds Combined									
Description	2021 Actuals	2022 Actuals	2022 Original Budget	2022 Adjusted Budget	Change - 22 Orig to 22 Adj \$ Increase (Reduction)	%	2023 Budget	Change - 22 Adj to 23 \$ Increase	%
<b>RESOURCES (Revenues)</b>					<b>RESOURCES (Revenues)</b>				
Sales Tax	\$ 27,473,268	\$ 40,505,253	\$ 32,326,725	\$ 45,056,487	\$ 12,729,762	39%	\$ 41,341,803	\$ (3,714,684)	-8%
Planning Building & Engineering Fees	\$ 4,985,753	\$ 5,233,412	\$ 5,157,166	\$ 5,157,166	\$ -	0%	\$ 5,553,671	\$ 396,505	8%
Charges for Services	\$ 20,727,717	\$ 24,289,709	\$ 27,980,146	\$ 29,480,146	\$ 1,500,000	5%	\$ 22,545,609	\$ (6,934,537)	-24%
Intergovernmental Revenue	\$ 6,830,059	\$ 8,330,064	\$ 21,553,632	\$ 17,690,451	\$ (3,863,181)	-18%	\$ 23,189,679	\$ 5,499,228	31%
Franchise Tax	\$ 2,887,069	\$ 2,973,733	\$ 3,261,596	\$ 3,261,596	\$ -	0%	\$ 3,297,706	\$ 36,110	1%
Property Taxes	\$ 27,988,278	\$ 27,483,339	\$ 27,430,335	\$ 27,430,355	\$ 20	0%	\$ 27,976,782	\$ 546,427	2%
General Government	\$ 563,123	\$ 777,081	\$ 907,421	\$ 907,421	\$ -	0%	\$ 955,233	\$ 47,812	5%
Other Revenues	\$ 13,445,609	\$ 10,316,884	\$ 24,119,431	\$ 57,530,404	\$ 33,410,973	139%	\$ 11,475,303	\$ (46,055,101)	-80%
<b>TOTAL</b>	<b>\$ 104,900,876</b>	<b>\$ 119,909,475</b>	<b>\$ 142,736,452</b>	<b>\$ 186,514,026</b>	<b>\$ 43,777,574</b>	<b>31%</b>	<b>\$ 136,335,786</b>	<b>\$ (50,178,240)</b>	<b>-27%</b>
<b>REQUIREMENTS (Expenditures By Function)</b>					<b>REQUIREMENTS (Expenditures By Function)</b>				
Executive	\$ 12,359,050	\$ 20,434,743	\$ 19,507,139	\$ 23,474,321	\$ 3,967,182	20%	\$ 25,226,392	\$ 1,752,071	7%
Police	\$ 6,172,116	\$ 7,102,148	\$ 7,030,376	\$ 7,380,358	\$ 349,982	5%	\$ 8,335,988	\$ 955,630	13%
Public Works	\$ 25,521,679	\$ 32,205,396	\$ 30,278,381	\$ 35,927,865	\$ 5,649,484	19%	\$ 36,437,928	\$ 510,063	1%
Library & Recreation	\$ 5,318,291	\$ 6,767,174	\$ 6,499,126	\$ 6,966,036	\$ 466,910	7%	\$ 7,491,860	\$ 525,824	8%
Non-Departmental	\$ 2,337,218	\$ 1,421,835	\$ 6,878	\$ 2,005,220	\$ 1,998,342	29054%	\$ 195,172	\$ (1,810,048)	-90%
Special Service Contracts	\$ 360,000	\$ 540,900	\$ 733,500	\$ 733,500	\$ -	0%	\$ 733,500	\$ -	0%
Contingency	\$ 172,741	\$ 32,425	\$ 400,000	\$ 400,000	\$ -	0%	\$ 400,000	\$ -	0%
Capital Outlay	\$ 90,302	\$ 92,907	\$ 37,900	\$ 37,900	\$ -	0%	\$ 38,085	\$ 185	0%
<b>TOTAL</b>	<b>\$ 52,331,397</b>	<b>\$ 68,597,528</b>	<b>\$ 64,493,300</b>	<b>\$ 76,925,200</b>	<b>\$ 12,431,900</b>	<b>19%</b>	<b>\$ 78,858,925</b>	<b>\$ 1,933,725</b>	<b>3%</b>
<b>REQUIREMENTS (Expenditures by Type)</b>					<b>REQUIREMENTS (Expenditures by Type)</b>				
Personnel	\$ 35,099,282	\$ 40,387,011	\$ 41,804,336	\$ 42,917,660	\$ 1,113,324	3%	\$ 50,251,589	\$ 7,333,929	17%
Materials, Supplies & Services	\$ 20,109,256	\$ 19,012,455	\$ 22,707,279	\$ 23,291,872	\$ 584,593	3%	\$ 27,117,977	\$ 3,826,105	16%
Contingency	\$ 172,741	\$ 24,600	\$ 300,000	\$ 300,000	\$ -	0%	\$ 300,000	\$ -	0%
Capital Outlay	\$ 406,961	\$ 429,279	\$ 526,685	\$ 665,189	\$ 138,504	26%	\$ 1,189,360	\$ 524,171	79%
<b>TOTAL</b>	<b>\$ 55,788,240</b>	<b>\$ 59,853,345</b>	<b>\$ 65,338,300</b>	<b>\$ 67,174,721</b>	<b>\$ 1,836,421</b>	<b>3%</b>	<b>\$ 78,858,926</b>	<b>\$ 11,684,205</b>	<b>17%</b>
<b>EXCESS (Deficiency) OF RESOURCES OVER REQUIREMENTS</b>	<b>\$ 49,112,636</b>	<b>\$ 60,056,130</b>	<b>\$ 77,398,152</b>	<b>\$ 119,339,305</b>	<b>\$ 41,941,153</b>	<b>54%</b>	<b>\$ 57,476,860</b>	<b>\$ (61,862,445)</b>	<b>-52%</b>
<b>OTHER FINANCING SOURCES (Uses)</b>					<b>OTHER FINANCING SOURCES (Uses)</b>				
Bond Proceeds	\$ - \$ -		\$ 40,190,000	\$ 110,276,554	\$ 70,086,554	174%	\$ 40,589,496	\$ (69,687,058)	-63%
Debt Service	\$ (16,034,769)	\$ (556,893)	\$ (22,059,325)	\$ (22,059,325)	\$ -	0%	\$ (22,059,325)	\$ -	0%
Interfund Transfers In	\$ 16,413,233	\$ 18,532,800	\$ 19,247,789	\$ 23,094,790	\$ 3,847,001	20%	\$ 20,186,317	\$ (2,908,473)	-13%
Interfund Transfers Out	\$ (16,413,233)	\$ (18,532,800)	\$ (19,247,789)	\$ (23,094,790)	\$ (3,847,001)	20%	\$ (20,186,317)	\$ 2,908,473	-13%
Capital Improvement Projects	\$ (61,354,362)	\$ (41,625,822)	\$ (76,218,620)	\$ (291,793,129)	\$ (215,574,509)	283%	\$ (73,086,784)	\$ 218,706,345	-75%
<b>TOTAL</b>	<b>\$ (77,389,131)</b>	<b>\$ (42,182,715)</b>	<b>\$ (58,087,945)</b>	<b>\$ (203,575,900)</b>	<b>\$ (145,487,955)</b>	<b>250%</b>	<b>\$ (54,556,613)</b>	<b>\$ 149,019,287</b>	<b>-73%</b>
<b>EXCESS (Deficiency) OF RESOURCES OVER REQUIREMENTS AND OTHER SOURCES (Uses)</b>	<b>\$ (28,276,495)</b>	<b>\$ 17,873,415</b>	<b>\$ 19,310,207</b>	<b>\$ (84,236,595)</b>	<b>\$ (103,546,802)</b>	<b>-536%</b>	<b>\$ 112,033,473</b>	<b>\$ 196,270,068</b>	<b>-233%</b>
<b>Beginning Balance</b>	<b>\$ 130,306,234</b>	<b>\$ 152,780,088</b>	<b>\$ 58,704,025</b>	<b>\$ 152,780,088</b>	<b>\$ 94,076,063</b>	<b>160%</b>	<b>\$ 68,543,474</b>	<b>\$ (84,236,614)</b>	<b>-55%</b>
<b>Ending Balance</b>	<b>\$ 152,780,088</b>		<b>\$ 78,014,234</b>	<b>\$ 68,543,474</b>	<b>\$ (9,470,760)</b>	<b>-12%</b>	<b>\$ 71,077,414</b>	<b>\$ 2,533,940</b>	<b>4%</b>

Property and sales taxes are the most significant sources of City revenue, representing an anticipated 49 percent share in FY23 when Beginning Balance and Inter-fund Transfers are excluded. Intergovernmental Revenue, Charges for Service, Franchise Taxes, Licenses and Fees comprise the remaining portion of revenue. Figure R1 shows the makeup of Park City's anticipated revenues for FY23.

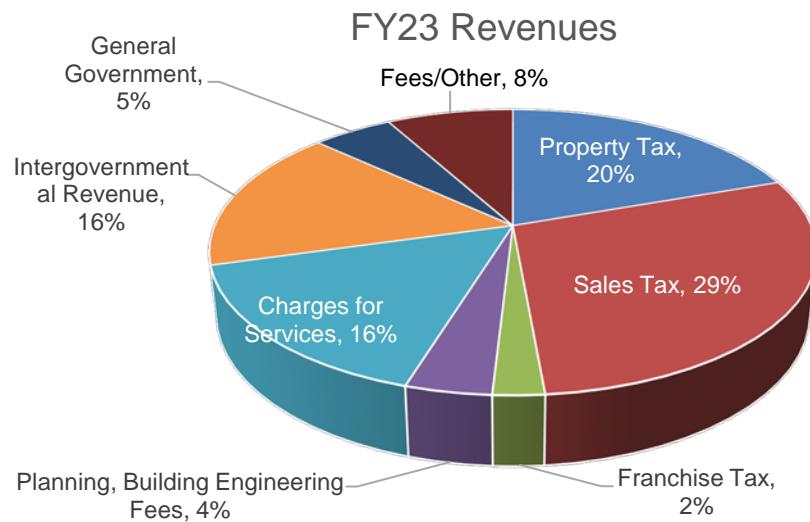


Figure R1 – Budgeted Revenue by Source

## PROPERTY TAX

The Property Tax Act provides that all taxable property must be assessed and taxed at a uniform and equal rate on the basis of its "fair market value" by January 1 of each year. "Fair market value" is defined as "the amount at which property would change hands between a willing buyer and a willing seller, neither being under any compulsion to buy or sell and both having reasonable knowledge of the relevant facts."

Summit County levies, collects, and distributes property taxes for Park City and all other taxing jurisdictions within the County. Utah law prescribes how taxes are levied and collected.

Generally, the law provides as follows: the County Assessor determines property values as of January 1 of each year and is required to have the assessment roll completed by May 15. If any taxing district within the County proposes an increase in the certified tax rate, the County Auditor must mail a notice to all affected property owners stating, among other things, the assessed valuation of the property, the date the Board of Equalization will meet to hear complaints on the assessed valuation, the tax impact of the proposed increase, and the time and place of a public hearing (described above) regarding the proposed increase.

After receiving the notice, the taxpayer may appear before the Board of Equalization. The County Auditor makes changes in the assessment roll depending upon the outcome of taxpayer's hearings before the Board of Equalization. After the changes have been made, the Auditor delivers the assessment roll to the County Treasurer before November 1. Taxes are due November 30, and delinquent taxes are subject to a penalty of 2 percent of the amount of such taxes due or a \$10 minimum penalty. The delinquent taxes and penalties bear interest at the

federal discount rate plus 6 percent from the first day of January until paid. If after four and one-half years (May of the fifth year) delinquent taxes have not been paid, the County advertises and sells the property at a tax sale.

Park City's certified property tax rate is made up of two rates: (1) General Levy Rate and (2) Debt Service Levy Rate. The two rates are treated separately. The general levy rate is calculated in accordance with Utah State law to yield the same amount of revenue as was received the previous year (excluding revenue from new growth). If an entity determines that it needs greater revenues than what the certified tax rate will generate, statutes require that the entity must then go through a process referred to as "Truth in Taxation." The debt service levy is calculated based on the City's debt service needs pertaining only to General Obligation bonds. Figure R2 below shows Park City's property tax levies since calendar year 2013.

Tax Rate	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
General Levy	0.001431	0.001385	0.001248	0.001362	0.001304	0.001237	0.001202	0.001107	0.001104
Debt Levy	0.000766	0.000746	0.000819	0.000610	0.000545	0.000822	0.000732	0.001018	0.000944
<b>Total:</b>	<b>0.002197</b>	<b>0.002131</b>	<b>0.002067</b>	<b>0.001972</b>	<b>0.001849</b>	<b>0.002059</b>	<b>0.001934</b>	<b>0.002125</b>	<b>0.002047</b>
Tax Collected	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
General	\$ 8,932,263	\$8,316,882	\$8,345,094	\$10,259,270	\$9,798,051	\$9,657,976	\$9,883,951	\$10,092,652	\$11,106,091
Debt RDA	\$4,565,873	\$5,070,714	\$5,309,592	\$4,223,453	\$4,199,308	\$6,416,184	\$6,021,374	\$9,279,385	\$9,494,281
Increment	\$3,426,688	\$3,466,508	\$3,412,675	\$3,659,365	\$3,508,274	\$3,507,298	\$3,780,987	\$4,491,787	\$3,743,197
Fee-In-Lieu	\$204,935	\$231,126	\$233,031	\$238,897	\$207,000	\$222,833	\$271,962	\$272,291	\$161,598
Delinq/Interest	\$886,736	\$731,016	\$690,480	\$595,086	\$614,696	\$751,535	\$831,134	\$0	\$969,274
<b>Total:</b>	<b>\$18,016,495</b>	<b>\$17,816,246</b>	<b>\$17,990,871</b>	<b>\$18,976,071</b>	<b>\$18,327,329</b>	<b>\$20,555,826</b>	<b>\$20,789,408</b>	<b>\$24,136,115</b>	<b>\$25,474,441</b>

**Table R2 – Property Tax Rates and Collections**

## SALES TAX

Park City depends a great deal on sales tax revenue to fund City services. Sales tax also helps to fund the infrastructure to support special events and tourism. Of the 8.7 percent sales tax on general purchases in Park City, the municipality levies a 1 percent local option sales tax, a 1.10 percent resort community tax, and a 0.30 percent transit tax. As part of the FY 2013 budget process City Council authorized a voter approved 0.50 percent Additional Resort Communities Sales and Use Tax. The additional tax went into effect April 1, 2013. The proceeds of the additional tax are received entirely into the City's Capital Improvement Fund or related Debt Service Fund.

In 2017, City Council adopted a 1 percent municipal transient room tax. The tax went into effect January 1, 2018 as an additional 1 percent tax on overnight stays. The Municipal TRT was used to purchase the Bonanza Park East properties with the intention of creating a mixed uses Arts and Culture District in a public/non-profit partnership with the Kimball Art Center and Sundance Institute.

Sales tax revenue growth has shown significant growth over the past three years. The City projects annual sales tax revenue using a combination of machine learning and linear trend models. Sales tax revenue is projected to rise for FY22 on the back of recovery from COVID-19 impacts. Figure R3 shows actual sales tax amounts along with the forecasted amounts for FY 2021 and 2022. The shift upwards in FY 2014 relates to the Additional Resort Communities Sales Tax.

Although sales tax revenue has maintained some consistency over the last six years, it is still considered a revenue source subject to national, state, and local economic conditions, as seen during the 2009-2010 recession. These conditions fluctuate based on a myriad of factors. Using a linear equation to forecast sales tax revenue helps to smooth out larger fluctuations and conservatively budget the revenue source.

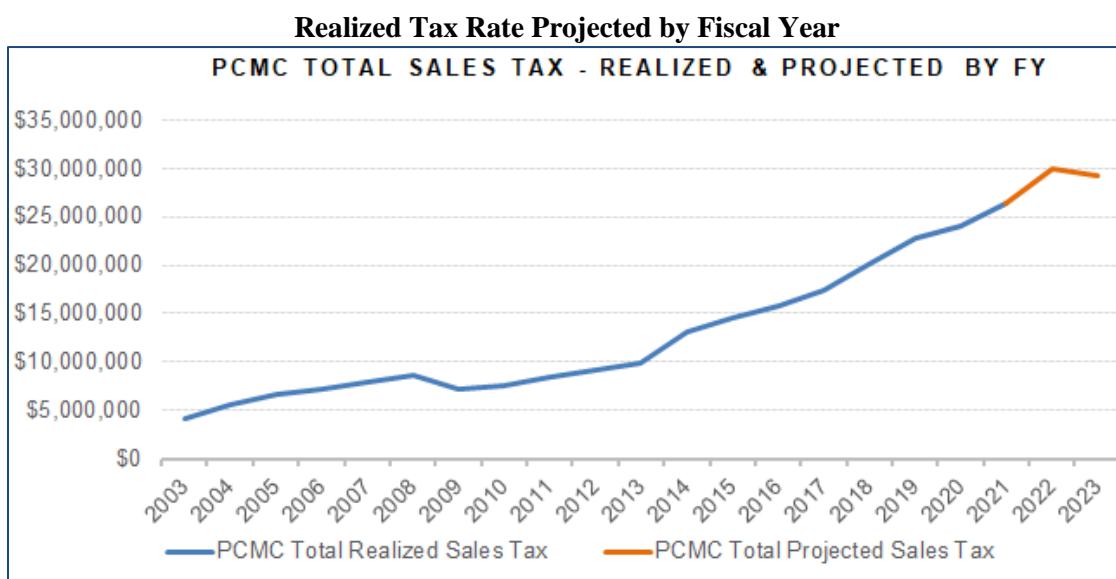


Figure R3- Sales Tax Actuals and Projections

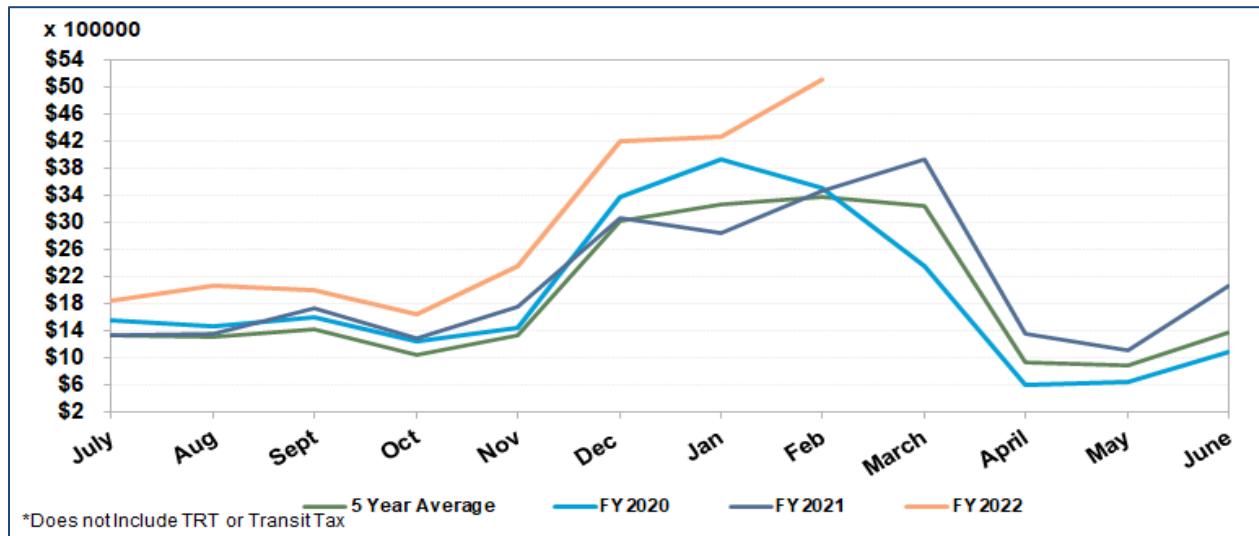


Figure R4 – Sales Tax for FY 2022 (Compared to a Five-year Average and FY 2021)

### State Legislation and Sales Tax

As previously stated, Park City's portion of sales tax is broken down into three components: local option (1%), resort community tax (1.1%, the resort community tax was increased to 1.6% effective April 1, 2013), transit tax (0.30%) and the newly adopted 1% municipal transient room tax on overnight lodging. Table R5 shows the current sales tax rate. Park City collects the full amount for the resort community and transit taxes, but the local option tax collection is affected by a State distribution formula. All sales taxes are collected by the State of Utah and distributed back to communities. Sales taxes generated by the local option taxes are distributed to communities based 50 percent on population and 50 percent on point of sale.

### Sales Tax Rates

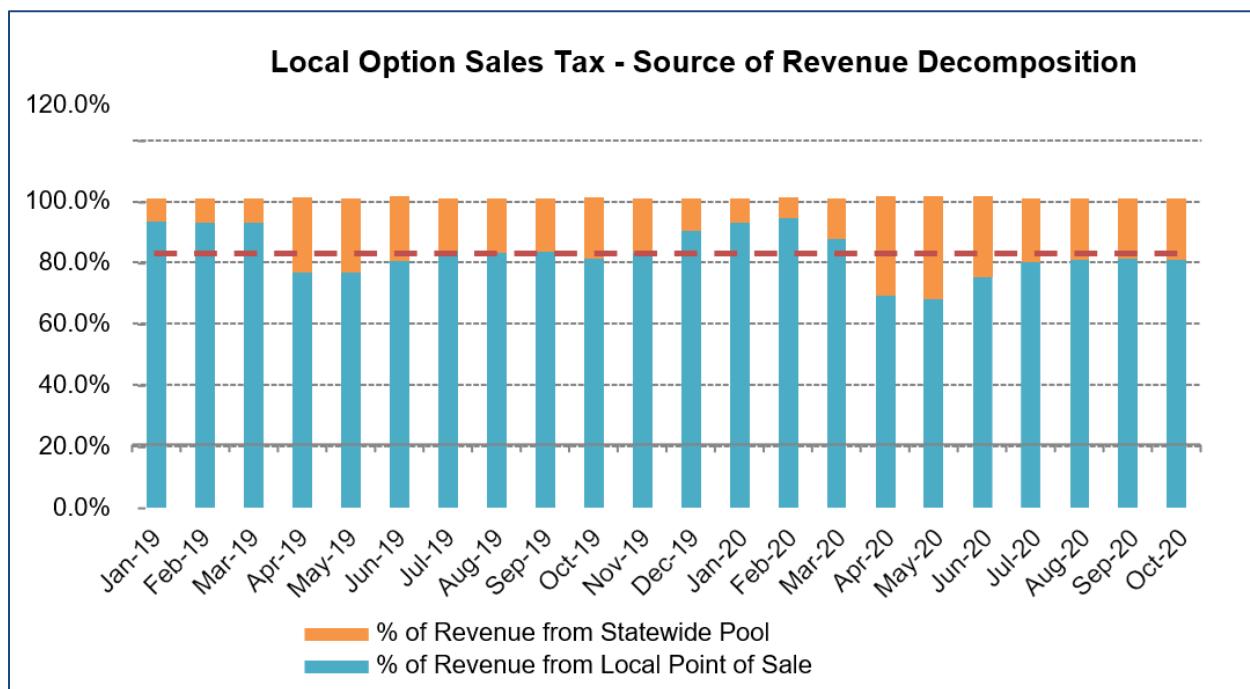
Sales and Use Taxes		Effective July 1, 2019	Current
<b>State of Utah</b>	General Sales & Use Tax	4.85%	4.85%
<b>Summit County</b>	County Option Sales Tax	0.25%	0.25%
	Recreation, Arts, and Parks Tax	0.10%	0.10%
	Transportation Tax	0.25%	0.25%
	Mass Transit Tax	0.25%	0.25%
	Transportation Infrastructure Tax	0.25%	0.25%
	Transit Capital Expenses	0.20%	0.20%
<b>Park City</b>	Local Option Sales Tax	1.00%	1.00%
	Resort City Sales Tax	1.60%	1.60%
	Mass Transit Tax	0.30%	0.30%
<b>Total Park City "Base"</b>		<b>9.05%</b>	<b>9.05%</b>
<b>Other Tax</b>			

Countywide Restaurant Tax	1.00%	1.00%
Countywide Motor Vehicle Rental Tax	2.50%	2.50%
Countywide Transient Room Tax	3.00%	3.00%
Statewide Transient Room Tax	0.32%	0.32%
Park City Transient Room Tax	1.00%	1.00%

**Table R5 – Sales Tax Rates**

For communities like Park City, where the population is low in comparison to the amount of sales, the State distributes less than the full 1 percent levy. The State had in the past instituted a “hold harmless” provision to ensure that communities in this situation receive at least three quarters of the local option sales tax generated in the municipality. Due to this provision, Park City had always received around 75 percent of the 1 percent local option tax. During the 2006 Legislative Session, the State removed the “hold harmless” provision. As part of that same legislation, Park City, as a “hold harmless” community, was guaranteed by the State to receive at least the amount of local option sales tax that was distributed in 2005, or \$3,892,401. This provision was sunsetted in 2012.

As an example, figure R6 shows the percentage of the sales tax revenue that Park City contributes to the statewide pool. In the winter months Park City’s contribution to the statewide funds grow significantly. This equates to a proportionally sizable loss of revenue that the city otherwise would receive if the local option sales tax collections were based on point of sale alone.



**Figure R6 – Local Option Tax Distribution**

The local option tax contributes a significant portion of the total sales tax revenue. Figure R7 shows the portions of total sales tax attributable to local option, resort community and transit

taxes.

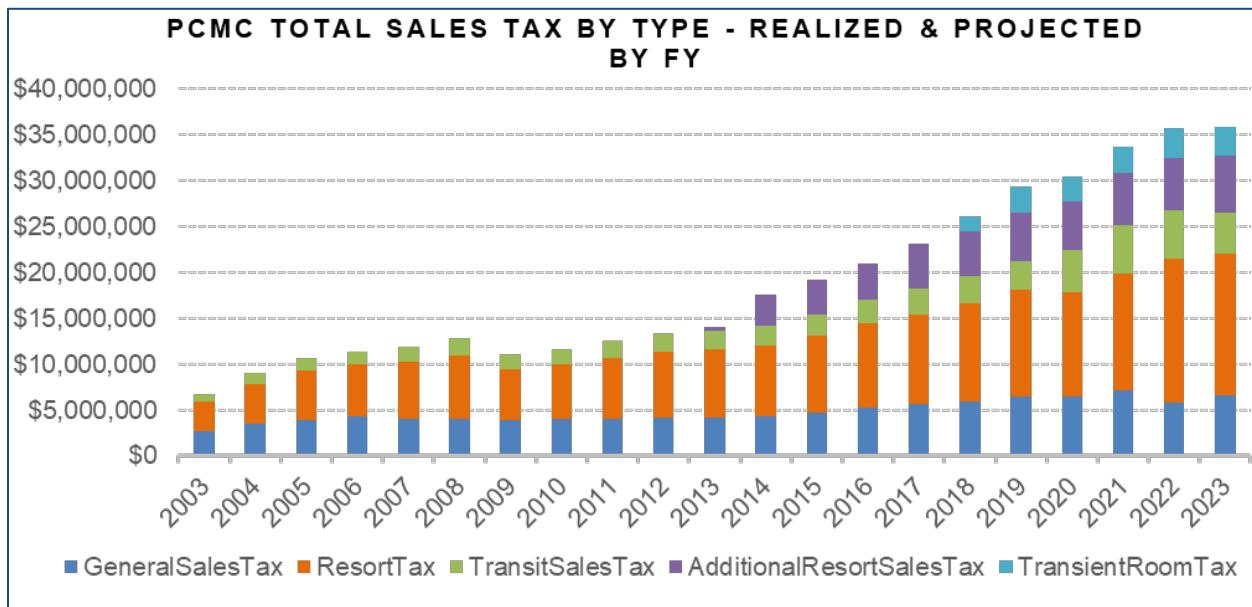


Figure R7 – Sales Taxes Breakdown

## OTHER REVENUE

Revenue sources other than property and sales tax include fees, franchise taxes, grants and other miscellaneous revenue. Total revenue from sources other than property and sales tax make up a large portion of the FY22 Budget. Figure R6 shows a projected breakdown of other revenue by type and amount.

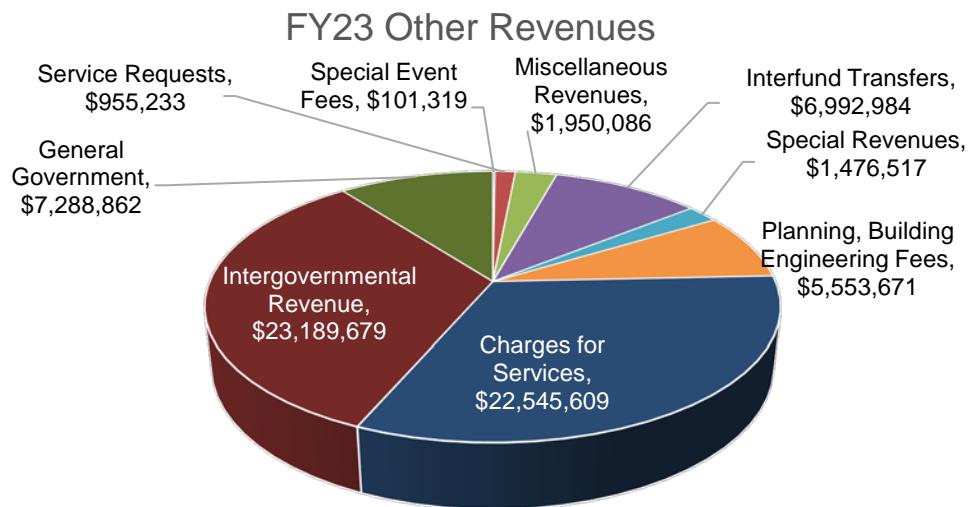


Figure R8 – Other Revenue Breakdown

The City has fees associated with business licenses, recreation, water, planning, engineering, and building services.

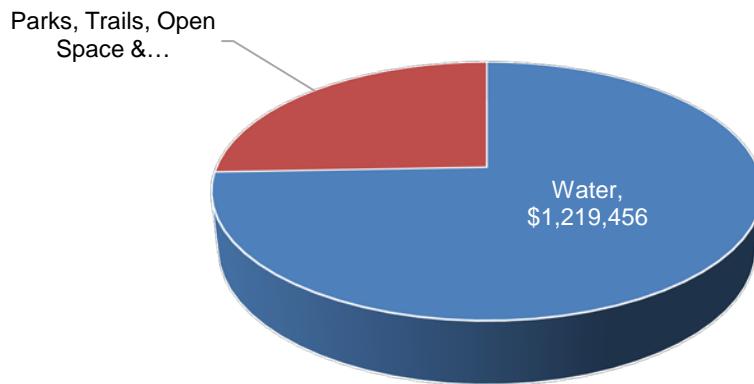
Misc. revenues are made up of interest earnings, sale of assets, rental income, amongst other random revenues.

The franchise tax is a gross receipts tax levied by the City on taxable utilities made within the City to various utility companies. The Fees/Other category consist of license revenue, fines & forfeitures, and miscellaneous revenues. With the exception of water fees and charges for services, revenues such as fee revenue, business license revenue, and franchise taxes, are budgeted on a multi-year trend analysis and assume no significant changes in the local economy. These revenue sources are predicted using a linear trend model. Charges for services are projected using a logarithmic trend, which has the forecasted revenue leveling off over time as the City approaches build-out. Water service fees are calculated on a multi-year trend analysis based on previous water consumption, but also incorporate a new growth factor.

### Impact Fees

Park City receives additional revenue by collecting development impact fees. These fees include street impact fees, water impact fees, public safety impact fees, and open space impact fees. These fees reflect the calculated cost of providing city services to new, private development projects. State law requires that collected impact fees are applied to the capital facilities plan within six years of the collection date. Figure R7 details Impact Fees:

## FY23 Projected Impact Fees



**Figure R9 – Impact Fees Breakdown**

The Park City Golf Club receives revenue from greens fees, cart rental, pro-shop sales, golf lessons, and other miscellaneous fees and services. The Park City Golf Club is an enterprise fund; all revenues collected from the golf club are used to fund golf course operating and improvement costs. The financial objective for the Park City Golf Club is to break even or show a slight profit. The Golf course uses and fees remain relatively consistent year to year.

### Grants

Park City also receives grants from the federal, state, and county governments to fund various capital projects. These projects include public safety, transit, and water delivery programs. Grant monitoring and reporting is done through the Budget, Debt, and Grants department. All grants are budgeted when they are awarded. This conservative approach means that core municipal services are not held hostage when grant funding becomes tight or is no longer available.

### Municipal Bonds

Municipal bonds are another way for Park City to fund capital projects and the redevelopment agencies on Main Street and Lower Park Avenue. In 2010 Moody's and Fitch increased their rating on Park City General Obligation debt to Aa1 and AA+ respectively. In 2008, Standard & Poor's increased their rating of Park City's General Obligation debt to AA and in 2014 the rating was increased to AA+. As part of the 2019 Treasure Hill Bond the City's GO debt rating was confirmed by S&P and Fitch at AA+ and by Moody's at Aaa, this is the highest rating available by the rating agencies.

In 2020, an additional GO debt issuance was confirmed again by S&P and Fitch at AA+ and by Moody's at Aaa. Additionally, Park City's 2020 Water Revenue Bond was rated AA by S&P and Aa2. In 2021, additional due diligence guidance by Fitch confirmed their past ratings of AA+. The State of Utah limits a city's direct GO debt to 4 percent of assessed valuation. The City's debt policy is more conservative, limiting total direct GO debt to 2 percent of assessed valuation. Park City's direct debt burden in 2020 was 0.90 percent or approximately one-half of the City's 2 percent policy limits. For more information on Park City's debt management policies, see the Policies and Objectives section of this budget document.

The FY22 Adjusted Budget reflects a 2.6% increase from the FY22 Original Budget (capital excluded). The Adjusted Budget reflects the current fiscal year's budget ending June 30, accounting for increases and decreases over the Original FY22 Budget. Most increases were adopted as part of the December 2021 budget adjustment. Increases include critical pay adjustments for positions that the City was struggling to fill and restoration of the Senior Environmental Project Manager and Transportation Director. As the end of FY22 approaches, we tightly monitor the adjusted budget to ensure changes are captured in the Final Budget adoption on June 23.

Expenditure Summary - All Funds								
	Actuals FY 2018	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD Actuals FY 2022	Original Budget FY 2022	Adjusted Budget FY 2022	Original Budget FY 2023
Personnel	\$36,532,398	\$39,163,872	\$40,019,168	\$36,565,560	\$32,794,144	\$41,804,336	\$42,909,145	\$49,661,137
Mat, Suppls, Services	\$17,825,325	\$19,683,793	\$20,850,156	\$29,470,146	\$15,823,698	\$22,707,279	\$23,262,138	\$26,886,028
Capital Outlay	\$402,605	\$624,690	\$435,427	\$429,591	\$385,655	\$526,685	\$551,685	\$1,139,514
Contingency	\$75,437	\$67,018	\$362,218	\$172,741	\$24,600	\$300,000	\$300,000	\$300,000
<b>TOTAL</b>	<b>\$ 54,835,765</b>	<b>\$ 59,539,372</b>	<b>\$ 61,666,969</b>	<b>\$ 66,638,038</b>	<b>\$49,028,097</b>	<b>\$ 65,338,300</b>	<b>\$ 67,022,968</b>	<b>\$ 77,986,679</b>
Capital	\$60,601,638	\$87,511,154	\$47,829,798	\$61,354,362	\$33,313,784	\$76,218,620	\$244,708,799	\$68,714,154
Debt Service	\$16,216,948	\$16,853,649	\$24,538,521	\$19,373,212	\$19,888,420	\$22,059,324	\$22,059,324	\$22,059,324
Interfund Transfer	\$47,750,191	\$79,846,401	\$24,617,678	\$19,689,126	\$16,988,400	\$19,247,789	\$22,698,090	\$19,358,332
Ending Balance	\$83,191,254	\$117,717,331	\$130,691,480	\$152,780,088		\$78,014,234	\$105,701,537	
<b>TOTAL</b>	<b>\$207,760,031</b>	<b>\$301,928,535</b>	<b>\$227,677,477</b>	<b>\$253,196,788</b>	<b>\$70,190,604</b>	<b>\$ 195,539,967</b>	<b>\$ 395,167,750</b>	<b>\$ 110,131,810</b>
<b>COMBINED TOTAL</b>	<b>\$262,595,797</b>	<b>\$354,413,192</b>	<b>\$272,249,775</b>	<b>\$126,310,250</b>		<b>\$ 234,710,852</b>	<b>\$ 358,763,309</b>	<b>\$ 257,723,796</b>

**Table E1 – Expenditure Summary by Major Object (All Funds Combined)**

The FY23 operating budget reflects an increase over the FY22 Adjusted Budget, capturing an increase in the aggregate from the City's major operating funds: General, Water, and Transportation. The increase reinforces the City's desire to address the community's most critical needs, inflationary cost increases, and commitment to retaining and recruiting employees. The proposed budget is supported by a historic rise in sales tax revenues.



## **OPERATING BUDGET**

The Operating Budget consists of Personnel, Materials, Supplies, and Services, Departmental Capital Outlay, and Contingencies for each department.

### **FY23 OPERATIONAL BUDGET REQUESTS BY DEPARTMENT**

#### **Legal - \$25,000**

The Legal team has requested additional resources for environmental regulatory related issues.

#### **Human Resources - \$268,400**

Human Resources is currently developing a long-term staffing plan which includes new HR staff, robust recruitment programs and updating our benefits package to remain competitive and ensure current and future employees have effective, accessible benefits and opportunities for professional development. Over the last year, the HR department has spent over 6,000 hours hiring 206 employees. Many more hours are then devoted to onboarding employees and setting up benefits with the various providers within the PCMC system. The FY23 budget reflects a full-time recruiter and additional resources for a part-time staffer to focus on day-to-day departmental needs and supporting or leading benefits procurement and professional development programs. Significant resources have also been added to our tuition reimbursement and employee wellness program. In order to align with our compensation philosophies, support has also been added for compensation software and payroll system training.

#### **Finance - \$27,000**

Audit expenses are increasing due to new procedures related to CARES funding. The Finance team needs two new laptops to replace outdated equipment, as well as a request to increase bank fees related to increased payments from residents via credit card.

#### **IT - \$789,100**

Expanding our IT staff is necessary to meet the current demand and continue progressing on our City goals and priorities. The FY23 personnel request includes two network administrators to support the 3Kings Water Treatment Plant's technology and core software and security systems throughout the City.

The unprecedented demand for automation, up-to-the-minute data collection, machine learning and artificial intelligence requires significant investments in our Technology Infrastructure including an updated, integrated ERP/Financial system and new Data Science tools that allow us to continue using data to drive our decision making and planning processes in the City.

Network security needs and concerns have grown and require investments to ensure the safeguarding of our systems, information and productivity.

#### **Community Engagement - \$13,000**

Community Engagement requested additional funds to expand support for community events, such as Catch up With Council and Mayor Nann in the Neighborhood. Expenses for mailings, notices, community events and our printed quarterly newsletter have also increased.

**Library - \$14,500**

As we continue to build upon our Sustainability programs, the FY23 budget includes investments in the new Sustainability Resource center at the library which provides unconventional circulating items such as sewing machines, outdoor games, tools and electronics. Funds were added to cover increased expenses due to inflation in other areas of the Library such as printing, supplies, materials and marketing.

**Economy - \$14,000**

Utility vehicle needed to transport supplies during events.

**Environmental Sustainability - \$25,000**

Funds added to launch our pilot Curbside Composting program in FY23. Grant funds are also being pursued to support and expand this program.

**Police - \$561,000**

As part of our \$1M investment in traffic mitigation, a new Police Officer is being added to the Police Department to support traffic services on peak ski and event days. A new Detective was requested in response to the rising investigative caseload, demand for deeper community policing and help with the increase in violent crimes. In order to remain a competitive and desirable department, funds were also added to continue the Take Home Car Program in the Police Department. This allows Officers to drive their patrol car home, a major benefit to the City to ensure prompt response times and mobilization in emergency situations, at no additional cost to the Officer.

**Trails and Open Space - \$107,000**

Over the last few years, PCMC has added almost 1700 acres of open space to manage and maintain, which represents a 28% increase. Additionally, over the last three years, PCMC has constructed three new trailheads and fifteen miles of trails. Trails and Parks visitation continues to grow, and additional resources are required to maintain trails, enforce parking, open space and trails regulations and minimize neighborhood trailhead impacts. Two new FTE's have been added to the budget along with an increase to contract services to support increased seasonal maintenance on the Rail Trail.

**Emergency Management - \$294,000**

As part of our \$1M investment in traffic mitigation, a Traffic Coordinator position has been requested to lead a team comprised of police, streets, transit, events, parking and communications to manage and mitigate traffic on peak days. In addition, we have added significant resources to Contract Services to use cross-departmentally to support additional boots on the ground, whether that be contract Special Event Officer, Street Maintenance staff, Parking, etc.

**Engineering - \$115,000**

New investments include a new Analyst/Office Assistant position in Engineering to assist residents and businesses and new software to assist in ad hoc analysis and simplified code access.

**Environmental Regulatory – \$35,000**

A Regulatory Manager was added to this department mid-year, FY22. The increase for FY23 adds resources to contract services to continue our responsible environmental stewardship.

**Affordable Housing - \$165,000**

We have added a new position in Affordable Housing in anticipation of more public-private partnerships and the collaborative project on Woodside with the Seniors. The repairs and maintenance line has also been increased to cover minor expenses and repairs of City-owned units.

**Building - \$145,000** (requests are offset by increased revenue)

The Building Department has been leasing or borrowing cars for day-to-day operations for several years. Due to the increased demand for inspections, compliance and community presence, vehicles are critical for staff to continue delivering high levels of service.

**Planning - \$165,300**

After discussing and getting approval from Council, funds were added for a General Plan update. An RFP will go out after the first of the year. Rather than add additional staff, a small amount was added to contract services to mitigate the high demand we are experiencing in the Planning Department. Funds were also added to upgrade the software that provides our mandatory public notices.

**Recreation** (requests are offset by increased revenue)**MARC - \$183,078**

The FY23 budget includes funds to increase two part-time Pickleball coaches to full-time in order to meet demand, as well as a reclass for a full-time front desk associate to reduce turnover and allow the MARC to provide a consistent, high-level of service to patrons. Funds were also restored to training/conferences (reduced during COVID-19) to ensure there are enough funds for credentialed staff to attend trainings to keep certifications current. Computer Equipment and Software was also increased to meet increase in demand and replace outdated tech equipment. Due to inflation and new service demand levels, funds were also added to facility equipment, bank charges and supplies, such as pool chemicals.

**Tennis - \$25,000**

Pro-shop sales continue to increase, causing the need for more inventory. Freight fees have increased substantially this year as well.

**Recreation - \$1,300**

Small increase for equipment and funds for Umpires

**Ice - \$20,400**

Ice introduced a new outdoor skating rink last year, which was very successful and utilized by residents and visitors alike. An Outdoor Ice Technician is being requested in FY23 to continue the program and dedicate staff to this area. Replacement computers are also included in the budget, along with an increase in supplies due to inflation.

## **Public Works**

### **Streets - \$227,000**

As part of our \$1M investment in traffic mitigation, two Streets III positions have been added to work with Police, Transit, Parking and Events to manage peak day traffic impacts. Funds were allocated for an upcoming striping and street sign project as well.

Building Maintenance – \$216,500

Two new positions and a vehicle were requested from Building Maintenance to support increased demand and the new 3Kings Water Treatment Plant. Additional funds added to supplies and contract services to cover inflationary increases.

### **Parks - \$35,000**

Increase in seasonal staff as usage continues to surge in parks and open spaces. Small increase in supplies to offset inflationary increases.

## **Water - \$1.2M**

The bulk of this increase is related to the new 3Kings Water Treatment Plant for chemicals, testing, equipment, vehicles, technology, and services. Due to Park City's water system complexity, staff maintains a wide variety of infrastructure including tanks, pump stations, pressure reducing valves, and water treatment facilities in addition to the standard infrastructure such as pipelines and fire hydrants. Unplanned work such as emergency water breaks, active leaks, and other system failures require contractors to fill the workforce gap. In addition, the City does not own the heavy equipment that is often required to complete the excavation associated with simultaneous projects. Specialized skill sets are also needed for our electrical, telemetry, and SCADA systems.

Additional cost is attributable to inflation and our increased focus on asset management with the goal of reducing water breaks and water loss. This includes materials and services to repair failing water infrastructure and water leak detection efforts. To help locate leaks additional metering and pressure monitoring infrastructure continues to be added. In addition, field surveys have been successful in identifying leaks that otherwise were not visible. This effort has increased the need for material purchases to support metering, pressure monitoring, and a higher volume of repairs.

All FY23 expenses were forecasted at the beginning of the 3Kings Water Treatment project with costs included in the Water Fund financial model.

### **Golf - \$55,500**

The golf course continues to see a record-breaking number of visits. An increase in inventory for the pro-shop is necessary to keep up with demand. Funds were also added to contract services and supplies/materials lines to cover increases due to inflation.

### **Transportation Operations - \$875,000**

Three FTE's were added to the Transportation Operations budget to support efficiency-technology and manage staff. As we continue to face transportation challenges, \$500k was added to contract services to fund the Micro transit pilot program. Funds were also added for training,

supplies and uniform replacement.

**Transportation Planning - \$85,000**

Added funding to continue our Transit to Trails program and support a new Trail Ranger (split with the Trails department) to enforce parking regulations, provide customer service, set up informational signage and support ongoing projects.

**Parking - \$230,000**

Reclass Parking Officers and Analysts to better reflect the work they do, and the skill set necessary to provide a high level of service across multiple departments. As part of our \$1M traffic mitigation plan, an additional Parking Officer and vehicle were added. Funds were also added to support updated software at payment stations throughout the City.

# PERSONNEL

## Health, Dental, & Life Insurance Costs

The City maintains a health and dental insurance plan through Regence Blue Cross Blue Shield of Utah. Each year, Regence examines the City's "use" of the plan and its total costs to Regence, and then determines the price for the following year. The increase for FY23 is 2.62%.

## Personnel Changes

Personnel is accounted for using a full-time equivalent (FTE) measure, where 1 FTE indicates the equivalent of a full-time (FT) position (2,080 annual work-hours), which could be filled by multiple bodies at any given time. Generally, one full-time Regular employee is measured as 1 FTE, whereas a part-time (PT) non-benefited or seasonal employee might account for a fraction of an FTE.

Fund	Fund Name	FY 2022(Adj)	FY23	Change
11	<b>General Fund</b>	241.44	258.01	16.57
51	<b>Water Fund</b>	32.21	32.96	0.75
55	<b>Golf Fund</b>	16.65	16.65	
57	<b>Transportation Fund</b>	86.25	89.75	3.50
58	<b>Parking Fund</b>	11.70	12.70	1.00
62	<b>Fleet Services Fund</b>	9.97	9.97	
52	<b>Storm Water Fund</b>	5.90	5.90	
<b>TOTAL</b>		<b>404.12</b>	<b>425.94</b>	<b>21.82</b>

Personnel Changes by Fund

<b>FY23 New Personnel Requests</b>	
Fund	FY23 Request
011 GENERAL FUND	\$ 1,899,803
051 WATER FUND	\$ 91,500
057 TRANSPORTATION & PARKING FU	\$ 384,518
058 PARKING FUND	\$ 101,000
<b>Grand Total</b>	<b>\$ 2,476,821</b>

Department	FTE's	Adjusted	Change	FTE's	Change	Contract	Contract
	FY 22	FY 22	FY 22	FY 23	FY 23	FY23	CHG FY 22
CITY MANAGER	7.12	7.12	0.00	7.12	0.00		
CITY ATTORNEY	8.90	8.90	0.00	8.90	0.00		
BUDGET, DEBT & GRANTS	4.00	4.00	0.00	4.00	0.00		
HUMAN RESOURCES	4.68	4.68	0.00	5.68	1.00	1.75	0.50
FINANCE	7.00	7.00	0.00	7.00	0.00		
TECHNICAL & CUSTOMER SERVICES	9.35	9.35	0.00	11.35	2.00		
BLDG MAINT ADM	7.25	7.25	0.00	8.50	1.25		
MARC	15.39	15.39	0.00	15.89	0.50		
TENNIS	3.56	3.56	0.00	3.81	0.25	6.00	
MCPOLIN BARN	0.38	0.38	0.00	0.38	0.00		
ICE FACILITY	8.43	8.43	0.00	9.74	1.31	0.00	-1.00
FIELDS	2.45	2.45	0.00	2.45	0.00		
RECREATION PROGRAMS	9.89	9.89	0.00	10.29	0.40		
COMMUNITY ENGAGEMENT	4.55	4.55	0.00	4.00	-0.55	0.25	
ECONOMY	5.70	5.70	0.00	6.00	0.30	0.13	
ENVIRONMENTAL REGULATORY	0.00	1.00	1.00	1.00	0.00		
ENVIRONMENTAL SUSTAINABILITY	2.95	2.95	0.00	2.95	0.00	0.50	
EMERGENCY MANAGEMENT	1.00	1.00	0.00	2.00	1.00	0.50	
ARTS & CULTURE	1.00	1.00	0.00	1.00	0.00	1.00	
TRAILS	2.55	2.55	0.00	4.05	1.50		
SOCIAL EQUITY	0.50	0.50	0.00	0.50	0.00		
POLICE	45.53	45.53	0.00	47.53	2.00		
DRUG EDUCATION	0.20	0.20	0.00	0.20	0.00		
STATE LIQUOR ENFORCEMENT	1.30	1.30	0.00	1.30	0.00		
COMMUNICATION CENTER			0.00		0.00		
AFFORDABLE HOUSING	3.00	3.00	0.00	4.00	1.00		
ENGINEERING	4.75	4.75	0.00	5.75	1.00		
PLANNING DEPT.	10.00	10.00	0.00	10.90	0.90		
BUILDING DEPT.	19.00	19.00	0.00	19.00	0.00		
PARKS & CEMETERY	18.70	18.70	0.00	18.81	0.11		
STREET MAINTENANCE	17.81	17.81	0.00	19.81	2.00	0.25	
WATER OPERATIONS	32.21	32.21	0.00	32.96	0.75	0.75	
STORM WATER OPER	5.90	5.90	0.00	5.90	0.00		
FLEET SERVICES DEPT	9.97	9.97	0.00	9.97	0.00		
TRANSPORTATION OPER	83.00	83.00	0.00	86.00	3.00	1.25	
TRANSPORTATION PLANNING	3.25	3.25	0.00	3.75	0.50		
PARKING	11.20	11.70	0.50	12.70	1.00		
LIBRARY	13.50	13.50	0.00	14.10	0.60		
GOLF MAINTENANCE	8.53	8.53	0.00	8.53	0.00		
GOLF PRO SHOP	8.12	8.12	0.00	8.12	0.00		
<b>TOTAL</b>	<b>402.62</b>	<b>404.12</b>	<b>1.50</b>	<b>425.94</b>	<b>21.82</b>	<b>12.38</b>	<b>-0.25</b>

Personnel Changes by Department

## MATERIALS, SUPPLIES, AND SERVICES

The table below displays changes to materials, supplies, and services by Fund over the FY22 Adjusted Budget. In FY23, the main increases are for software, contract services, supplies, utilities, and bank fees, mainly due to inflationary cost increases occurring across the U.S. Many of the Organizational Infrastructure requests are located here.

Total Materials, Supplies and Services by Fund	
Fund	FY23 Request
011 GENERAL FUND	\$ 1,834,064
051 WATER FUND	\$ 1,196,858
055 GOLF COURSE FUND	\$ 55,500
057 TRANSPORTATION & PARKING FUND	\$ 575,890
058 PARKING FUND	\$ 82,000
<b>Grand Total</b>	<b>\$ 3,744,312</b>

## CAPITAL BUDGET

### Sources of Capital Project Increases

For fiscal year 2022 and fiscal year 2023 capital budgets, most project increases will be funded by improved sales tax revenues that are distributed to the capital fund via a general fund transfer.

In FY23 project managers largely targeted core recurring and new maintenance expenses to the ability to apply for new funding.

With this in mind, the Budget and Executive Teams focused our energy on the annual City Council Retreat and subsequent work sessions and discussions to ascertain the new Mayor and City Council's priorities, areas of strategic focus, and underlying intent. From these meetings, we developed three budgetary themes for FY23 that drove our capital decision making process:

1. **Resort Economy Mitigation** – Enhance traffic, special event, law and code enforcement, and overall municipal response to the growth in the resort economy;
2. **Neighborhood Reinvestments** – Refocus investments in residential areas - safety, complete streets, parking, HOA outreach, parks and playgrounds, and area planning;
3. **Organizational Infrastructure** – Meet professional obligation to modernize administration tools – technology and software systems, data collection and utilization, financial and accounting system, and purchasing policy; and

## CRITERIA FOR INCREASE

### A. Source of Revenue

- Projects that are funded by grants or bonds that are tied directly to a project were excluded from consideration

### B. CIP Process Score

- Projects were ranked from lowest to highest CIP process score (lowest = least critical, highest = more critical)

### C. Project Status

- Projects that are complete with any remaining balance are available for deferral

### D. Manager Feedback

- Feedback from managers provides context on project priority

### E. CIP Committee Analysis

- In addition to the quantitative and qualitative metrics cited above, the staff formed CIP committee pursued a project-by-project discussion and rationalization of project requests. The committee also looked at each project through the lens of essential criticality to City core services.

## Capital Fund Fiscal Year 2022

The chart below comprises Capital Fund projects with proposed increases for FY22.

Project	Carry Forward	2022 Base	2022 Newly Requested
CP0001 Planning/Capital Analysis	\$53,177	\$0	\$15,000
CP0013 Affordable Housing Program	\$739,230	\$0	\$11,196,029
CP0019 Library Development & Donations	\$31,583	\$0	\$11,518
CP0041 Trails Master Plan Implementation	\$60,755	\$315,000	\$593,602
CP0092 Open Space Improvements	\$300,906	\$300,000	\$100,000
CP0100 Neighborhood Parks	\$265,874	\$0	\$75,000
CP0142 Racquet Club Program Equipment Replacement	\$217,383	\$65,000	\$150,000
CP0177 China Bridge Improvements & Equipment	\$38,740	\$0	\$10,950
CP0191 Walkability Maintenance	\$44,122	\$71,825	\$31,325
CP0270 Downtown Enhancements Phase II	\$152,130	\$327,104	\$293,706
CP0280 Aquatics Equipment Replacement	\$13,531	\$25,000	\$400,000
CP0292 Cemetery Improvements	\$17,423	\$47,014	\$123,000
CP0309 Woodside Phase I	\$418,505	\$0	\$10,000
CP0323 Dog Park Improvements	\$15,000	\$5,000	\$15,000
CP0351 Artificial Turf Replacement Quinn's	\$0	\$625,000	\$90,000

CP0358 Homestake Housing	\$0	\$0	\$3,000,000
CP0361 Land Acquisition/Banking Program	\$0	\$274,845	\$2,775,000
CP0364 Master Plan for Recreation Amenities	\$5,000	\$0	\$100,000
CP0412 PC MARC Tennis Court Resurface	\$42,500	\$30,000	\$100,000
CP0420 Enhanced Bus Stops at Fresh Market and P	\$0	\$0	\$250,000
CP0469 Deer Valley Drive Bicycle and Pedestrian	\$0	\$0	\$2,179
CP0475 Wildfire Risk Mitigation and Mapping	\$0	\$0	\$250,000
CP0524 MARC Lifeguard Shack	\$0	\$0	\$5,000
CP0525 MARC Cement Pad/Patio	\$0	\$0	\$30,000
CP0530 Splash Pad	\$0	\$0	\$275,000
CP0531 Prospector Park Improvements	\$0	\$0	\$473,327
CP0540 SNOW CREEK CROSSING - SR 248 TUNNEL IMP	\$0	\$0	\$268,107
CP0553 Main St. Roadway Diet	\$0	\$0	\$350,000
CP0556 Upper Main Street Intersection Improve	\$0	\$0	\$1,461,562
CP0560 Forestry Plan	\$0	\$0	\$100,000

### Capital Fund Fiscal Year 2023

In FY23, staff recommends newly requested increases in the projects indicated below. Notable increases include additional budget to place Ice Arena maintenance on more stable footing, additional fire mitigation efforts in the City's open space and field replacement and enhancement at Quinn's junction, which will be funded by Impact Fee transfer. While not included in the FY22 provisional budget, the City maintains the capability to implement a financial plan to build the proposed Arts & Culture District in Bonanza Park. Staff remain prepared to deploy this financial strategy into a final or future adjusted budget should Council direct this action.

Project	Carry Forward	2022 Base	2022 Newly Requested	2023 Base	2023 Newly Requested
CP0092 Open Space Improvements	\$300,906	\$300,000	\$100,000	\$300,000	\$85,000
CP0150 Ice Facility Capital Replacement	\$888,601	\$682,000	(\$144,130)	\$132,000	\$341,000
CP0163 Quinn's Fields Phase III	\$0	\$0	\$0	\$0	\$600,000
CP0429 Arts and Culture District	\$6,529,896	\$0	(\$6,203,663)	\$0	\$450,000
CP0454 Prospector Sq. Rail Trail Connector	\$0	\$0	\$0	\$0	\$40,000
CP0455 Olympic Park Pathway Connector	\$0	\$0	\$0	\$0	\$113,000
CP0456 PC Heights Pathway	\$0	\$0	\$0	\$0	\$65,000
CP0465 SR-248 Corridor and Safety Improvement	\$0	\$0	\$0	\$0	\$1,000,000
CP0535 Santy Chairs Replacement	\$0	\$0	\$0	\$27,000	\$23,000
CP0556 Upper Main Street Intersection Improve	\$0	\$0	\$1,461,562	\$0	\$750,000
CP0557 Lite Deed Program	\$0	\$0	\$0	\$0	\$1,000,000

CP0566 Clark Ranch Housing	\$0	\$0	\$0	\$0	\$3,000,000
CP0567 Safety Style Soccer Goals	\$0	\$0	\$0	\$0	\$59,000
CP0568 Gate for Mine bench and Judge Tunnel	\$0	\$0	\$0	\$0	\$15,000

## Water Fund FY22 and FY23

The City's Water department continues on its existing capital plan with the construction of its Three Kings Water Treatment Plan at the forefront of its efforts. Staff expects that water fund to continue its plan to bond for further proceeds for the project in FY23.

Project	Carry Forward	2022 Base	2022 Newly Requested	2023 Base	2023 Newly Requested	Score	Manager
CP0007 Tunnel Maintenance	\$2,749,968	\$274,750	\$0	\$281,619	\$2,500,000	39	McAfee
CP0010 Water Department Service Equipment	\$77,647	\$80,000	\$0	\$80,000	\$120,000	33	McAfee
CP0040 Water Dept Infrastructure Improvement	\$415,848	\$2,395,250	\$1,641	\$3,454,863	\$0	40	McAfee
CP0075 Equipment Replacement - Computer	\$53,921	\$21,232	\$0	\$21,232	\$117,000	30	McAfee
CP0178 Rockport Water, Pipeline, and Storage	\$169,876	\$1,458,700	\$2,622,096	\$1,458,700	(\$184,130)	36	McAfee
CP0240 Quinn's Water Treatment Plant	\$186,378	\$0	\$118,807	\$0	\$0	32	McAfee
CP0275 Smart Irrigation Controllers	\$4,353	\$0	\$0	\$0	\$0	38	McAfee
CP0276 Water Quality Study	\$54,269	\$350,000	\$11,359	\$350,000	\$0	33	McAfee
CP0301 Scada and Telemetry System Replacement	\$0	\$0	\$0	\$0	\$1,000,000	24	McAfee
CP0303 Empire Tank Replacement	\$0	\$0	\$1,807,165	\$0	\$0	29	McAfee
CP0304 Quinn's Water Treatment Plant Asset Repl	\$691,424	\$220,500	\$0	\$231,525	\$0	29	McAfee
CP0312 Fleet Management Software	\$17,307	\$0	\$0	\$0	\$0	38	McAfee
CP0325 Network & Security Enhancements	\$0	\$0	\$0	\$0	\$85,000	27	McAfee
CP0330 Spiro/Judge Pre-treatment	\$0	\$0	\$2,500	\$0	\$0	39	McAfee
CP0341 Regional Interconnect	\$186,244	\$0	\$0	\$0	\$0	26	McAfee
CP0342 Meter Replacement	\$149,488	\$150,000	\$0	\$150,000	\$0	26	McAfee
CP0343 Park meadows Well	\$2,678,908	\$0	\$0	\$0	\$0	26	McAfee
CP0344 PRV Improvements for Fire Flow Storage	\$0	\$805,000	\$0	\$0	\$0	26	McAfee
CP0347 Queen Esther Drive	\$0	\$669,143	\$0	\$0	\$0	35	McAfee

CP0371 C1 - Quinns WTP to Boothill - Phase 1	\$0	\$1,110,000	\$1,275,750	\$0	\$0	39	McAfee
CP0372 Regionalization Fee	\$200,000	\$200,000	\$0	\$200,000	\$0	30	McAfee
CP0389 MIW Treatment	\$38,219,228	\$28,200,000	\$0	\$10,600,000	\$9,494,153	31	McAfee
CP0390 QJWTP Treatment Upgrades	\$2,839,109	\$0	\$0	\$0	\$0	43	McAfee
CP0391 QJWTP Capacity Upgrades	\$0	\$0	\$710	\$0	\$0	29	McAfee
CP0392 Distribution Zoning Meters	\$0	\$0	\$13,055	\$0	\$0	32	McAfee
CP0393 Energy Projects	\$318,944	\$200,000	\$0	\$200,000	\$0	24	McAfee
CP0415 Mobile Control	\$13,000	\$0	\$0	\$0	\$0	42	McAfee
CP0416 Windows 10 Client Licenses	\$1,480	\$0	\$0	\$0	\$0	44	McAfee
CP0418 JSSD Interconnection Improvements	\$146,686	\$0	\$0	\$0	\$0	30	McAfee
CP0442 MIW Offsite Improvements	\$6,494,153	\$0	(\$9,494,153)	\$0	\$0	39	McAfee
CP0443 West Neck Tank	\$1,398,914	\$1,250,000	\$0	\$1,250,000	\$0	51	McAfee
		2022 Base + New	\$33,028,889	2023 Base + New	\$31,409,962		

### Transportation Fund FY22 and FY23

The Transportation fund continues to evolve as Park City focuses its transportation operations on the core of Park City. The most significant large capital project proposed for the 5Y transportation plan is the Snow Creek Crossing project, designed to improve walkability within the City from the Snow Creek area to the Bonanza and Iron Horse District. However, this project is not anticipated to need any material expenses until FY24 as staff continues the planning and design process in FY23. Transportation Fund capital projects are listed below.

Project	Carry Forward	2022 Base	2022 Newly Requested	2023 Base	2023 Newly Requested	Score	Manager
CP0002 Information System Enhancement/Upgrades	\$0	\$0	\$110	\$0	\$0	39	Robertson
CP0009 Transit Rolling Stock Replacement	\$0	\$14,468,523	\$2,369,341	\$0	\$0	33	Fjelsted
CP0025 Bus Shelters Design and Capital Improve	\$0	\$167,053	(\$49,999)	\$0	\$0	42	Collins
CP0075 Equipment Replacement - Computer	\$48,064	\$16,172	\$0	\$16,172	\$0	30	Robertson
CP0108 Flagstaff Transit Transfer Fees	\$2,015,006	\$0	\$1,943,586	\$0	\$0	33	Knotts
CP0118 Transit GIS/AVL System	\$100,000	\$0	\$517,465	\$0	\$0	44	Collins
CP0137 Transit Expansion	\$0	\$0	\$22,507	\$0	\$0	47	Fjelsted
CP0171 Upgrade OH Door Rollers	\$33,267	\$6,000	\$0	\$0	\$0	38	Dayley
CP0244 Transit Contribution to County	\$0	\$1,000,000	\$1,072,668	\$0	\$0	32	Fjelsted
CP0289 Ironhorse Transit Facility Asset Managem	\$0	\$0	(\$180,000)	\$0	\$0	36	Collins

CP0312 Fleet Management Software	\$250,212	\$0	\$0	\$0	\$0	38	Dayley
CP0313 Transportation Plans and Studies	\$417,867	\$0	\$0	\$0	\$0	38	Collins
CP0316 Transit Facility Capital Renewal Account	\$1,951,467	\$230,000	\$0	\$230,000	\$0	38	Collins
CP0363 Traffic Management Cameras	\$0	\$0	\$38,458	\$0	\$0	42	Knotts
CP0369 Paid Parking Infrastructure for Main St.	\$0	\$0	\$477,716	\$0	\$0	27	Knotts
CP0382 Transit Onboard Security Cameras	\$98,684	\$0	(\$48,684)	\$0	\$0	29	Collins
CP0388 Parking Deck Coating Replacement	\$161,000	\$55,000	(\$87,721)	\$55,000	(\$55,000)	30	Knotts
CP0403 Kimball Junction Transit Center	\$0	\$0	\$482,240	\$0	\$0	32	Knotts
CP0411 SR 248/US 40 Park and Ride Lot	\$127,643	\$0	\$4,513,665	\$300,000	\$0	26	Collins
CP0415 Mobile Control	\$9,750	\$0	\$0	\$0	\$0	42	Robertson
CP0416 Windows 10 Client Licenses	\$5,500	\$0	\$0	\$0	\$0	44	Robertson
CP0419 VMS Signs	\$26,903	\$0	(\$21,152)	\$0	\$0	30	Collins
CP0420 Enhanced Bus Stops at Fresh Market and P	\$139,957	\$0	\$1,456,131	\$0	\$0	33	Collins
CP0426 Electric Bus Charger at Kimball Junction	\$0	\$0	\$269,014	\$0	\$0	47	Fjelsted
CP0428 Electric Bus Charging Station at Old Tow	\$0	\$0	\$317,393	\$0	\$0	47	Knotts
CP0432 Office 2016 Licenses	\$4,620	\$0	\$0	\$0	\$0	42	Robertson
CP0434 GIS GeoEvent Server License	\$13,000	\$0	\$0	\$0	\$0	23	Robertson
CP0438 Remodel for Transit Driver Housing	\$333,895	\$0	(\$359,451)	\$0	\$0	54	Fjelsted
CP0439 Bonanza Drive Multi-Modal and Street Imp	\$0	\$300,000	\$0	\$0	\$0	41	Collins
CP0440 Bike Share Improvements	\$125,000	\$60,000	(\$84,939)	\$0	\$0	39	Knotts
CP0441 Transportation Demand Management Program	\$63,990	\$70,000	(\$59,246)	\$70,000	\$0	26	Collins
CP0460 Bus lift	\$0	\$0	\$59,000	\$0	\$0	48	Dayley
CP0465 SR-248 Corridor and Safety Improvement	\$0	\$0	\$0	\$0	\$5,348,554	38	Collins
CP0466 Scheduling Software	\$1,500	\$0	\$68,500	\$0	\$0	32	Collins
CP0469 Deer Valley Drive Bicycle and Pedestrian	\$0	\$0	\$0	\$300,000	\$0	39	Collins
CP0536 Arts and Culture Exterior Bus Stops	\$0	\$0	(\$330,000)	\$0	\$0	21	Collins
CP0540 SNOW CREEK CROSSING - SR 248 TUNNEL IMP	\$0	\$0	\$0	\$0	\$0	29	Collins
CP0541 SR248/ Bonanza Pedestrian Crossing Improvements	\$0	\$0	\$0	\$0	\$0	24	Collins
CP0543 Bonanza and Prospector Pedestrian Crossing_Bridge or Tunnel	\$0	\$0	\$0	\$0	\$0	24	Collins
CP0546 Old Town Complete Street Improvements	\$0	\$0	\$0	\$0	\$300,000	24	Collins
CP0547 Iron Horse Complete Street Improvements	\$0	\$0	\$0	\$0	\$0	21	Collins

CP0549 Electric Bus Charging Infrastructure	\$0	\$0	(\$1,296,000)	\$0	\$0	21	Collins
CP0550 Active Transportation Master Plan	\$0	\$0	\$95,000	\$0	\$65,000	21	Collins
CP0552 TDM Capital Improvement Projects	\$0	\$0	(\$280,000)	\$0	\$180,000	27	Collins
CP0554 Emerging Tech in Transit	\$0	\$0	\$0	\$0	\$130,000	29	Collins
CP0555 Mcpolin and Meadows Bus Stop Improvement	\$0	\$0	\$0	\$0	\$87,000	27	Collins
CP0562 Emergency Response Trailer	\$0	\$0	\$0	\$0	\$100,000	5	Collins
CP0563 Zero Emissions Transportation Transition	\$0	\$0	\$0	\$0	\$130,000	38	Collins
CP0564 Transportation Data Reporting	\$0	\$0	\$0	\$0	\$60,000	38	Collins
CP0565 Park City Parking Needs Assessment	\$0	\$0	\$0	\$0	\$120,000	38	Collins
CP0569 Replace vehicle wash	\$0	\$0	\$175,000	\$0	\$175,000	38	Collins
CP0570 Replace fuel pump system	\$0	\$0	\$0	\$0	\$0	38	Collins
CP0571 Long Range Transportation Capital Plan	\$0	\$0	\$0	\$0	\$3,870,762	38	Collins
CP0572 SR-248 Park and Ride Service	\$0	\$0	\$0	\$0	\$3,000,000	38	Collins
		<b>2022 Base + New</b>	<b>\$26,694,734</b>	<b>2023 Base + New</b>	<b>\$14,482,488</b>		

Park City Transportation continues to aggressively pursue state and federal funding opportunities and has been successful in securing funding for a Short-Range Transit Plan and for the Active Transportation Master Plan. Additionally, Park City has been awarded a significant amount of federal grant funding to procure new electric buses and charging infrastructure.

### Lower Park Avenue RDA

Projects in the Lower Park Avenue RDA (LPARDA) have undergone no increase or decrease in the FY23 budget. The predominant use of revenues from the LPARDA continues to be debt service on the City's 2019 sales tax revenue bond, which serves to fund the City's existing housing initiatives. Current balances for housing from the 2019 sales tax revenue bond continue to stand at \$22 million at the start of FY23.

Project	Carry Forward	2022 Base	2022 Newly Requested	2023 Base	2023 Newly Requested	Score	Manager
CP0003 Old Town Stairs	\$300,000	\$150,000	\$0	\$150,000	\$0	32	Twombly
CP0005 City Park Improvements	\$642,248	\$100,000	\$0	\$100,000	\$0	38	Fisher
CP0013 Affordable Housing Program	\$25,886	\$0	\$0	\$0	\$0	35	Glidden
CP0020 City-wide Signs Phase I	\$7,156	\$0	\$0	\$0	\$0	30	Weidenhamer
CP0036 Traffic Calming	\$39,845	\$0	\$0	\$0	\$0	44	Robertson, J.
CP0089 Public Art	\$42,749	\$0	\$0	\$0	\$0	53	Everitt
CP0167 Skate Park Repairs	\$14,749	\$5,000	\$0	\$5,000	\$0	38	Fisher
CP0308 Library Remodel	\$449	\$0	\$0	\$0	\$0	32	Twombly
CP0311 Senior Community Center	\$991,390	\$0	\$0	\$0	\$0	38	Weidenhamer
CP0362 Woodside Phase II	\$2,208	\$0	\$0	\$0	\$0	42	Glidden
CP0386 Recreation Building in City Park	\$241,383	\$0	\$0	\$0	\$0	29	Fisher
CP0406 Central Park	\$1,364	\$0	\$784	\$0	\$0	36	Glidden
CP0545 Mobility as a Service Curb Side Improvements	\$0	\$0	\$0	\$0	\$0	24	Collins
CP0546 Old Town Complete Street Improvements	\$0	\$0	\$0	\$0	\$0	24	Collins
		2022 Base + New	\$255,784	2023 Base + New	\$255,000		

This year's the City Manager's Recommended Budget continues to have an emphasis on funding affordable housing projects, transportation and transit projects and City infrastructure which have been identified by Council as a critical priorities. A complete detailed CIP report is included in the City Manager's Recommended Budget Volume II.

The total proposed CIP budget (all funds, excluding carry forward) for the FY 2022 Budget is \$79.5 million. The proposed FY 2023 CIP budget is \$72.7 million. The General Fund transfer required to fund capital projects in FY2022 will be approximately \$4.1 million—the majority of which is dedicated to the maintenance of existing infrastructure. Projects in these categories include Equipment Replacement – Rolling Stock, Aquatics Equipment Replacement, Pavement Management, Trails Master Plan Implementation, Traffic Calming, and Asset Management.

## MAJOR PROJECTS

### **Housing Plan**

The budget includes funding for both construction and land costs. Affordable housing construction projects are recommended to be financed through the Lower Park RDA. Proceeds from sales of affordable housing units will be returned to the RDA to be put into the next set of affordable housing projects or community development projects in the RDA (Community Center in City Park). Staff has developed 15-year finance models for the Lower Park RDA. The LPA RDA expires in 2030.

In December 2014, City Council identified Affordable, Attainable and Middle Income Housing as a critical priority. On February 5, 2015 the City's Community Affairs Manager and Housing Specialist presented an overview of the current state of housing in Park City, 2014 accomplishments, a one-year action plan and five year targets. At that time staff also committed to return monthly to City Council on housing-related topics.

In early 2016, the Housing Program and staff were transitioned to the Community Development Department. In August of that year, City Council adopted an ambitious goal of adding 800 units (affordable, attainable and middle class) by the year 2026. The Community Development Director and the Housing Program Manager are guiding the Housing Plan to meet this goal.

The three program areas of the plan are: Housing Regulatory Tools, City Sponsored Development and Land Acquisition/Disposition. As committed to Council, staff will continue to update this housing plan to reflect completed items, updated timelines and provide greater levels of detail as programs become more defined. Descriptions and budget amounts for individual projects are outlined in the project descriptions contained in the Budget Document Vol. II. Each project budget has been adjusted to reflect the anticipated timing of the housing projects in the housing pipeline. In 2017, the City issued \$7 million in sales revenue debt with funds pledged by the LPA RDA to cover the cost of the Woodside phase I and Central Park projects. Additional debt could be issued as needed to cover the next project in the current pipeline, Woodside phase II, Homestake property and the arts and culture district.

Initial funding for the proposed housing plan was recommended from two primary funding sources: the Lower Park RDA & the Additional Resort Communities Sales Tax (see Additional Resort Communities Sales Tax section below). The Additional Resort Communities Sales Tax funding was used for the purchase of the Homestake property in 2016. With the 2019 STR bonds all available RDA funds have been leveraged for the planned housing projects. The City continues to explore the idea of a Housing Authority Rental Model which could be used on the arts and culture projects.

### **Water Maintenance Buildings**

Due to explosive growth in Park City and increasing Federal and State regulations, additional land and financial capital has been allocated for the expansion of operational and administrative needs in order to continue the current Level of Service (LOS) provided by Public Works and

Public Utilities. Park City's greatest assets include the built infrastructure and natural environments which offer a truly world class experience and lifestyle. Management of these assets and the services provided by Public Works and Public Utilities has provided the foundation for our unprecedented success and we must prioritize and invest in securing the long term Public Works and Public Utilities resource needs to achieve Council's vision and goals. Required resources include adequate space for equipment and material storage, employee workspaces, training and meeting spaces, and customer service. To continue the current LOS in the face of these challenges, we are expanding our physical operational space and provide the tools, resources, and basic administrative needs for staff at all levels.

### **Transit and Transportation Projects**

Transit and transportation initiatives continue to be a critical priority for City Council.. In November 2016, the community passed two sales tax initiatives (.25% transportation & .25% transit). Many transportation projects will require funding from FTA grants and County contributions from the new sales tax sources to move forward.

#### **US 40/SR 248 Park and Ride Facility**

This project proposes to design and construct a park and ride lot adjacent to US 40/US 189 and/or SR 248 east of US 40/US 189 to serve the SR 248 transit priority lanes. The Objective: Reduce congestion and associated GHG emissions and improve pedestrian safety.

#### **Transportation and Traffic Master Plan Update**

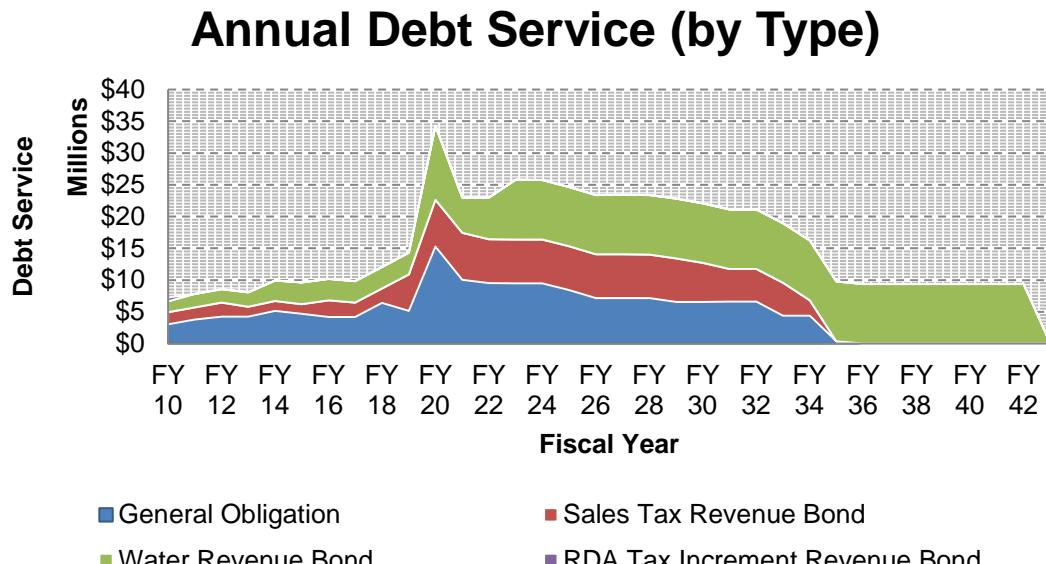
This project proposes to update the existing 2011 Transportation and Traffic Master Plan as most transportation plans are updated every 4 years. This plan will be enhanced to better serve as a long range transportation plan and include additional emphasis on Active Transportation, regional coordination, and Intelligent Transportation Systems. The plan will also develop a master list of prioritized transportation projects under a 20 year planning horizon. The Objective: Develop a master list of both financial constrained and unconstrained transportation projects.

#### **SR 248 Corridor and Safety Improvement Project**

This project proposes to design and construct transit priority and High Occupancy Vehicles on SR 248 from approximately US 40 to approximately SR 224. Other project elements include improving school access, Richardson Flat/SR 248 intersection improvements, Bonanza Drive/SR 248 intersection improvements, SR 224/SR 248 intersection improvements, construct new pedestrian tunnel at existing at-grade x-ing, landscaping, aesthetic, and gateway enhancements. The Objective: Reduce Vehicle Miles Traveled, congestion, and associated GHG emissions. Improve safety. Enhance corridor aesthetics and create gateway enhancements.

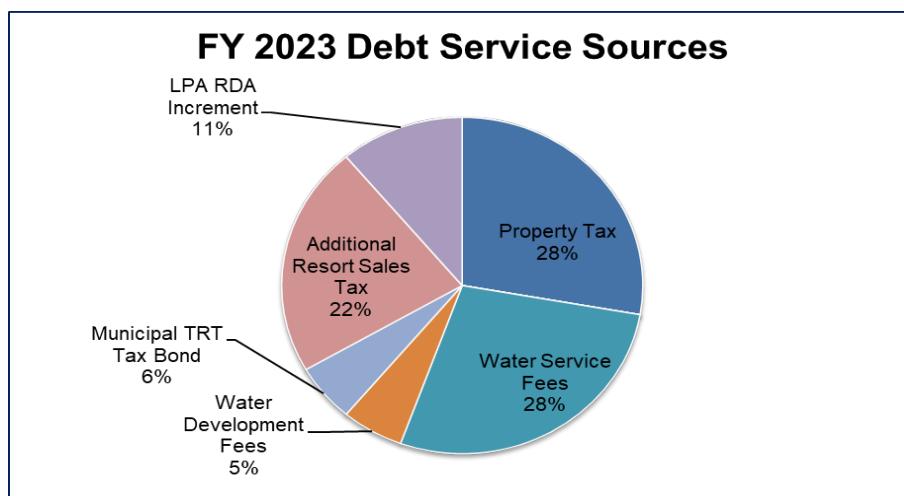
## **DEBT SERVICE**

Park City has various bond issuances outstanding. The debt service to be paid on these bonds is as detailed in Figure E21. The Utah State code states that direct debt issued by a municipal corporation should not exceed 4% of the assessed valuation—Park City has a more stringent policy of 2% of assessed valuation.



**E21 - Long Term Debt**

Funding sources for debt service payments in FY 2023 are detailed in Figure E22. General Obligation Bonds have property tax as a dedicated source for repayment, while Water Bonds generally have water service fees as a dedicated revenue source. RDA Bonds are backed by property tax increment. Sales Tax Bonds are backed by sales tax revenue, but the City has dedicated a number of revenue sources for repayment, including lease revenue, impact fees, and unreserved general fund revenue.



**Figure E22 – Debt Funding Sources**

Perhaps the most significant measure related to debt service is the amount of debt that is secured by a non-dedicated revenue source. As previously discussed, the majority of the City's debt service is paid for with dedicated revenue such as water fees, property tax, or property tax increment, all of which the City can influence through rate adjustments.

Funding sources for debt service payments in FY 2023 are detailed in Figure E22. General Obligation Bonds have property tax as a dedicated source for repayment, while Water Bonds generally have water service fees as a dedicated revenue source. RDA Bonds are backed by property tax increment. Sales Tax Bonds are backed by sales tax revenue, but the City has dedicated a number of revenue sources for repayment, including lease revenue, impact fees, and unreserved general fund revenue.

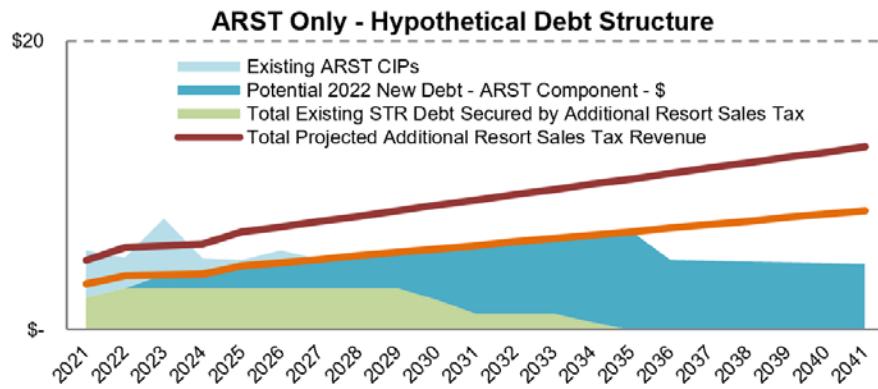
Perhaps the most significant measure related to debt service is the amount of debt that is secured by a non-dedicated revenue source. As previously discussed, the majority of the City's debt service is paid for with dedicated revenue such as water fees, property tax, or property tax increment, all of which the City can influence through rate adjustments.

While the City is building a robust capital budget plan for the next several years based on Council's goals and direction, the focus remains on core capital maintenance and medium-term infrastructure projects.

Several capital project ideas percolate around the community but require a new funding source or strategy due to their magnitude. If Council is interested in pursuing a new major transformational capital project not currently budgeted, a prioritization process will help us develop a creative financial strategy. For example, the City can raise considerable resources to finance projects through various methods.

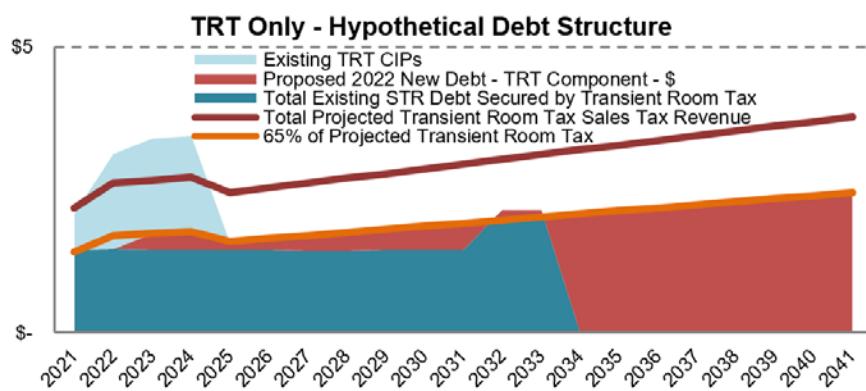
Staff currently projects that a 20-year bond against Additional Resort Sales Tax could support approximately \$43M in bond proceeds. Staff also projects that a 20-year bond against Transient Room Tax could support approximately \$18M in bond proceeds

## ARST Proceed Potential



**~\$45-50M over 20 yrs  
@ 65% of Gross Revenue**

## TRT Proceed Potential



**~\$13-20M over 20 yrs  
@ 65-75% of Gross Revenue**

## ABOUT PARK CITY

Park City is located in Summit County, Utah, in the heart of the Wasatch Mountains, 30 miles east of Salt Lake City and 40 minutes by freeway from the Salt Lake International Airport. Park City is one of the west's premier multi-season resort communities with an area of approximately 12 square miles and a permanent resident population of approximately 8,000.

World renowned skiing is the center of activity being complemented throughout the year with major activities and events, such as the Sundance Film Festival, Kimball Arts Festival, concerts, and sporting events, along with a variety of other winter and summer related activities.



Tourism is the major industry in Park City, with skiing, lodging facilities, and restaurants contributing significantly to the local economy. Park City is the home of two major ski resorts, Park City Mountain Resort and Deer Valley Ski Resort. Park City Mountain Resort combined with Canyons Resort during the 2015-2016 ski season to create the largest ski resort in North America.

In 1869, silver bearing quartz was discovered in the area of what is now Park City, and a silver mining boom began. From the 1930s through the 1950s, the mining boom subsided due to the decline of silver prices, and Park City came very close to becoming a historic ghost town. During that time, the residents began to consider an alternative to mining and began developing Park City into a resort town.

In 2002, Salt Lake City hosted the 2002 Winter Olympic Games with two athletic venues in Park City and one just north of the City limits. Deer Valley Resort hosted the slalom, aerial, and mogul competitions; Park City Mountain Resort hosted the giant slalom, snowboarding slalom

and snowboarding half-pipe; and the Utah Winter Sports Park (Summit County) hosted ski jumping, luge and bobsled events. In February 2009, Deer Valley hosted the first World Cup Skier Cross competition ever held in North America. Deer Valley Resort and Park City Mountain resort jointly hosted the FIS Freestyle World Championship event for the 1st time in February of 2019.

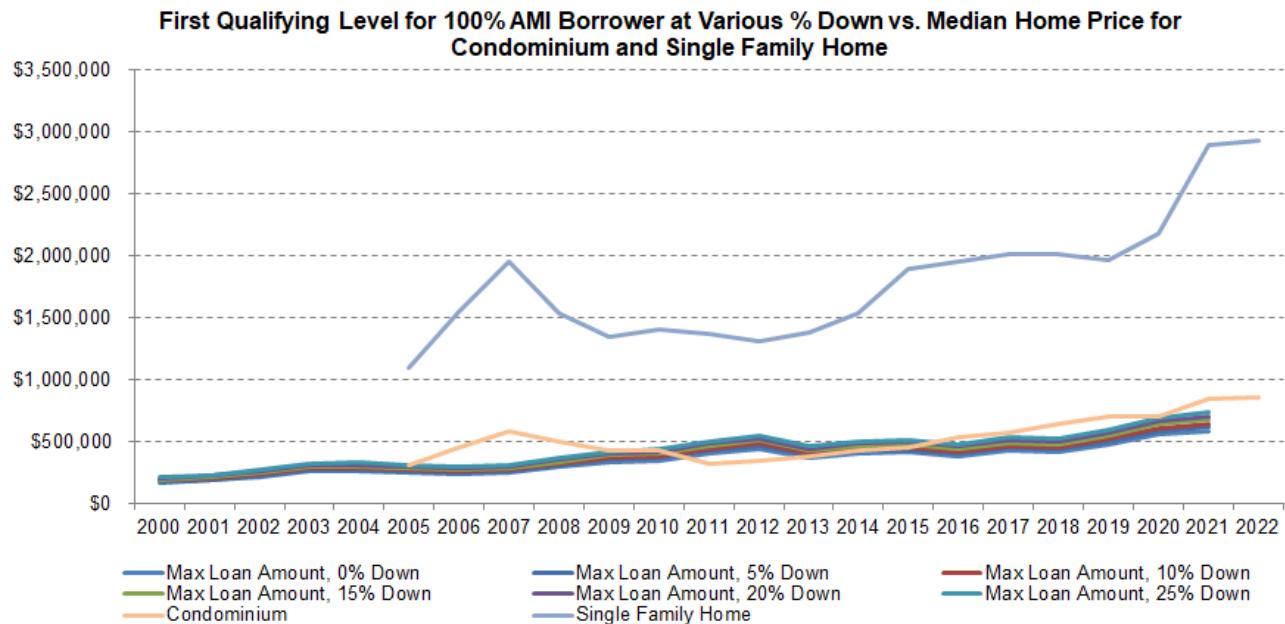
## **PARK CITY ECONOMY**

Tourism is the backbone of the Park City economy and the majority of local tourism revolves around skiing and snowboarding. Encouraging tourism and the ski industry are objectives for Park City as well as for the State of Utah. With its close proximity to Salt Lake City and Salt Lake International airport, Park City is a major contributor to the State's goals. With the local economy dependent on tourism and skiing, employment in Park City tends to decline in the spring and summer months. Park City has been mitigating this by diversifying recreational activities in the "off-season". In FY 2019 the City hosted the Triple Crown Girls Fastpitch Softball World Series for the 16th year. This event draws teams from California, Arizona, Colorado, Oklahoma, Idaho, Utah and Texas. Other events include the Park City Marathon Road Race, Intermountain Cup Mountain Bike Races and the Endurance 100 Mountain Bike Race.

The service population is much larger than the permanent population in Park City due to the number of secondary homeowners and visitors within city limits. The City has approximately 161 restaurants, 314 shops, 27 private art centers and a community-sponsored art center. Many of Park City's restaurants are award winning and among the finest in the inter-mountain west. The Chamber of Commerce estimates that the City has a nightly capacity for 27,178 guests. On average, the City receives almost 8,456 visitors per night with an occupancy rate of 35 percent. In the last ten years nightly capacity has increased by 10 percent.

Closely connected to the tourist and ski industries in Park City is the real estate industry. During the past ten years, building activity within the City has ranged anywhere from a low of \$40.9 million in 2011 (due to the recession), to a high of \$160 million in 2017. Building activity over the last decade has averaged \$121.5 million per year. Easy access to Salt Lake City has intensified the role for Park City as a bedroom community. This role and the current economy have shifted emphasis to the construction of residential homes. Properties have enjoyed a steady rate of appreciation through the years, which are expected to maintain their value and/or increase in the future.

Statistics compiled by Zillow and Realtor.com indicate a continued rise in median home prices in Park City over the pandemic and the course of the last several years. The median single-family home within city limits has risen to nearly \$3 million.



Park City's debt service expenditures have increased in amount and as a percentage of total expenditures during the past decade. Much of this is due to the voter approved General Obligation Bonds that were passed in 1999, 2000, 2005, 2006, 2007, 2008, 2009, 2010, and 2013 as well as the Sales Tax Revenue Bonds issued in 2005, 2010, 2014 and 2015. The City's bond rating was upgraded in May 2006 by Moody's to Aa2. Furthermore, the City was upgraded in 2008 by Standard and Poor's and Fitch to AA. A bond rating of AA (AAA is generally the highest rating) indicates that Park City as an issuer offers "excellent financial security." The issued Sales Tax Revenue Bond also received a rating of A+ from Standard & Poor's. In the beginning of May 2010, Park City's bond rating moved from Aa2 (Moody's) and AA (Fitch) to Aa1 and AA+ respectively. In 2013 S&P increased the City's bond rating to AA+. In 2017 Standards & Poor's and Fitch confirmed the General Obligation bond rating of AA+. Moody's upgraded the city's rating to Aaa (the highest rating available).

In 2020, ratings agencies reaffirmed these ratings on Park City's 2020 General Obligation bond with ratings of AA+, AA+ and Aaa from S&P, Moody's and Fitch respectively. In addition, the City's 2020 Water Revenue Bond was rated AA by S&P and Aa2 by Moody's as bonds related to enterprise funds traditionally carry marginally lower ratings relative to general obligations. Most recently, Fitch reaffirmed Park City's AA+ rating with a stable outlook during routine due diligence in winter 2021.

Park City has seen substantial growth in revenue in recent years prior to COVID, exceeding pre-recession revenues. We believe diversification of resort activities, promoting additional special events and sound financial policies have all aided in ensuring a thriving economy and will continue to do so in years to come.

## CITY SALES TRENDS

Park City has experienced exceptional economic growth in the last decade. After a dip in 2009, sales tax has recovered dramatically for the past five years. Figure EO2 shows the growth in total sales from 2003 to 2021 with projections for 2022 and 2023.

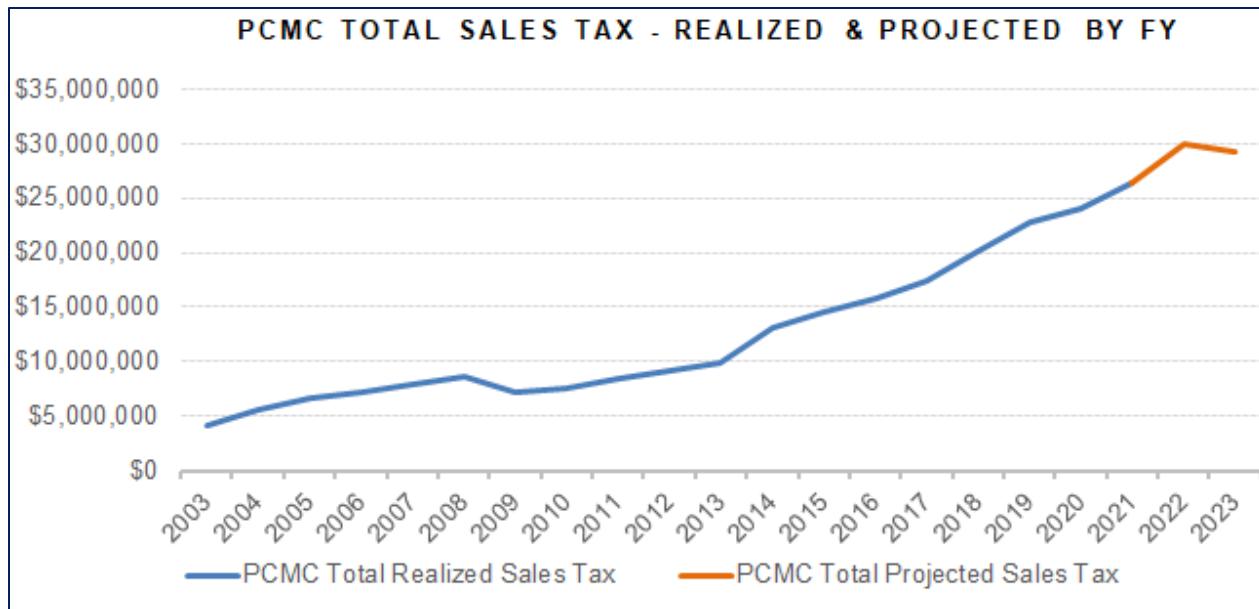


Figure EO2 – Total Estimated Sales

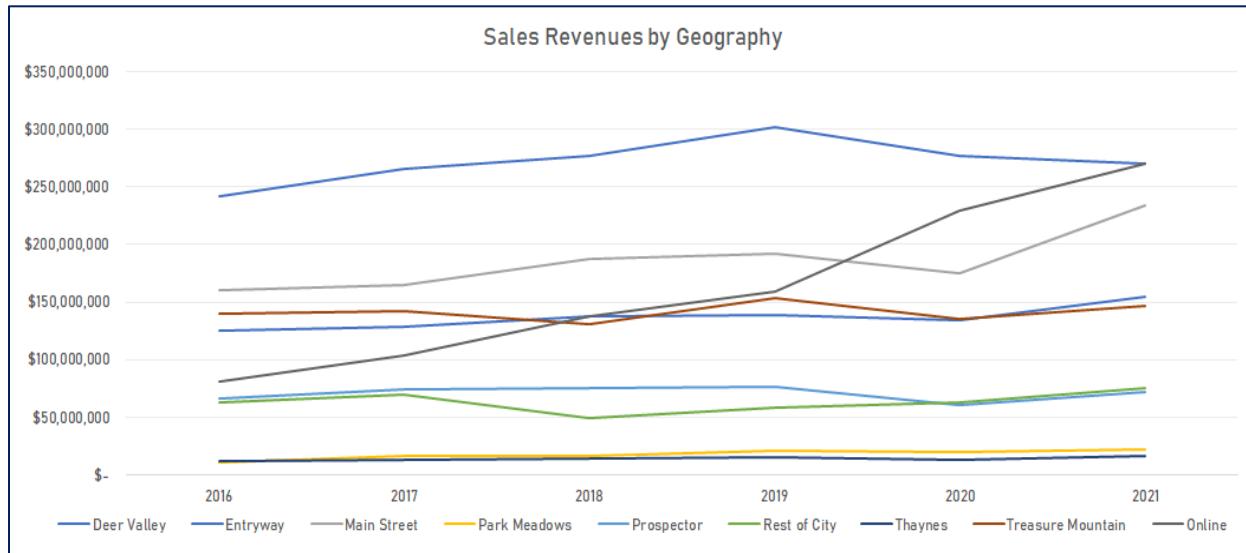


Figure EO3 – Estimated Sales by Geography

Figure EO3 shows the sales trends by industry from 2016 to 2021. Online sales and online lodging have experienced the greatest change in recent years and were accelerated by trends associated with COVID. Because Park City's economy relies heavily on the ski industry and tourism, sales tax revenues are extremely seasonal. This is visible in the City's historical and projected Resort Tax revenue.

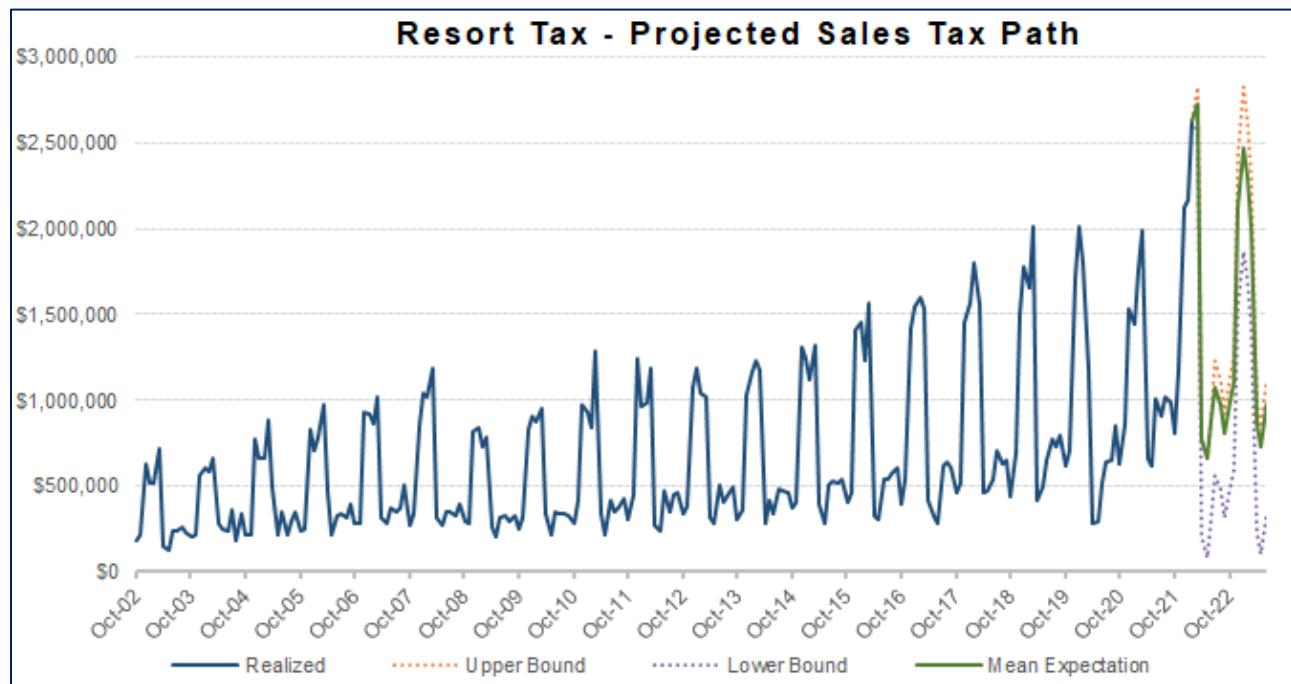


Figure EO4 – PCMC Resort Tax

## CITY FINANCIAL HEALTH INDICATORS

In May of 2003, the Citizens Technical Advisory Committee (CTAC) and the staff from Park City Municipal Corporation identified certain concepts in order to measure the financial health of Park City. The ultimate goal for these concepts was to specify indicators that would be monitored in the future and be included in future Budget Documents. These measures are designed to show the financial position of the City as a whole, while the performance measurement program focuses more specifically on each department within the City's organization.

### Types of Financial Indicators

The International City/County Management Association (ICMA) produces a manual entitled Evaluating Financial Condition. Within this manual, various indicators and methods for analysis are outlined and recommended. According to the ICMA, the financial condition of a municipality can be defined as "...a government's ability in the long run to pay all the costs of doing business, including expenditures that normally appear in each annual budget, as well as those that will appear only in the years in which they must be paid." By recording the necessary data and observing these indicators, certain warning trends can be seen and remedied before it becomes a problem for the Park City government.

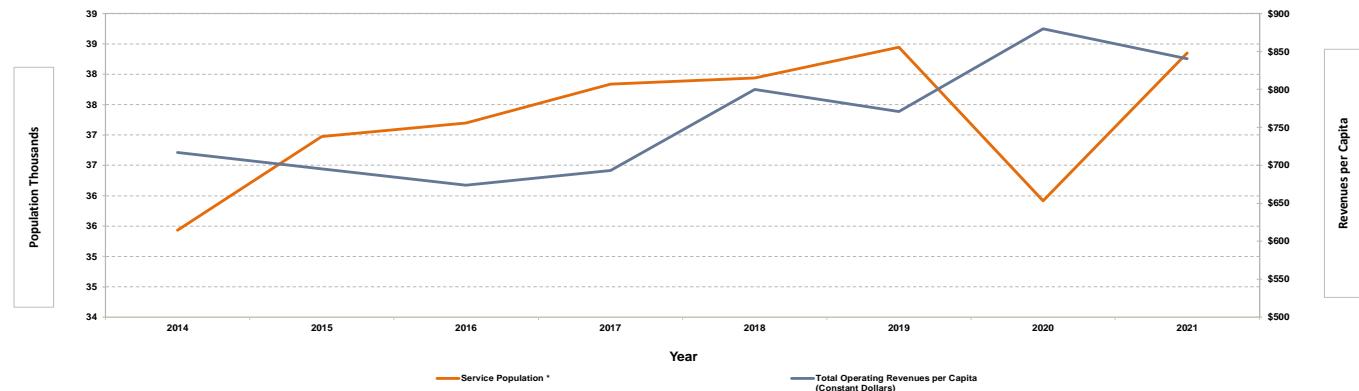
The following indicators were chosen with input from CTAC and the staff from the budget department.

- A. Revenues per capita
- B. Expenditures per capita
- C. Municipal employees per capita
- D. Operating (deficit) surplus per capita
- E. Comparison of the liquidity ratio and long-term debt
- F. Long-term overlapping debt as a percentage of assessed valuation
- G. Administrative costs as a percentage of total operating expenditures
- H. Historical bond ratings

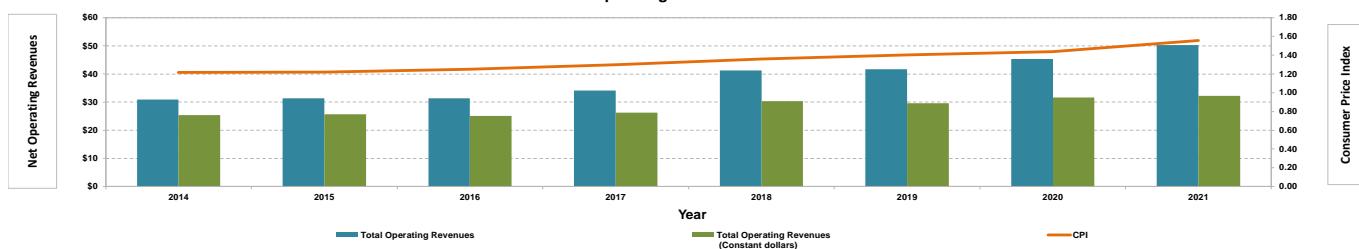
**Revenues per Capita**  
**Revenues per Capita are total operating revenues per capita (service population\*)**

Description	2014	2015	2016	2017	2018	2019	2020	2021
<b>Total Operating Revenues</b>	\$30,875,204	\$31,332,319	\$31,365,120	\$34,097,383	\$41,247,895	\$41,631,529	\$45,390,431	\$50,218,696
<b>CPI</b>	1.22	1.22	1.25	1.30	1.36	1.41	1.44	1.56
<b>Total Operating Revenues (Constant dollars)</b>	\$25,395,161	\$25,711,752	\$25,072,022	\$26,236,324	\$30,340,545	\$29,630,911	\$31,597,035	\$32,230,176
<b>Service Population*</b>	35,430	36,973	37,196	37,840	37,937	38,445	35,914	38,350
<b>Total Operating Revenues per Capita (Constant Dollars)</b>	\$716.77	\$695.42	\$674.05	\$693.34	\$799.76	\$770.74	\$879.79	\$840.42

**Operating Revenue per Capita**



**Total Operating Revenues**



**Analysis**

Total Operating Revenues includes the General Fund and the Debt Service Fund. Examining per capita revenues shows changes in revenue relative to changes in population size. By using the service population, one can factor in the impact that visitors and secondary homeowners have on sales tax revenue. The consumer price index (CPI) is used to convert current total operating revenues to constant total operating revenues to account for inflation and display a more accurate picture of accrued revenues. The warning trend is decreasing total operating revenues as the population rises.

**Source**  
 Total Operating Revenues - Statement of Revenues, Expenditures, and Changes in Fund Balances, CAFR FY21 pg. 53. (General + Debt Service (Sales Tax Revenue and Refunding) + Debt Service (Park City General Obligation).)

CPI - Bureau of Labor Statistics [www.bls.gov](http://www.bls.gov), Population - Census Bureau, [www.census.gov](http://www.census.gov)

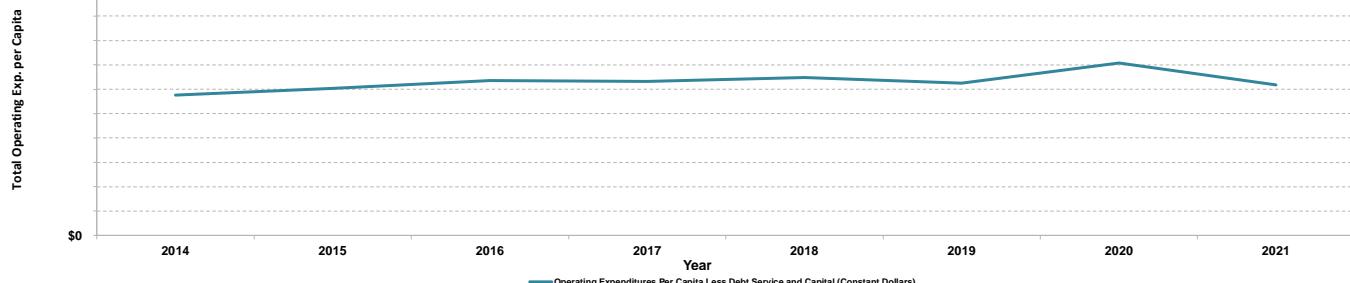
\* Service Population = Permanent Population + Secondary Homeowners + Average Daily Visitors.

### Expenditures per Capita for Governmental Funds

Expenditures per capita are net operating expenditures of governmental funds per capita (service population \*)

Description	2014	2015	2016	2017	2018	2019	2020	2021
Debt Service*	\$6,961,205	\$20,119,341	\$6,906,832	\$6,620,964	\$11,675,569	\$11,180,053	\$15,562,353	\$16,955,488
Capital Outlay	\$13,923,767	\$26,614,261	\$11,953,996	\$51,844,299	\$39,052,752	\$70,133,504	\$17,207,904	\$6,901,426
<b>Operating Expenditures Less Debt Service and Capital</b>	<b>\$24,776,540</b>	<b>\$27,227,178</b>	<b>\$29,608,099</b>	<b>\$31,116,111</b>	<b>\$33,385,328</b>	<b>\$33,718,124</b>	<b>\$36,533,702</b>	<b>\$36,901,057</b>
<b>Total Operating Expenditures</b>	<b>\$45,661,512</b>	<b>\$73,960,780</b>	<b>\$48,468,927</b>	<b>\$89,581,374</b>	<b>\$84,113,649</b>	<b>\$115,031,681</b>	<b>\$69,303,959</b>	<b>\$60,757,971</b>
CPI	1.22	1.22	1.25	1.30	1.36	1.41	1.44	1.56
<b>Total Operating Expenditures (Constant Dollars)</b>	<b>\$37,557,046</b>	<b>\$60,693,280</b>	<b>\$38,744,120</b>	<b>\$68,928,632</b>	<b>\$61,871,132</b>	<b>\$81,872,888</b>	<b>\$48,243,640</b>	<b>\$38,994,244</b>
<b>Operating Expenditures Less Debt Service and Capital (Constant Dollars)</b>	<b>\$20,378,950</b>	<b>\$22,343,014</b>	<b>\$23,667,529</b>	<b>\$23,942,376</b>	<b>\$24,557,109</b>	<b>\$23,998,608</b>	<b>\$25,431,718</b>	<b>\$23,682,964</b>
Service Population**	35,430	36,973	37,196	37,840	37,937	38,445	35,914	38,350
Net Operating Expenditures per capita (Constant Dollars)	\$1,060	\$1,642	\$1,042	\$1,822	\$1,631	\$2,130	\$1,343	\$1,017
<b>Operating Expenditures Per Capita Less Debt Service and Capital (Constant Dollars)</b>	<b>\$575</b>	<b>\$604</b>	<b>\$636</b>	<b>\$633</b>	<b>\$647</b>	<b>\$624</b>	<b>\$708</b>	<b>\$618</b>

### Constant Dollar Operating Expense per Capita Less Debt Service and Capital



#### Analysis

Changes in per capita expenditures reflect changes in expenditures relative to changes in population. Taking into account the service population and the inflation factor, the indicator shows the increasing costs of providing city services. The rate has fluctuated slightly, but has remained stable since 2010. Total operating expenses increased in marginally 2019. The increase is mostly attributed to increased operating expenditures and the retirement of principal debt service payments.

#### Source

\*Debt Service includes Principal retirement, Interest and bond issuance costs ACFR FY21, Schedule 4

Total Operating Expenditures ACFR FY21, Schedule 4

CPI - Bureau of Labor Statistics [www.bls.gov](http://www.bls.gov)

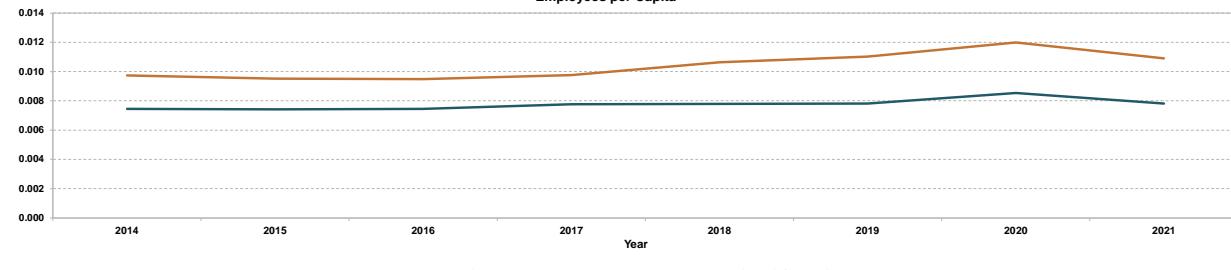
\*\* Service Population = Permanent Population + Secondary Homeowners + Average Daily Visitors

### Employees per Capita

Municipal employees per capita (service population\*)

Description	2014	2015	2016	2017	2018	2019	2020	2021	% growth over 5 yrs
# FTE (Full-time equivalents)	345.12	351.76	353.06	369.15	403.05	424.2	430.8	418.17	3.75%
# FTE (w/o Transit)	264.32	274.56	277.46	293.45	295.25	300.4	306.2	299.57	1.46%
Service Population*	35,430	36,973	37,196	37,840	37,937	38,445	35,914	38,350	1.09%
Number of Municipal Employees per Capita	0.014	0.015	0.015	0.016	0.017	0.017	0.018	0.000	-100.00%
Total FTE Per Capita	0.010	0.010	0.009	0.010	0.011	0.011	0.012	0.011	2.63%
Total FTE Per Capita (w/o Transit)	0.007	0.007	0.007	0.008	0.008	0.008	0.009	0.008	0.37%

### Employees per Capita



#### Analysis

Employees per capita shows the overall labor productivity in relation to population of the city. The FTEs per capita seems to suggest that as population increases the number of employees decreases. Over the last five years the trend has remained fairly consistent.

#### Source

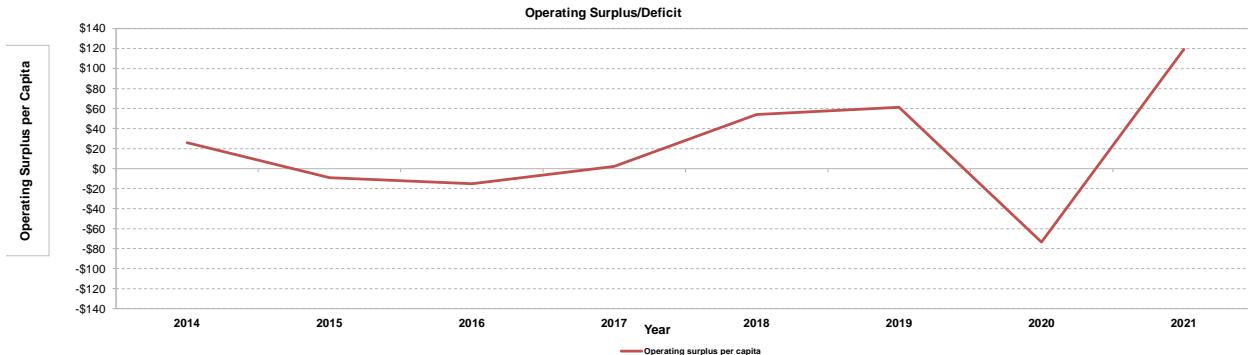
Number of Employees - CAFR - Schedule 22, ACFR FY21 Table 16, 2005-06 from Human Resources Department.

FTE counts - FY17 Staffing Summary 4-120 and past Budget Documents, FY20 from Schedule 22 in FY21 ACFR

Population - Census Bureau, [www.census.gov](http://www.census.gov)

\* Service Population = Permanent Population + Secondary Homeowners + Average Daily Visitors

Description	Operating (Deficit) or Surplus							
	Operating deficit or surplus as a percentage of operating revenues							
Operating deficit or surplus	\$918,471	-\$331,642	-\$561,351	\$89,848	\$2,049,806	\$2,363,097	-\$2,637,073	\$4,578,658
Net fund operating revenue	\$30,875,204	\$31,332,319	\$31,365,120	\$34,097,383	\$41,247,895	\$41,631,529	\$45,390,431	\$50,218,696
General fund operating surplus (deficit) as % of net fund operating revenues	3%	-1%	-2%	0%	5%	6%	-6%	9%
Service Population*	35,430	36,973	37,196	37,840	37,937	38,445	35,914	38,350
Operating surplus per capita	\$26	-\$9	-\$15	\$2	\$54	\$61	-\$73	\$119



#### Analysis

An operating surplus is used to fund CIP and fund non-operating expenditures. The City has had a strong fund balance for several years in spite of the recent decrease in operating surplus/deficit from 2008 to 2011. In 2020 the City had a strong operating deficit due to impacts from the COVID-19 pandemic.

#### Source

General fund operating surplus/deficit - CAFR FY20 pg.30, Net Fund Operating Revenues - CAFR FY20 Table 2, CAFR FY20 Schedule 5 for Tax Revenue, Statement of Revenues, Expenditures, and Changes in Fund Balances pg. 29 for all other revenues. (Includes debt service for investment income and rental and other miscellaneous)

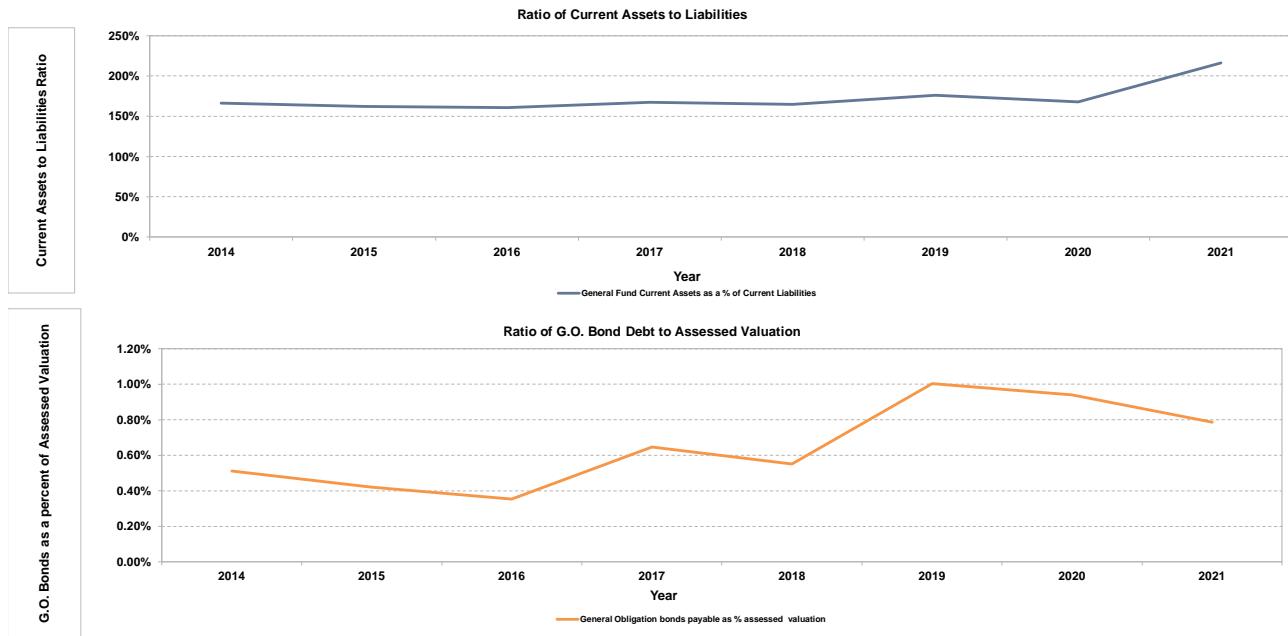
\* Service Population = Permanent Population + Secondary Homeowners + Average Daily Visitors

### Liquidity & Long Term Debt

Liquidity is defined as cash and short-term investments as a percentage of current liabilities

Long-Term debt is defined as total General Obligation bonds payable as a percentage of assessed valuation

Description	2014	2015	2016	2017	2018	2019	2020	2021
General Fund Cash and Short-term investments	\$16,821,758	\$17,916,425	\$18,041,243	\$18,742,379	\$20,119,863	\$21,611,287	\$19,695,507	\$25,599,042
General Fund Current Liabilities	\$10,104,640	\$11,033,031	\$11,212,929	\$11,185,428	\$12,194,473	\$12,266,581	\$11,736,104	\$11,843,767
General Fund Current Assets as a % of Current Liabilities	166%	162%	161%	168%	165%	176%	168%	216%
Description	2014	2015	2016	2017	2018	2019	2020	2021
Taxable valuation	\$6,452,721,298	\$6,941,915,614	\$7,340,175,350	\$7,807,573,354	\$8,222,920,302	\$9,117,120,545	\$9,549,363,012	\$10,540,026,000
Total Net Debt Applicable to Limit	\$33,018,370	\$29,298,159	\$26,009,111	\$50,485,922	\$45,273,366	\$91,632,655	\$89,738,177	\$82,962,508
General Obligation bonds payable as % assessed valuation	0.51%	0.42%	0.35%	0.65%	0.55%	1.01%	0.94%	0.79%



#### Analysis

Liquidity determines the city's ability to pay its short-term obligations. In the private sector, liquidity is measured with the ratio of cash, short-term investments and accounts receivable over current liabilities. Public sector municipalities use the ratio of cash and short-term investments over current liabilities. According to the International City/County Management Association, both private and public sectors use the ratio of one to one or 100% or above to indicate a current account surplus.

The liquidity indicator for Park City has decreased marginally in 2020 due to the issue of General Obligation (or voter approved) . These G.O. bonds were allocated for the purchase of open space\*. Issuing these bonds increases the long term debt and the current liability account; thus decreasing the liquidity ratio. The warning trend to be aware of in analyzing these measures, is a decreasing liquidity ratio in conjunction with an increase in long term debt.

Although it is apparent that the liquidity ratio has declined over the time period shown, it should be noted that the ratio is still significantly above the 100% level, and that the issued G.O. bonds have a dedicated revenue source in property taxes. The Utah State Constitution states that direct debt issued by a municipal corporation should not exceed 4% of the assessed valuation, Park City has a more stringent policy of 2% of assessed valuation. The percentage of long-term debt to assessed valuation has been decreasing since 2019 and it is well below the City policy of 2%.

#### Source

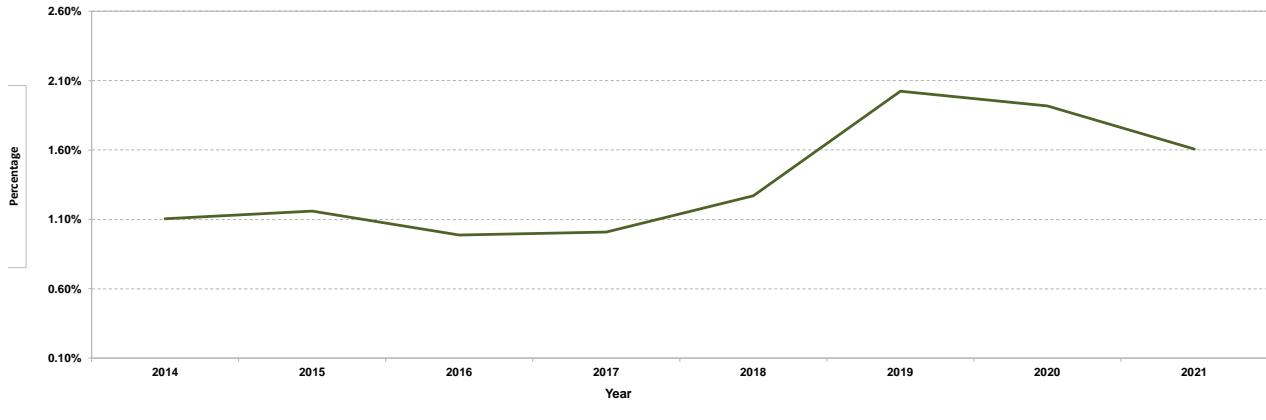
Current Assets - ACFR FY21 Governmental Funds Balance Sheet pg. 51,(General - Total). Current Liabilities - ACFR FY21 Governmental Funds Balance Sheet pg. 51, (General - Total Liabilities+Total deferred inflows of resources). Taxable Valuation - Utah State Tax Commission, Net Debt Applicable to Limit - ACFR FY21 Schedule 17.

### Overlapping Debt

Long-term overlapping bonded debt is the annual debt service on General Obligation Bonds as a percentage of the assessed valuation of the City

Description	2014	2015	2016	2017	2018	2019	2020	2021
Park City	\$43,483,691	\$53,726,049	\$48,402,692	\$71,201,315	\$97,277,199	\$170,237,745	\$163,127,760	\$150,909,318
State of Utah	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Summit County	\$7,884,955	\$6,687,905	\$5,455,700	\$4,769,510	\$5,362,250	\$12,509,395	\$11,452,520	\$10,574,535
Park City School District	\$4,015,550	\$2,045,505	\$0	\$0	\$0	\$0	\$0	\$0
Snyderville Basin Sewer District*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Weber Basin Water Conservancy District	\$15,962,133	\$18,006,761	\$18,536,308	\$2,723,951	\$1,861,668	\$1,704,395	\$1,590,281	\$1,476,899
Snyderville Basin Recreation District							\$3,047,006	\$2,817,606
Tax District							\$40,590	\$201,366
Wasatch County							\$3,722,276	\$3,424,281
Wasatch County School District								
Total Long-term overlapping bonded debt	\$71,346,329	\$80,466,220	\$72,394,700	\$78,694,776	\$104,501,117	\$184,451,535	\$182,980,433	\$169,404,005
Taxable valuation	\$6,452,721,298	\$6,941,915,614	\$7,340,175,350	\$7,807,573,354	\$8,222,920,302	\$9,117,120,545	\$9,549,363,012	\$10,540,026,000
Long-term overlapping bonded debt as % assessed valuation	1.11%	1.16%	0.99%	1.01%	1.27%	2.02%	1.92%	1.61%

### Overlapping Debt as a Percent of Assessed Valuation



#### Analysis

The overlapping debt indicator measures the ability of the City's tax base to repay the debt obligations issued by all of its governmental and quasi-governmental jurisdictions. Overlapping debt as a percentage of the City's assessed valuation has fluctuated over the past five years due to variations in assessed valuation and reduction of principal balances from required debt service payments. The overlapping debt percentage dipped slightly in 2016.

\*Taken out per financial advisor suggestion.

#### Source

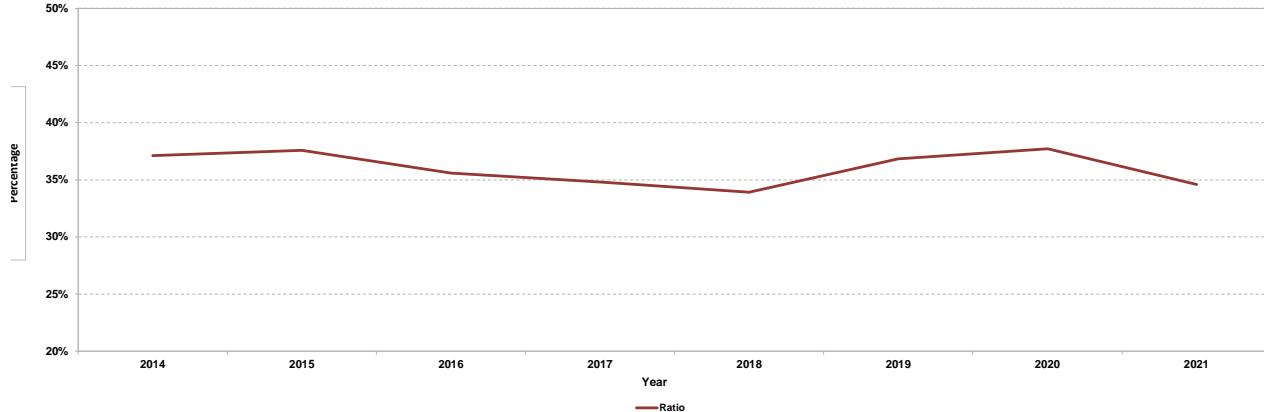
Assessed valuation - Utah State Tax Commission  
Long-term overlapping bonded debt - ACFR Fy21 Schedule 16

#### Administrative Costs as a Percentage of Operating Expenditures Less Capital and Debt

Administrative Costs were evaluated from specific functions of the municipal government as a percentage of net operating expenses

Description	2014	2015	2016	2017	2018	2019	2020	2021
Administrative Costs	\$9,199,824	\$10,231,863	\$10,533,169	\$10,829,457	\$11,317,399	\$12,414,184	\$13,772,607	\$12,766,552
Operating Expenditures Less Debt Service and Capital	\$24,776,540	\$27,227,178	\$29,608,099	\$31,116,111	\$33,385,328	\$33,718,124	\$36,533,702	\$36,901,057
Ratio	37.1%	37.6%	35.6%	34.8%	33.9%	36.8%	37.7%	34.6%

#### Ratio of Administrative Costs to Net Operating Expenses



#### Analysis

Examining a function of the government as a percentage of total expenditures enables one to see whether that function is receiving an increasing, stable, or decreasing share of the total expenditures. Administrative expenses were totaled from the actual expenditures for the executive function of the City excluding the Ice Facility. Administrative costs in 2020 were 23% of net operating costs.

#### Source

Expenses by Fund in Board - General Government - General Fund  
Total Operating Expenditures ACFR FY21, Schedule 4

#### Bond Ratings for Park City

Description	2014	2015	2016	2017	2018	2019	2020	2021
Moody's	Aa1	Aa2	Aa2	Aaa	Aaa	Aaa	Aaa	Aaa
S&P	AA+							
Fitch	AA+							

Moody's	Description
Aaa	Highest
Aa1	Top Quality; "Gilt-Edged" High Grade; Very Strong
Aa2	Top Quality; "Gilt-Edged" High Grade; Very Strong
Aa3	Top Quality; "Gilt-Edged" High Grade; Very Strong
A1	Upper Medium Grade; Strong
A2	Upper Medium Grade; Strong
A3	Upper Medium Grade; Strong
Baa1	Medium Grade; Adequate
Baa2	Medium Grade; Adequate
Baa3	Medium Grade; Adequate
Ba1	Speculative Elements; Major Uncertainties
Ba2	Speculative Elements; Major Uncertainties
Ba3	Speculative Elements; Major Uncertainties
B1	Not Desirable; Impaired Ability to Meet Obligations
B2	Not Desirable; Impaired Ability to Meet Obligations
B3	Not Desirable; Impaired Ability to Meet Obligations
Caa1	Very Speculative
Caa2	Very Speculative
Caa3	Very Speculative
Ca	Very Speculative
C	No Interest Being Paid
	Default

#### Park City Bond Rating

#### Analysis

A municipal bond rating informs an investor of the relative safety level in investing in a particular bond. As shown in the chart above, the current bond rating for Park City is described as Top Quality; "Gilt-Edged" High Grade; Very Strong with the three major bond rating companies. In 2013, S&P raised our bond rating from AA to AA+. In 2017, Moody's raised the G.O. rating to Aaa. The city maintained Aaa ratings from Moody's for 2020 bonds and AA+ from Fitch as well as AA- from S&P for the 2019 Sales Revenue bond.

**Source**  
Park City bond ratings- Budget Documents 2000-2004, 1999 - Official Statement for 1999 issuance of G.O. bonds Bond Rating Scales- Zions Public Finance

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# CHAPTER 1 - BUDGET POLICY

## PART I - BUDGET ORGANIZATION

- A.** Through its financial plan (Budget), the City will do the following:
  - 1. Draw upon Council's goals, objectives, and desired outcomes.
  - 2. Identify citizens' needs for essential services.
  - 3. Organize programs to provide essential services.
  - 4. Establish program policies and goals that define the type and level of program services required.
  - 5. List suitable activities for delivering program services.
  - 6. Propose objectives for improving the delivery of program services.
  - 7. Consider budget committees recommendations.
  - 8. Identify available resources and appropriate the resources needed to conduct program activities and accomplish program objectives.
  - 9. Set standards to measure and evaluate the following:
    - the output of program activities
    - the accomplishment of program objectives
    - the expenditure of program appropriations
- B.** All requests for increased funding or enhanced levels of service should be considered together during the budget process, rather than in isolation. According to state statute, the budget officer (City Manager) shall prepare and file a proposed budget with the City Council by the first scheduled council meeting in May.
- C.** The City Council will review and amend appropriations, if necessary, during the fiscal year.
- D.** The City will prepare the budget on an annual basis and may consider a mid-year budget adjustment.
  - 1. The emphasis of the budget process includes establishing expected levels of services, within designated funding levels, projected over the next fiscal year, with the focus on the budget.
  - 2. Any budget requests that will be considered are ones that; will come with revenue offsets;
    - a. are accompanied by expense reductions, or that;
    - b. are required by law; or
    - c. are necessitated by market/environment changes that happened since the last budget adoption
- E.** Through its financial plan, the City will strive to maintain **Structural**

**Balance;** ensuring basic service levels are predictable and cost effective. A balance should be maintained between the services provided and the local economy's ability to pay.

- F. The City will strive to improve productivity, though not by the single-minded pursuit of cost savings. The concept of productivity should emphasize the importance of **quantity** and **quality** of output as well as **quantity** of resource input.
- G. General Fund budget surplus should be used for capital projects.

## PART II - ECONOMIC DEVELOPMENT GRANT POLICY (AS OF JUNE 23, 2022, THE GRANT PROGRAM IS UNDER REVIEW; APPLICATIONS WILL NOT BE ACCEPTED UNTIL FURTHER NOTICE)

Annually, the City will allocate up to \$50,000 to be used towards retaining and growing existing businesses, and attracting and promoting new organizations that will fulfill key priority goals of the City's Biennial Strategic Plans and General Plan. Funding will be available for relocation and/or expansion of current businesses, and new business start-up costs only.

### A. ED Grant Distribution Criteria

Applications will be evaluated on the following criteria in order to be eligible for an ED Grant:

**Criteria #1:** The organization must demonstrate a sound business plan that strongly supports the Goals of the City Economic Development Plan.

**Criteria # 2:** The organization must commit to and demonstrate the ability to do business in the City limits for a duration of no less than three years. Funding cannot be used for one-time events.

**Criteria #3:** The organization must produce items or provide services that are consistent with the Economic Development Work Plan and align with the City's General Plan to enhance the safety, health, prosperity, moral well-being, peace, order, comfort, or convenience of the inhabitants of the City. The organization must either conditionally agree to participate in or to expand programs or services, or otherwise provide evidence of existing services and initiatives consistent with the goals stated in Park City's Biennial Strategic Plan in the sectors of: Housing, Transportation, and Energy.

**Criteria #4 :** The organization must demonstrate substantial contribution to the central goals of the City's General Plan, including specific and significant commitment to the majority of the main sectors of:

- a. Fostering a strong sense of community vitality and vibrancy;

- b. Respecting and conserving the natural environment;
- c. Promoting balanced, managed, and sustainable growth;
- d. Supporting and promoting diversity in people, housing and affordability;
- e. Supporting a diverse, stable, and sustainable economy;
- f. Preserving a strong sense of place, character, and heritage.

**Criteria #5:** Fiscal Stability and Other Financial Support: The organization must have the following: (1) A clear description of how public funds will be used and accounted for; (2) Other funding sources that can be used to leverage resources; (3) A sound financial plan that demonstrates managerial and fiscal competence.

**Criteria #6:** The organization can forecast at the time of application the ability to achieve direct or indirect economic/tax benefits equal to or greater than the City's contribution.

**Criteria #7:** The organization should show a positive contribution to diversifying the local economy by increasing year-round business opportunities, creating new jobs, and increasing the local tax base.

The City's Economic Development Program Committee will review all applications and submit a recommendation to City Council, who will have final authority in judging whether an applicant meets these criteria.

#### **B. Economic Development Grant Fund Appropriations**

The City currently allocates economic development funds from the Lower Park RDA (\$20,000), the General Fund (\$10,000), and the Main Street RDA (\$20,000). Of these funds, no more than \$50,000 per annum will be available for ED Grants. Unspent fund balances at the end of a year will not be carried forward to future years.

#### **C. ED Grant Categories**

ED Grants will be placed in three potential categories:

1. **Business Relocation Assistance:** This category of grants will be available for assisting an organization with relocation and new office set-up costs. Expenses covered through an ED Grant include but are not limited to: moving costs, leased space costs, fixtures/furnishings/ and equipment related to setting up office space within the City limits.
2. **New Business Start-up Assistance:** This category of grants will be available for assisting a new organization or business with new office set- up costs. Expenses covered through an ED Grant include but are not limited to: leased office space costs, fixtures/furnishings/ and equipment related to setting up office space within the City limits.

3. **Business Expansion Assistance:** This category of grants will be available for assisting an organization or business with expansion costs. These expansions should increase square footage, increase year-round jobs in City limits and/or increase tax revenue; and/or demonstrate a venture into an area considered a diversification of our economic base.

#### **D. Application Process**

Application forms may be downloaded from the City's [www.parkcity.org](http://www.parkcity.org) website, are available via email from the Economic Development Manager, or are available within the Economic Development Office of City Hall. Applications will be evaluated and awarded on a quarterly basis.

#### **E. Deadlines**

All applications for Economic Development Grants must be received no later than the following dates each year to be eligible for quarterly consideration;

- 1Q – Second Friday in August for the end of the First Quarter (September 30<sup>th</sup>)
- 2Q – Second Friday in November for the end of the Second Quarter (Dec. 31<sup>st</sup>)
- 3Q – Second Friday in February for the end of the Third Quarter (March 31<sup>th</sup>)
- 4Q – Second Friday in May for the end of the Fourth Quarter (June 30<sup>th</sup>)

The City Council will consider in a public meeting any application received by each of the quarterly deadlines within 6 weeks. Extraordinary requests outside the scheduled application process may be considered, unless otherwise directed by Council.

Extraordinary requests received must meet all of the following criteria to be considered:

1. The request must meet all of the normal Public Service Fund Distribution Criteria and qualify under the Economic Development Grant criteria;
2. The applicant must show that the requested funds represent an immediate fiscal need that could not have been anticipated before the deadline; and
3. The applicant must demonstrate significant consequences of not being able to wait for the next quarterly review.

#### **F. Award Process**

The disbursement of the ED Grants shall be administered pursuant to applications and criteria established by the Economic Development Department, and awarded by the City Council consistent with this policy and upon the determination that the appropriation is necessary and appropriate to accomplish the economic goals of the City.

ED Grants funds will be appropriated through processes separate from the biennial Special Service Contract and ongoing Rent Contribution and Historic Preservation process.

The Economic Development Program Committee will review all applications on a quarterly basis, and forward a recommendation to City Council for authorization. All potential awards of grants will be publicly noticed 14 days ahead of a City Council action.

Nothing in this policy shall create a binding contract or obligation of the City. Individual ED Grant Contracts may vary from contract to contract at the discretion of the City Council. Any award of a contract is valid only for the term specified therein and shall not constitute a promise of future award. The City reserves the right to reject any and all proposals, and to waive any technical deficiency at its sole discretion. Members of the City Council, the Economic Development Program Committee, and any advisory board, Task Force or special committee with the power to make recommendations regarding ED Contracts are ineligible to apply for such Contracts. City Departments are also ineligible to apply for ED Contracts. All submittals shall be public records in accordance with government records regulations (“GRAMA”) unless otherwise designated by the applicant pursuant to UCA Section 63-2-308, as amended.

## PART III - VENTURE FUND

In each of the Budgets since FY1990, the City Council has authorized a sum of money to encourage innovation and to realize opportunities not anticipated in the regular program budgets. The current budget includes \$50,000 in each of the next two years for this purpose. The City Manager is to administer the money, awarding it to programs or projects within the municipal structure (the money is not to be made available to outside groups or agencies). Generally, employees are to propose expenditures that could save the City money or improve the delivery of services. The City Manager will evaluate the proposal based on the likelihood of a positive return on the “investment,” the availability of matching money from the department, and the advantage of immediate action. Proposals requiring more than \$10,000 from the Venture Fund must be approved by the City Council prior to expenditure.

## PART IV - OPERATING CONTINGENCY ACCOUNTS

In accordance with sound budgeting principles, a certain portion of the annual operating budget is set aside for contingency or unanticipated cost necessary to fulfill the objectives of Council and the City’s goals and mission, including emergencies and disasters. The following policy outlines the parameters and circumstances under which contingency funding is to be administered:

### A. Access to General Contingency Funds

Monies set aside in the general contingency account shall be accessible for the following purposes. In the event that there are insufficient contingency funds to satisfy all claims on the funding, the City shall strive to allocate funding according to priority order: Top Priority - Purpose #1; 2nd Priority - Purpose #2; Last Priority - Purpose #3.

1. Ensure that the City satisfies State mandated budget requirements

- a. This purpose may include, but is not necessarily limited to, the following scenarios:
    - i. The City realizes less than the anticipated and budget personnel vacancy
    - ii. One or more budget functions (as recognized by the state auditor) exceed budgeted expenditure levels in a fiscal year
    - iii. Other non-compliances with state budget requirements which could be resolved through utilization of contingency budget
  - b. The City Manager is authorized to approve requests under this section for any expense under \$15,000. Any item over \$15,000 that is not anticipated in the current budget is subject to Council approval (see Purchasing Policy).
2. Enable the City to meet Council directed levels of service despite significant shifts in circumstances unforeseen when the budget was adopted
  - a. These circumstances may include, but are not necessarily limited to, the following:
    - i. A significant increase in the cost of goods or contracted services
    - ii. Large fluctuations in customer or user demand
    - iii. Organizational changes requiring short-term or bridge solutions to meet existing LOS
    - iv. Large-scale mechanical or equipment failure requiring immediate replacement
    - v. Other unforeseen changes to the cost of providing City services
  - b. Requests for use of contingency funds under this section must be submitted in writing to the City Manager and the Budget Department with justification clearly detailed
  - c. The City Manager is authorized to approve requests under this section for any expense under \$15,000. Any item over \$15,000 that is not anticipated in the current budget is subject to Council approval (see Purchasing Policy).
3. Facilitate Council directed increases in level of service in the short term
  - a. Council may direct staff to use contingency funds for purposes of initiating an increased level of service in the middle of a budget year or for capital projects not previously funded in the 5-Year Capital Improvement Plan
  - b. Long term funding for increased levels of service should be identified in the budget process
  - c. All requests for ongoing level of service increases should pass through the Request for Elevated Level of Service (RELS) process and the Budgeting for Outcomes (BFO) framework, whether the funding source is contingency or another source
  - d. The City Manager is authorized to approve requests under this section for any expense under \$15,000, following direction from the City Council to expand levels of service. Any item over \$15,000 that is not anticipated in the current budget is subject to Council approval (see Purchasing Policy).

## **B. Access to Emergency Contingency Funds**

Monies set aside in the Emergency Contingency account shall be accessible for the following purposes:

1. Unforeseen emergencies or disasters that require immediate response and incur short to mid-term unbudgeted expenses up to \$100,000. Emergency Contingency funds are targeted at small to moderate incidents that incur immediate funding needs for actions such as, but not limited to, debris removal, flood mitigation measures, wildfire response, severe weather, pandemics, water service disruptions and extended Emergency Operations Center (EOC) mobilization. Larger disaster funding requirements will be addressed by the City Council's ability to exceed the budget in a declared emergency (Utah 10-6-129. Uniform Fiscal Procedures Act for Utah Cities - Emergency expenditures).
2. In the case of emergency expenditures may be authorized by the Emergency Manager up to \$2,500, the Chief of Police up to \$5,000, the Finance Manager up to \$100,000 and the City Manager beyond \$100,000. In addition, since the emergency contingency budget is capped at \$100,000, any transaction over this amount will need City Council's approval unless another funding source is identified.

### **C. Monitoring**

1. The Budget Department will monitor all expenditure from contingency accounts monthly, ensuring that access to the account is compliant with the above procedures.
2. Total expenses in the General Contingency account may not exceed 50% of the budgeted contingency prior to June 30 without the approval of the City Manager. On or after June 30, expenses may be coded to this account in excess of 50% of budgeted levels, but not to exceed 100% of the adjusted budget.

## **PART V - RECESSION/ REVENUE SHORTFALL PLAN**

A. The City has established a plan, including definitions, policies, and procedures to address financial conditions that could result in a net shortfall of resources as compared to requirements. The Plan is divided into the following three components:

1. **Indicators** which serve as warnings that potential budgetary impacts are increasing in probability. The City will monitor key revenue sources such as sales tax, property tax, and building activity, as well as inflation factors and national and state trends.
2. **Phases** which will serve to classify and communicate the severity of the situation, as well as identify the actions to be taken at the given phase.
3. **Actions** which are the preplanned steps to be taken in order to prudently address and counteract the anticipated shortfall.

B. The recession plan and classification of the severity of the economic downturn will be

used in conjunction with the City's policy regarding the importance of maintaining revenues to address economic uncertainties. As always, the City will look to ensure that revenues are calculated adequately to provide an appropriate level of city services. As any recessionary impact reduces the City's projected revenues, corrective action will increase proportionately. Following is a summary of the phase classifications and the corresponding actions to be taken.

1. **Level 1 - ALERT:** An anticipated net reduction in available projected revenues from 1% up to 5%. The actions associated with this phase would best be described as delaying expenditures where reasonably possible, while maintaining the "Same Level" of service. Each department will be responsible for monitoring its individual budgets to ensure only essential expenditures are made.
2. **Level 2 - MINOR:** A reduction in projected revenues in excess of 5%, but less than 15%. The objective at this level is still to maintain "Same Level" of service where possible. Actions associated with this level would be as follows:
  - a. Implementing the previously determined "Same Level" Budget.
  - b. Intensifying the review process for large items such as contract services, consulting services, and capital expenditures, including capital improvements. Previously approved capital project expenditures which rely on General Fund surplus for funding should be subject to review by the Budget Department.
  - c. Closely scrutinizing hiring for vacant positions, delaying the recruitment process, and using temporary help to fill in where possible (soft freeze). The City Manager will review all personnel action with heightened scrutiny, including career development and interim reorganizations, to ensure consistency and equitable application of the soft freeze across the organization.
  - d. Closely monitoring and reducing expenditures for travel, seminars, retreats, and bonuses.
  - e. Identifying expenditures that would result in a 5% cut to departmental operating budgets while still maintaining the same level of service where possible.
  - f. Reprioritizing capital projects with the intent to de-obligate non-critical capital projects.
  - g. Limit access to contingency funds.
3. **Level 3 - MODERATE:** A reduction in projected revenues in excess of 15%, but less than 30%. Initiating cuts of service levels by doing the following:
  - a. Requiring greater justification for large expenditures.
  - b. Deferring non-critical capital expenditures.
  - c. Reducing CIP appropriations from the affected fund.
  - d. Hiring to fill vacant positions only with special justification and authorization.
  - e. Identifying expenditures that would result in a 10% cut to departmental operating budgets while trying to minimize service level impacts where possible.
  - f. Eliminate access to contingency funds.
4. **Level 4 - MAJOR:** A reduction in projected revenues of 30% to 50%. Implementation of major service cuts.
  - a. Instituting a hiring freeze.

- b. Reducing the Part-time Non-Benefited and Seasonal work force.
- c. Deferring merit wage increases.
- d. Further reducing capital expenditures.
- e. Preparing a strategy for reduction in force.

5. **Level 5 - CRISIS:** A reduction in projected revenues in excess of 50%.

- a. Implementing reduction in force or other personnel cost-reduction strategies.
- b. Eliminating programs.
- c. Deferring indefinitely capital improvements.

C. If an economic uncertainty is expected to last for consecutive years, the cumulative effect of the projected reduction in reserves will be used for determining the appropriate phase and corresponding actions.

## PART VI – GRANT POLICY

In an effort to give some uniformity and centralization to the grants administration process for the City, the Budget Department has drafted the following guidelines for all grants applied for or received by Park City departments.

### A. Application Process

Departments are encouraged to seek out and apply for any suitable grants. The Budget, Debt, & Grants Department is available to assist City departments in the search and application process. Whereas departments are encouraged to work side-by-side with the Budget Department in the application process, they are required at a minimum to communicate their intention to apply for a grant to the Budget Department. They are further required to send a copy of the finalized grant application to the Budget Department.

### B. Executing a Grant

In the event of a successful grant application, the grantee department must notify the Budget Department immediately to schedule a meeting to discuss the grant administration strategy. All grants require approval by the Budget Manager before grant execution. If a check is sent by the granting entity to the grantee department, that check should be forwarded to the Budget Department and not deposited by the grantee department. It will be the Budget Department's responsibility to assure that all grant money is appropriately accounted for.

The Budget Department will create detailed physical and electronic files that include the following information provided by the grantee department

1. A copy of the grant application
2. The notice of award
3. Copies of invoices and expense documentation
4. Copies of checks received from the granting entity
5. Copies of significant communication (emails, letters, etc.) regarding the grant
6. Contact information for the granting entity

## 7. Contact information for project/program managers

Because many grants have varying regulations, terms, and deadlines, the Budget Department will assume the responsibility to meet those terms and monitoring requirements. The Budget Department will also track remaining balances on reimbursement-style grants. Information such as current balances, important deadlines, etc. will be provided to grantee departments on a regular basis or upon request. This centralized maintenance of grant documents will simplify grant queries and audits.

### **C. Budgeting for a Grant**

Generally, operating and capital budgets will not be increased to account for a grant before the grant is awarded. Any department that receives a grant should fill out a budget option during the regular budget process. The option should be to increase either their operating or capital budget (depending on the grant specifications) for the appropriate year by the amount of the grant. The Budget Department will share the responsibility for seeing that the grant is budgeted correctly.

### **D. Spending Money against a Grant**

When a department is ready to spend grant funds on a particular qualifying expense, they are to send copies of invoices for that expense to the Budget Department within one week of receiving the invoice. If the grant is a reimbursement-style grant, the Budget Department will manage the necessary drawdown requests. The Budget Department will provide departments with a report of the grant balance after each expense and/or drawdown. In the case that a reimbursement check is sent to the grantee department, it should be forwarded to the Budget Department for proper monitoring and accounting.

### **E. Closing a Grant**

Some grants have specific close-out requirements. The Budget Department is responsible for meeting those terms and may call on grantee departments for specific information needed in the close-out process.

Many departments are already following a similar process for their grants and have found it to be a much more efficient practice than the often chaotic alternatives. Of course, no policy is one-size-fits-all, so some grants may not fit into the program. In that case, an alternative plan will be worked out through a meeting with the Budget Department directly following the award of the grant.

## **PART VII – MONTHLY BUDGET MONITORING**

In order to make Park City Municipal more fiscally proficient it is important to monitor the budget more closely and regularly. This will make the entire city more accountable. The goal is to work on focusing City efforts of budgeting in six areas: monitoring, reporting, analysis, discussion, training, and review. This policy outlines the monthly budget monitoring process in three different areas of responsibility: Budget Department, Departmental Managers, and Teams (Managerial Groups).

## A. Monitoring

1. Budget Department - The department sends out emails to all managers on a weekly basis, detailing any overages or concerns the department has. In the event a department exceeds its monthly allotment a meeting will be set up with the Budget Department and the manager in charge of the department's budget to discuss the reasons for the overage and a plan for recovery.
2. Managers - Managers are in charge of their own budgets and are required to monitor it throughout the year using the supplied tools.
3. Teams - Team members will act in an advisory role to help or assist other managers with their budgets as well as strategize the sharing of resources to help cover shortages in the short-term.

## B. Reporting

1. Budget Department
  - The department analyzes and disperses a monthly monitoring report that details expenditures over revenues by fund for council and the city manager to view.
  - The department analyzes and disperses a report which shows detailed personnel expenses (budgeted vs. actual) on a position by position basis.
  - The department created an up-to-date **monthly budget** for each department available on the citywide shared drive. This report requires minimal training by the budget department in order to fully understand it. Basically, it implements the concept of a monthly budget in the current annual budget setup by dividing the year into twelve periods. These periods are allotted a certain amount of budget based on past expenditures for those months—this will account for seasonality of certain departments' budgets. This electronic report assists managers in monitoring and analyzing their own budgets throughout the year.
  - The department analyzes and disperses any kind of report requested by departmental managers such as Detail Reports, Custom Reports, etc.
2. **Managers** - Managers review their emails and budget reports offered by the Budget Department. If problems or questions arise it is imperative that managers discuss these issues with the Budget Department and their team in a timely fashion, thereby helping to ease the budget option process at the end of the fiscal year. Where possible, departmental analysts charged with budget responsibilities should have a thorough knowledge of the content of these reports and be able to understand and use them appropriately. The Budget Department will rely on departmental managers and analysts to identify and communicate any report errors or inadequacies.
3. **Teams** - Team members should also look for any problems on budget reports and discuss them with the Budget Department if necessary or with other team members.

### C. Analysis

1. **Budget Department** - As far as analysis, the department acts as more of a resource than anything else—helping out managers with specific questions and/or concerns. The Budget Department is always analyzing and breaking down the overall citywide budget, but general analysis of individual departments is the responsibility of the managers. Of course, the Budget Department will lend its resources and expertise for purposes of budget analysis upon the request of the departmental manager.
2. **Managers** - Managers are expected to know the status of their budget at all times as well as understand the primary drivers which may cause shortages. Managers should analyze the data provided by the Budget Department throughout the fiscal year with the help of monthly monitoring, personnel, department-specific, and detail reports to assist them in managing their budgets. Managers set their own budget during the budget season by determining current expenditures (and revenues) and forecasting them for the remaining fiscal year as well as the following one. This process also helps managers to determine budget options at the beginning of the calendar year.
3. **Teams** - Team members assist other managers on budget concerns and share ideas on how to make budgeting more efficient.

### D. Discussion

1. **Budget Department** - The Budget Department meets with managers on a monthly basis when there are major issues or problems with their budgets upon request. It is expected that the department meets with teams on a quarterly basis to go over budgeting issues within the teams.
2. **Managers** - Managers will meet with the Budget Department whenever issues arise within their own budgets. Managers will also go over a general overview of their budget with their teams in preparation for the budget season's priority list of options.
3. **Teams** - Team members may assist other managers with any budget concerns. At quarterly team meetings teams should discuss budget concerns, including possible budget options, the necessity of shared resources, etc.

### E. Training

1. **Budget Department** - The Budget Department will train all managers and selected analysts in the details of the new monthly monitoring program as well as clarify any other general questions regarding the budget and the budget process. The goal here is to make the managers aware of all the tools they need and how to use them. (One hour budget tools training to be offered semi-annually.)
2. **Managers** - It will be up to the managers to become well-versed on the monthly budgeting program as well as their own budgets.
3. **Teams** - Team members will become well-versed on the monthly budgeting program and discuss with other managers any questions or problems. To the extent that further

training is required, teams should request specific training to be given by the Budget Dept at quarterly meetings.

#### **F. Review**

- 1. Budget Department** - There is a performance measure for the Budget Department establishing the goal of coming in within budget for the entire city. A question regarding the Budget Department's usefulness as a budget monitoring resource will be included on the Internal Service Survey, which will directly affect the Budget Officer's performance review.
- 2. Managers** - A new performance measure is included for each department establishing the goal of coming in within budget.
- 3. Teams** - Team members will take part in 360 reviews of managers that includes a section for fiscal responsibility in their job description. This allows team members to consider a manager's fiscal performance in the context of extenuating circumstances.

## **CHAPTER 2 - REVENUE MANAGEMENT**

### **PART I - GENERAL REVENUE MANAGEMENT**

- A.** The City will seek to maintain a diversified and stable revenue base to protect it from short- term fluctuations in any one revenue source.
- B.** The City will make all current expenditures with current revenues, avoiding procedures that balance current budgets by postponing needed expenditures, accruing future revenues, or rolling over short-term debt.

### **PART II - ENTERPRISE FUND FEES AND RATES**

- A.** The City will set fees and rates at levels that fully cover the total direct and indirect costs, including debt service, of the Water and Golf enterprise programs.
- B.** The City will cover all transit program operating costs, including equipment replacement, with resources generated from the transit sales tax, business license fees, fare revenue, federal and state transit funds, and not more than 1/4 of 1 percent of the resort/city sales tax, without any other general fund contribution. Parking operations will be funded through parking related revenues and the remaining portion of the resort/city sales tax not used by the transit operation. The City will take steps to ensure revenues specifically for transit (transit tax and business license) will not be used for parking operations. The administrative charge paid to the general fund will be set to cover the full amount identified by the cost allocation plan.
- C.** The City will review and adjust enterprise fees and rate structures as required to ensure they remain appropriate and equitable.

### **PART III - INVESTMENTS**

#### **A. Policy**

It is the policy of the Park City Municipal Corporation (PCMC) and its appointed Treasurer to invest public funds in a manner that ensures maximum safety provides adequate liquidity to meet all operating requirements, and achieve the highest possible investment return consistent with the primary objectives of safety and liquidity. The investment of funds shall comply with applicable statutory provisions, including the State Money Management Act, the rules of the State Money Management Council and rules of pertinent bond resolutions or indentures, or other pertinent legal restrictions.

#### **B. Scope**

This investment policy applies to funds held in City accounts for the purpose of providing City Services. Specifically, this Policy applies to the City's General Fund, Enterprise

Funds, and Capital Project Funds. Trust and Agency Funds shall be invested in the State of Utah Public Treasurer's Investment Pool.

#### **C. Prudence**

Investments shall be made with judgment and care under circumstances then prevailing which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their capital and the probable income to be derived.

The standard of prudence to be used by the Treasurer shall be applied in the context of managing an overall portfolio. The Treasurer, acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided derivations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

#### **D. Objective**

The City's primary investment objective is to achieve a reasonable rate of return while minimizing the potential for capital losses arising from market changes or issuer default. So, the following factors will be considered, in priority order, to determine individual investment placements: safety, liquidity, and yield.

1. **Safety:** Safety of principal is the foremost objective of the investment program. Investments of the Park City Municipal Corporation shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.
2. **Liquidity:** The Park City Municipal Corporation's investment portfolio will remain sufficiently liquid to enable the PCMC to meet all operating requirements which might be reasonably anticipated.
3. **Return on Investment:** The PCMC's investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles, commensurate with the PCMC's investment risk constraints and the cash flow characteristics of the portfolio.

#### **E. Delegation of Authority**

Investments and cash management will be the responsibility of the City Treasurer or his designee. The City Council grants the City Treasurer authority to manage the City's investment policy. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Treasurer. The Treasurer shall be responsible for all transaction undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

#### **F. Ethics and Conflicts of Interest**

The Treasurer is expected to conduct himself in a professional manner and within ethical

guidelines as established by City and State laws. The Treasurer shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. The Treasurer and other employees shall disclose to the City Manager any material financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the PCMC, particularly with regard to the time of purchase and sales.

#### **G. Authorized Financial Dealers and Institutions**

Investments shall be made only with certified dealers. “Certified dealer” means: (1) a primary dealer recognized by the Federal Reserve Bank of New York who is certified by the Utah Money Management Council as having met the applicable criteria of council rule; or (2) a broker dealer as defined by Section 51-7-3 of the Utah Money Management Act.

#### **H. Authorized and Suitable Investments**

Authorized deposits or investments made by PCMC may be invested only in accordance with the Utah Money Management Act (Section 51-7-11) as follows:

1. The Public Treasurer’s Investment Fund (PTIF)
2. Collateralized Repurchase Agreements
3. Reverse Repurchase agreements
4. First Tier Commercial Paper
5. Banker Acceptances
6. Fixed Rate negotiable deposits issued by qualified depositories
7. United States Treasury Bills, notes and bonds

Obligations other than mortgage pools and other mortgage derivative products issued by the following agencies or instrumentalities of the United States in which a market is made by a primary reporting government securities dealer:

1. Federal Farm Credit Banks
2. Federal Home Loan Banks
3. Federal National Mortgage Association
4. Student Loan Marketing Association
5. Federal Home Loan Mortgage Corporation
6. Federal Agriculture Mortgage Corporation
7. Tennessee Valley Authority
8. Fixed rate corporate obligations that are rated “A” or higher
9. Other investments as permitted by the Money Management Act

#### **I. Investment Pools**

A thorough investigation of the Utah Public Treasurer’s Investment Fund (PTIF) is required on a continual basis. The PCMC Treasurer shall have the following questions and issues addressed annually by the PTIF:

1. A description of eligible investment securities, and a written statement of investment policy and objectives.
2. A description of interest calculations and how it is distributed, and how gains and losses are treated.
3. A description of how the securities are safeguarded (including the settlement process), and how often are the securities priced and the program audited.
4. A description of who may invest in the program, how often and what size deposit and withdrawal.
5. A schedule for receiving statements and portfolio listings.
6. Are reserves, retained earnings, etc. utilized by the pool/fund?
7. A fee schedule, and when and how is it assessed.
8. Is the pool/fund eligible for bond proceeds and/or will it except such proceeds.

**J. Safekeeping and Custody**

All securities shall be conducted on a delivery versus payment basis to the PCMC's bank. The bank custodian shall have custody of all securities purchased and the Treasurer shall hold all evidence of deposits and investments of public funds.

**K. Diversification**

PCMC will diversify its investments by security type and institution. With the exception of U.S. Treasury securities and authorized pools, no more than 50 percent of the PCMC's total investment portfolio will be invested in a single security type.

**L. Maximum Maturities**

The term of investments executed by the Treasurer may not exceed the period of availability of the funds to be invested. The maximum maturity of any security shall not exceed five years. The City's investment strategy shall be active and monitored monthly by the Treasurer and reported quarterly to the City Council. The investment strategy will satisfy the City's investment objectives.

**M. Internal Control**

The Treasurer shall establish an annual process of independent review by an external auditor. This review will provide internal control by assuring compliance with policies and procedures.

**N. Performance Standards**

The investment portfolio shall be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow needs. The City's investment strategy is active. Given this strategy, the basis used by the Treasurer to determine whether market yields are being achieved by investments other than those in the PTIF will be the monthly yield of the PTIF.

**O. Reporting**

The Treasurer shall provide to the City Council quarterly investment reports which provide a clear picture of the current status of the investment portfolio. The quarterly

reports should contain the following:

1. A listing of individual securities held at the end of the reporting period
2. Average life and final maturity of all investments listed
3. Coupon, discount, or earnings rate
4. Par Value, Amortized Book Value and Market Value
5. Percentage of the portfolio represented by each investment category

The City's annual financial audit shall report the City's portfolio in a manner consistent with the Governmental Accounting Standards Board (GASB) market based requirements that go into effect in June of 1997.

#### **P. Investment Policy Adoption**

As part of its annual budget process, the City Council shall adopt the investment policy every two years.

### **PART IV - SALVAGE POLICY**

This policy establishes specific procedures and instructions for the disposition of surplus property. Surplus property is defined as any property that a department no longer needs for their day-to-day operations.

Personal Property of Park City Municipal Corporation is a fixed asset. It is important that accurate accounting of fixed assets is current. Personal property, as defined by this policy will include, but not limited to rolling stock, machinery, furniture, tools, and electronic equipment. This property has been purchased with public money. It is important that the funds derived from the sale be accounted for as disposed property.

#### **A. Responsibility for Property Inventory Control**

It is the responsibilities of the Finance Manager to maintain an inventory for all personal property. The Finance Manager will be responsible for the disposition of all personal property. The Finance Manager will assist in the disposition of all personal property.

#### **B. Disposition of an Asset**

Department heads shall identify surplus personal property within the possession of their departments and report such property to the Finance Manager for consideration. The department head should clearly identify age, value, comprehensive description, condition and location. The Finance Manager will notify departments sixty (60) days in advance of pending surplus property sales.

#### **C. Conveyance for Value**

The transfer of City-owned personal property shall be the responsibility of the Finance Manager. Conveyance of property shall be based upon the highest and best economic return to the City, except that surplus City-owned property may be offered preferentially to units of government, non-profit or public organizations. The highest and best economic return

to the city shall be estimated by one or more of the following methods in priority order:

1. Public auction
2. Sealed competitive bids
3. Evaluation by qualified and disinterested consultant
4. Professional publications and valuation services
5. Informal market survey by the Finance Manager in case of items of personal property possessing readily, discernable market value

Sales of City personal property shall be based, whenever possible, upon competitive sealed bids or at public auction. Public auctions may be conducted on-site or through an internet- based auction site at the determination of the Finance Manager. The Finance Manager may, however, waive this requirement when the value of the property has been estimated by an alternate method specified as follows:

1. The value of the property is considered negligible in relation to the cost of sale by bid or public auction;
2. Sale by bidding procedure or public auction are deemed unlikely to produce a competitive bid;
3. Circumstances indicate that bidding or sale at public auction will not be in the best interest of the City; or,
4. The value of the property is less than \$50.

In all cases the City will maintain the right to reject any or all bids or offers.

#### **D. Revenue**

All monies derived from the sale of personal property shall be credited to the general fund of the City, unless the property was purchased with money derived from an enterprise fund, or an internal service fund, in which case, the money shall be deposited in the general revenue account of the enterprise or internal service fund from which the original purchase was made.

#### **E. Advertising Sealed Bids**

A notice of intent to dispose of surplus City property shall appear in two separate publications at least one week in advance in the Park Record. Notices shall also be posted at the public information bulletin board at Marsac.

#### **F. Employee Participation**

City employees and their direct family members are not eligible to participate in the disposal of surplus property unless;

1. Property is offered at public auction
2. If sealed bids are required and no bids are received from general public, a re-bidding may occur with employee participation

#### **G. Surplus Property Exclusion**

The Park City Library receives property, books, magazines, and other items as donations from the public. Books, magazines, software, and other items can be disposed from the library's general collection through the Friends of the Library. The Friends of the Library is a nonprofit organization which sponsors an ongoing public sale open to the public located at the public Library for Park City residents.

## **H. Compliance**

Failure to comply with any part of this policy may result in disciplinary action.

# **PART V - COMPREHENSIVE FINANCIAL MANAGEMENT PLAN**

To provide the City with the opportunity to identify and resolve financial problems before, rather than after, they occur, the City intends to develop a strategy for fiscal independence. The proposed outline for this plan is below.

## **A. Scope of Plan**

1. A financial review, including the following:
  - a. Cost-allocation plan
  - b. Revenue handbook (identifying current and potential revenues)
  - c. City financial trends (revenues & expenditures)
  - d. Performance Measures and Benchmarks
2. Budget reserve policies
3. Long Range Capital Improvement Plan
  - a. Project identification and prioritization
  - b. CIP financing plan
4. Rate and fee increases
5. Other related and contributing plans and policies
  - a. Water Management
  - b. Flood Management
  - c. Parking Management
  - d. Budget
  - e. Pavement Management
  - f. Property Management
  - g. Facilities Master Plan
  - h. Recreation Master Plan

## **B. Assumptions**

1. Growth
  - a. Population
  - b. Resort
2. Inflation

3. Current service levels
  - c. Are they adequate?
  - d. Are they adequately funded?
4. Minimum reserve levels (fund balances)
5. Property tax increases (When?)

### **C. Findings, Conclusions, and Recommendations**

1. Current financial condition and trends
2. Capital Improvement Program
3. Projected financial trends
4. General operations
5. Capital improvements
6. Debt management

## **PART VI - RESERVES**

### **A. General Overview:**

1. Over the next two years the City will do the following:

- a. Maintain the General Fund Balance at approximately the legal maximum.
- b. Continue to fund the Equipment Replacement Fund at 100%.
- c. Strive to build a balance in the Enterprise Funds equal to at least 20% of operating expenditures.

This level is considered the minimum level necessary to maintain the City's credit worthiness and to adequately provide for the following:

- a. Economic uncertainties, local disasters, and other financial hardships or downturns in the local or national economy.
- b. Contingencies for unseen operating or capital needs.
- c. Cash flow requirements.
2. The Council may designate specific fund balance levels for future development of capital projects that it has determined to be in the best long-term interests of the City.
3. In addition to the designations noted above, fund balance levels will be sufficient to meet the following:
  - a. Funding requirements for projects approved in prior years that are carried forward into the new year.
  - b. Debt service reserve requirements.
  - c. Reserves for encumbrances
  - d. Other reserves or designations required by contractual obligations or generally accepted accounting principles.

4. In the General Fund, any fund balance in excess of projected balance at year end will be appropriated to the current year budget as necessary. The money will be allocated to building the reserve for capital expenditures, including funding equipment replacement reserves and other capital projects determined to be in the best long-term interest of the City.

## **B. General Fund:**

Section 10-6-116 of the Utah Code limits the accumulated balance or reserves that may be retained in the General Fund. The use of the balance is restricted as well. With the advent of Senate Bill 158 from the 2013 General Session, the maximum balance retained allowed increased from 18 percent to 25 percent of total, estimated, fund revenues and may be used for the following purposes only: (1) to provide working capital to finance expenditures from the beginning of the budget year until other revenue sources are collected; (2) to provide resources to meet emergency expenditures in the event of fire, flood, earthquake, etc.; and (3) to cover a pending year-end excess of expenditures over revenues from unavoidable shortfalls in revenues. For budget purposes, any balance that is greater than 5 percent of the total revenues of the General Fund may be used. The General Fund balance reserve is a very important factor in the City's ability to respond to emergencies and unavoidable revenue shortfalls. Alternative uses of the excess fund balance must be carefully weighed.

The City Council may appropriate fund balance as needed to balance the budget for the current fiscal year in compliance with State Law. Second, a provision will be made to transfer any remaining General Fund balance to the City's CIP Fund. These one-time revenues are designated to be used for one-time capital project needs in the City's Five Year CIP plan. Any amount above an anticipated surplus will be dedicated to completing current projects, ensuring the maintenance of existing infrastructure, or securing funding for previously-identified needs. The revenues should not be used for new capital projects or programming needs.

## **C. Capital Improvements Fund**

1. The City may, in any budget year, appropriate from estimated revenues or fund balances to a reserve for capital improvements for the purpose of financing future specific capital improvements under a formal long-range capital plan adopted by the governing body. Thus the City will establish and maintain an Equipment Replacement Capital Improvement Fund to provide a means for timely replacement of vehicles and equipment. The amount added to this fund, by annual appropriation, will be the amount required to maintain the fund at the approved level after credit for the sale of surplus equipment and interest earned by the fund.
2. As allowed by Utah State Code (§ 9-4-914) the City will retain at least \$5 million in the Five-Year CIP, ensuring the ability to repay bond obligations as well as maintain a high bond rating. The importance of reserves from a credit standpoint

is essential, especially during times of economic uncertainty. Reserves will provide a measure of financial flexibility to react to budget shortfalls in a timely manner as well as an increased ability to issue debt without insurance.

#### **D. Enterprise Funds**

1. The City may accumulate funds as it deems appropriate.

## CHAPTER 3 - CAPITAL IMPROVEMENTS

### PART I - CAPITAL IMPROVEMENT MANAGEMENT

**A.** The public Capital Improvement Plan (CIP) will include the following:

1. Public improvements that cost more than \$10,000.
2. Capital purchases of new vehicles or equipment (other than the replacement of existing vehicles or equipment) that cost more than \$10,000.
3. Capital replacement of vehicles or equipment that individually cost more than \$50,000.
4. Any project that is to be funded from building-related impact fees.
5. Alteration, ordinary repair, or maintenance necessary to preserve a public improvement (other than vehicles or equipment) that cost more than \$20,000.

**B.** The purpose of the CIP is to systematically plan, schedule, and finance capital projects to ensure cost-effectiveness, as well as conformance with established policies. The CIP is a five year plan, reflecting a balance between capital replacement projects that repair, replace, or enhance existing facilities, equipment or infrastructure and capital facility projects that significantly expand or add to the City's existing fixed assets.

**C.** Development impact fees are collected and used to offset certain direct impacts of new construction in Park City. Park City has imposed impact fees since the early 1980s.

Following Governor Leavitt's veto of Senate Bill 95, the 1995 State Legislature approved revised legislation to define the use of fees imposed to mitigate the impact of new development. Park City's fees were adjusted to conform to restrictions on their use. The fees were revised again by the legislature in 1997. The City has conducted an impact fee study and CIP reflects the findings of the study. During the budget review process, adjustments to impact fee related projects may need to be made. Fees are collected to pay for capital facilities owned and operated by the City (including land and water rights) and to address impacts of new development on the following service areas: water, streets, public safety, recreation, and open space/parks. The fees are not used for general operation or maintenance. The fees are established following a systematic assessment of the capital facilities required to serve new development. The city will account for these fees to ensure that they are spent within six years, and only for eligible capital facilities. In general, the fees first collected will be the first spent.

### PART II - CAPITAL FINANCING AND DEBT MANAGEMENT

#### **Capital Financing**

**A.** The City will consider the use of debt financing only for one-time, capital improvement projects and only under the following circumstances:

1. When the project's useful life will exceed the term of the financing.
2. When project revenues or specific resources will be sufficient to service the long-term debt.

**B.** Debt financing will not be considered appropriate for any recurring purpose such as current operating and maintenance expenditures. The issuance of short-term instruments such as revenue, tax, or bond anticipation notes is excluded from this limitation.

**C.** Capital improvements will be financed primarily through user fees, service charges, assessments, special taxes, or developer agreements when benefits can be specifically attributed to users of the facility.

**D.** The City recently passed a second bond election for \$10,000,000 to preserve Open Space in Park City. This bond was the second general obligation bond passed in five years and represents the second general obligation bond passed by the city for Open Space with an approval rate of over 80 percent, the highest approval of any Open Space Bond in the United States.

**E.** The City will use the following criteria to evaluate pay-as-you-go versus long-term financing for capital improvement funding:

1. Factors That Favor Pay-As-You-Go:
  - a. When current revenues and adequate fund balances are available or when project phasing can be accomplished.
  - b. When debt levels adversely affect the City's credit rating.
  - c. When market conditions are unstable or present difficulties in marketing.
2. Factors That Favor Long-Term Financing:
  - a. When revenues available for debt service are deemed to be sufficient and reliable so that long-term financing can be marketed with investment grade credit ratings.
  - b. When the project securing the financing is of the type which will support an investment grade credit rating.
  - c. When market conditions present favorable interest rates and demand for City financing.
  - d. When a project is mandated by state or federal requirements and current revenues and available fund balances are insufficient.
  - e. When the project is immediately required to meet or relieve capacity needs.
  - f. When the life of the project or asset financed is 10 years or longer.

## PART III - ASSET MANAGEMENT POLICY

### **A. Purpose**

The objective of the Asset Management Plan is to establish a fund and a fixed replenishment amount from operations revenues to that fund from which the City may draw for replacement, renewal, and major improvements of capital facilities. The fund should be sufficient to ensure that assets are effectively and efficiently supporting the operations and objectives of the City. The Asset Management Plan is an integral part of the City's long- term plan to replace and renew the City's primary assets in a fiscally responsible manner.

Goals of the Program:

1. Protect assets
2. Prolong the life of systems and components
3. Improve the comfort of building environments
4. Prepare for future needs

### **B. Management**

A project is designated in the Five-year capital plan to which annual contributions are made from the General Fund for asset management. The amount to be contributed should be based on a 10-year plan, to be updated every fifth year, which outlines the anticipated replacement and repair needs for each of the City's major assets. In addition, 0.5 percent of the value of each of the major assets should be contributed annually to the project. The unspent contributions will carry forward in the budget each year, with the interest earned on that amount to be appropriated to the project as well.

A project manager will be appointed by the City Manager, with the responsibility of monitoring the progress of the fund, assuring a sufficient balance for the fund, controlling expenditures out of the fund, managing scheduled projects and associated contracts, making necessary budget requests, and updating the 10-year plan. In addition, a standing committee should be formed consisting of representatives from Public Works, Budget, Debt & Grants, and Sustainability which will convene only to resolve future issues or disputes involving this policy, requests for funding, or the Asset Management Plan in general.

### **C. Accessing Funds**

When funds need to be accessed, a request should be turned in to the project manager. If the expense is on the replacement schedule as outlined in the 10-year plan or is a reasonably related expense under \$10,000 (according to the discretion of the project manager), the project manager should approve it. Otherwise, the Asset Management Committee should be convened to consider the request and decide whether it is an appropriate use of funds.

Requests that should require approval of the Asset Management Committee include:

1. Expenses not anticipated in the 10-year plan, which are in excess of \$10,000.
2. Upgrades in technology or quality
3. Renovations, additions, or improvements that incorporate non-existing assets

## PART IV - NEIGHBOURHOOD CIPREQUESTS POLICY

Staff will use this policy for considering and prioritizing CIP requests from Park City neighborhood and business districts.

### A. Submission of petition to the Executive Office

1. Must be from a representative number of households/businesses of a given subdivision, business district, or a registered owners association. Accurate contact information and names of each petitioner must be provided along with designation of one primary contact person or agent.
2. Define Boundary - Who does the petition represent? Is it inclusive to a specific neighborhood or business district? Explain why assessment area should be limited or expanded.
3. Define issues - What is being requested?
4. Deadline – In order to be considered for the upcoming fiscal year, the petition must be submitted by the end of the calendar year.

### B. Initial Internal Review

1. Identify staff project manager.
2. Present petition to Traffic Calming & Neighborhood Assessment Committee. Meeting called within one month of petition being submitted.
3. Define and verify appropriate, basic levels of service are being provided. If they are not, provide:
  - a. Health, safety, welfare
  - b. Staff's available resources and relative workload
  - c. Minimum budget thresholds not exceeded (below \$20k pre-budgeted – no council approval needed)
4. Define enhanced levels of service that are requested. Are these consistent with Council goals and priorities? If so, continue to step # 3.

### C. Initial Communication to Council (Managers Report)

1. Inform Council of request for assistance - outlines specific issues/requests.
2. Inform Council of any basic service(s) Staff has begun to provide.

3. No input or direction from Council will be requested at this time.

#### **D. Comprehensive Internal Review**

1. Assemble background/history & existing conditions. Identify all participants, relevant City ordinances, approval timeline, other pertinent agreements/studies & factors, etc.
2. Criteria to analyze request - What should be done and with what rationale?
  - a. Verify requested services are consistent with Council goals and priorities.
  - b. Cost/Benefit Analysis - Define budgetary implications of providing Enhanced level of services:
    - i. Define need & costs for any additional technical review
    - ii. Define initial capital improvement costs
    - iii. Define annual, ongoing maintenance and operational costs
    - iv. Gather input from City department identified as responsible for each individual item as listed
    - v. Identify available resources & relative workload

#### **E. Initiate Public Forum (Applicant & Staff partnership)**

1. Neighborhood meeting(s) - Create consensus from petitioner and general public
2. Identify issues and potential solutions:
  - a. Identify what we can accomplish based on funding availability
  - b. Use cost/benefit analysis to prioritize applicant's wish list
  - c. Funding partner – any district that receives “enhanced” levels of service should be an active participant in funding or, participate in identification of a funding source other than City budget
3. Identify agreeable solutions suited for recommendation for funding assistance

#### **F. Communication to Council (Work Session or Managers Report)**

1. Receive authorization for technical review - using “outside” consultants if necessary
2. Identify prioritized project wish list (unfunded)
3. Identify funding source for each item; or move to CIP committee review as “yet to be funded project” for prioritization comparison
4. Council decision whether or not to include in budget
5. Spring of each year, consistent with budget policies of reviewing all new requests at once.

## **CHAPTER 4 - INTERNAL SERVICE POLICY**

### **PART I - HUMAN RESOURCE MANAGEMENT**

- A.** The City will manage the growth of the regular employee work force without reducing levels of service or augmenting ongoing regular programs with Seasonal employees, except as provided in sections E and F below.
- B.** The budget will fully appropriate the resources needed for authorized regular staffing and limit programs to the regular staffing authorized.
- C.** Staffing and contract service cost ceilings will limit total expenditures for regular employees, Part-time Non-Benefited employees, Seasonal employees, and independent contractors hired to provide operating and maintenance services.
- D.** Regular employees will be the core work force and the preferred means of staffing ongoing, year-round program activities that should be performed by City employees, rather than independent contractors. The City will strive to provide competitive compensation and benefit schedules for its authorized regular work force. Each regular employee will do the following:
  - 1.** Fill an authorized regular position.
  - 2.** Receive salary and benefits consistent with the compensation plan.
- E.** To manage the growth of the regular work force and overall staffing costs, the City will follow these procedures:
  - 1.** The City Council will authorize all regular positions.
  - 2.** The Human Resources Department will coordinate and approve the hiring of all Full-time Regular, Part-time Non-Benefited, and Seasonal employees.
  - 3.** All requests for additional regular positions will include evaluations of the following:
    - a.** The necessity, term, and expected results of the proposed activity.
    - b.** Staffing and materials costs including salary, benefits, equipment, uniforms, clerical support, and facilities.
    - c.** The ability of private industry to provide the proposed service.
    - d.** Additional revenues or cost savings that may be realized.
  - 4.** Periodically, and prior to any request for additional regular positions, programs will be evaluated to determine if they can be accomplished with fewer regular employees.
- F.** Part-time Non-Benefited and Seasonal employees will include all employees other than regular employees, elected officials, and volunteers. Part-time Non-Benefited and Seasonal employees will augment regular City staffing only as extra-help employees. The City will encourage the use of Part-time Non-Benefited and Seasonal employees to meet

peak workload requirements, fill interim vacancies, and accomplish tasks where less than regular, year-round staffing is required.

- G.** Contract employees will be defined as temporary employees with written contracts and may receive approved benefits depending on hourly requirements and length of contract. Generally, contract employees will be used for medium-term projects (generally between six months and two years), programs, or activities requiring specialized or augmented levels of staffing for a specific period of time. Contract employees will occasionally be used to staff programs with unusual operational characteristics or certification requirements, such as the golf program. The services of contract employees will be discontinued upon completion of the assigned project, program, or activity. Accordingly, contract employees will not be used for services that are anticipated to be delivered on an ongoing basis except as described above.
- H.** The hiring of Seasonal employees will not be used as an incremental method for expanding the City's regular work force.
- I.** Independent contractors will not be considered City employees. Independent contractors may be used in the following two situations:
  - 1.** Short-term, peak workload assignments to be accomplished through the use of personnel contracted through an outside temporary employment agency (OEA). In this situation, it is anticipated that the work of OEA employees will be closely monitored by City staff and minimal training will be required; however, they will always be considered the employees of the OEA, and not the City. All placements through an OEA will be coordinated through the Human Resources Department and subject to the approval of the Human Resources Manager.
  - 2.** Construction of public works projects and the provision of operating, maintenance, or specialized professional services not routinely performed by City employees. Such services will be provided without close supervision by City staff, and the required methods, skills, and equipment will generally be determined and provided by the contractor.

## PART II - PROGRAM AND RESOURCE ANALYSIS

**(Note – The Program and Resource Analysis was completed in FY 2002. The following information constitutes the final report and includes all of the major recommendations. It is included in the Policies and Objectives as a guide for future decisions.)**

The City Council has financial planning as a top priority. This goal includes “identifying and resolving financial problems before, rather than after, they occur.” During the FY2001 budget process, Council directed staff to conduct a citywide analysis of the services and programs the City offers. The purpose of the Program and Resource Analysis is to provide a basis for understanding and implementing long-term financial planning for Park City Municipal Corporation (PCMC). The study has and will continue to inform the community of the fiscal

issues facing the City and to provide Council and the community with tools to help make critical policy decisions for Park City's future.

The Program and Resource Analysis was split into six topics, with an employee task force responsible for each topic. In total, more than 40 employees volunteered and participated in the analysis, representing every department in the City. Each task force included about six employees and was chaired by a senior or mid-manager.

The Employee Steering Committee (ESC) was formed to coordinate with the various committees to insure no overlap occurred and to provide assistance in reviewing policy recommendations. In addition to employees of PCMC, members of the Citizens Technical Advisory Committee (CTAC) and of the City Council Liaison Committee (CCLC) were instrumental with the study.

CTAC consists of three representatives from the community to examine staff recommendations and to be a link between staff and the citizens of Park City. At the time of the original study this group worked with Program Service Level and Expenditure Committee (SLAC), the Recreation Report, and ESC.

They advised these groups by providing an outside professional perspective that enriched discussions and add private sector insight. Since that time Council has continued to use the expertise of CTAC. Staff recommends that when appropriate, Council should appoint technical committees such as CTAC to assist with projects and analysis.

The CCLC was made up of two City Council members who served as liaisons between the City Council and the ESC. They attended ESC meetings and were able to comment and question the various group representatives on the ESC.

**The six topics covered by this study are outlined and summarized below.**

#### **Resort Economy and General Plan Element (A)**

This group examined the local economy and how it affects municipal finances and presented an update of the City General Plan.

#### **Program Service Levels and Expenditures (B)**

This group assessed the services, programs, and departments to analyze citywide increases in costs as they relate to the growth in the economy. It identified the services provided by Park City. After the analysis, the group was able to provide City Council with information regarding the level and scope of services provided by the City in the past and present, so as to change future expenditure patterns to better meet the needs of the City. (This particular analysis was instrumental in the development of Park City's current Performance Measurement program.)

#### **Revenues and Assets (C)**

This group examined PCMC's current and potential revenue sources. To do this analysis, it reviewed long-range revenue forecasts and policies and considered how the city could use its assets to maximize output. Some of the specific areas it looked at were taxes, economic impacts from special events, and general fund services fees.

### **Capital Improvement Program (CIP) (D)**

This group reviewed all the CIP project funding. It determined whether current project priorities that were identified through a comprehensive public prioritization process in 1999 are still appropriate. It ranked new projects to be added to the CIP and identified projects to be completed prior to the Olympics.

### **Intergovernmental Programs (E)**

This group focused on the current and potential interactions of PCMC with other agencies. It did the following: (1) examined how well the interlocal agreements worked and about developing guidelines for such agreements, (2) determined whether PCMC should combine services and functions, and (3) addressed the creation of a policy that establishes a process for grants application and administration.

### **Non-Departmental/Inter-fund (F)**

This group had two primary tasks. The first was to review the interaction between different City funds, which resulted in participation on the Recreation Fund Study Subcommittee. The second was to be responsible for making a recommendation to the City Manager regarding the two-year pay plan.

The Steering Committee for the Program and Resource Analysis recommended that the Council consider the following conclusions and policy recommendations as part of the budget process. The findings were subsequently included as a permanent part of the Budget Document and will continue to serve as guidance for future decisions.

#### **A. Resort Economy and General Plan Element**

Resort Economy: Wikstrom Economic & Planning Consultants conducted a study in 2000 showing that Park City is indeed a resort economy and receives more in revenues from tourism than it spends on tourists. The Wikstrom Report states the following (the report was updated in 2003 and reflects current figures):

Tourist-related revenues already outpace tourist-related expenditures in Park City, even without increasing tourist revenue streams. Our analysis indicates that visitors generate roughly 71 percent of all general fund revenues (not including inter-fund transactions), while roughly 40 percent of general fund expenditures are attributable to tourists. Therefore, based on information provided by the Utah League of Cities and Towns, Park City currently expends roughly \$3,561 for each existing full-time resident for selected services. Seventy one percent of this revenue, or \$2,528 per capita, is attributable to tourists, while forty percent, or \$1,424 goes to tourist-related costs, leaving a net gain of \$1,104 per capita that pays for activities that are not tourist-related. This benefit is seen in such areas as road maintenance, snow removal, libraries, technology and telecommunications, community and economic development, police services and golf and recreation programs. With an estimated population of 8,500 persons, Park City receives a direct net benefit of nearly \$9 million from tourism.

Staff recommends Council take actions that preserve or enhance Park City's resort

economy.

## **B. Program Service Levels and Expenditures**

1. New/growth related service levels: Provision of new/growth related services should be offset with new or growth-related revenues or a corresponding reduction in service costs in other areas.
2. Fee Dependent Services: If fees do not cover the services provided, Council should consider which of the following actions to take: (1) reduce services; (2) increase fees; or (3) determine the appropriate subsidy level of the General Fund.
3. Consider all requests at once: Council should consider requests for service level enhancements or increases together, rather than in isolation.
4. Consider ongoing costs associated with one-time purchases/expenditures: Significant ongoing costs, such as insurance, taxes, utilities, and maintenance should be determined before an initial purchase is made or a capital project is constructed. Capital and program decisions should not be made until staff has provided a five-year analysis of ongoing maintenance and operational costs.
5. Re-evaluate decisions: Political, economic, and legal changes necessitate reevaluation to ensure Council goals are being met. Staff and Council review programs as part of the annual budget process.
6. Analyze the people served: With a changing population, staff should periodically reassess the number of people (permanent residents' verses visitor population) served with each program.
7. Evaluate the role of boards and commissions relating to service levels: The City Council should encourage boards and commissions to consider the economic impacts of recommendations and incorporate findings into policy direction.
8. New service implementation: Prior to implementing a new service, the City Council should consider a full assessment of staffing and funding requirements.
9. Provide clear City Council direction: City Council should achieve a clear consensus and provide specific direction before enhancing or expanding service.
10. Benchmarking and performance measurement: The City should strive to measure its output and performance. Some departments have established performance measures.

## **C. Revenues and Assets**

1. Building and Planning Fees: Staff has identified revenues that can be increased, and recommends increasing building and planning fees this year.
2. Sewer Franchise Fee: Staff recommends imposing a franchise fee on the sewer district. The City can charge up to a 6 percent franchise fee on the sewer district.
3. Other revenues: Staff has identified the following as additional General Fund revenues, but does not recommend an increase at this time (Transit Room Tax, Sales Tax, and Property Tax).
4. Special Events: Staff does not recommend increasing fees for special events.
5. Assets: Although Staff identified assets that could be sold; it does not recommend a sale of assets at this time.

## **D. Capital Improvement Program**

1. Prioritized capital projects: Council should adopt the prioritized capital projects during the budget process.
2. Project manager for each capital project: Staff recommends each capital project to be assigned to a project manager at the manager level (unless otherwise directed).
3. Peer review: Staff recommends managers and related agencies offer appropriate peer review to identify and to plan for operating costs before projects are taken to Council.
4. Value Engineering: Staff recommends maintaining a dialogue with suppliers, contractors, and designers to ensure cost-effective projects.
5. Projects with a possible art component: Staff recommends the project manager to determine the necessity, selection, and placement of art on a project by project basis as funding, timing, complexity, and appropriateness may warrant.

## **E. Intergovernmental Programs**

1. Regional Transit: The City should participate in the development of a regional transit action plan.
2. Recreation MOU: The City should decide whether to renew the Memorandum of Understanding with Snyderville Basin Recreation District or to discontinue it.
3. Communications: Staff recommends the decision of whether to combine Park City's and Summit County's communications systems be postponed until a decision on the City's role in the Countywide Communications Study is made.
4. Grants Policy: Staff recommends Council adopts a budget policy, outlining a comprehensive grants process that insures continuity in grants administration and access to alternative sources of funding.

## **F. Non-Departmental/Inter-fund**

1. Employee Compensation Plan: Staff recommends Council adopt the pay plan as presented in this budget.
2. Recreation Fund: Staff endorses the findings and recommendations of the Recreation Analysis completed in February 2001.
3. Water Fund: Staff recommends a focus group be formed in the near future to research the feasibility of implementing a franchise tax on water usage.
4. Self-Insurance Fund: Staff recommends leaving the reserve as it currently is, but consider using the reserve fund to pay insurance premiums, rather than using inter-fund transfers from each of the operating budgets. This recommendation has been implemented.

## **G. Recreation Analysis**

1. Fund Structure: The Wikstrom Report recommends continuing to use the enterprise fund if cost allocation procedures are established that clearly track the use of subsidies and individual program costs.
2. Indirect Costs: The Wikstrom Report recommends further evaluation of indirect

costs, since present accounting methods do not clearly do so.

3. Adult Programs: The report identified adult programs as an area where policy direction should be received. Specifically, should all adult programs be required to cover their direct costs and indirect costs? Should all adult programs be held to the same standard of cost recovery, or should some programs be required to recover a higher level of costs than others? What level of subsidy is appropriate, on a per user basis, for adult programs? At what point should an existing adult program be eliminated? What criteria should be used in this decision?
4. CTAC Adult Programming: CTAC questioned the practice of subsidizing adult programs. A recommendation came forward from that group suggesting that all youth activities be moved into the General Fund with adult programs remaining in the enterprise fund without a subsidy.
5. Youth Programs: Should all youth programs be held to the same standard of cost recovery, or should some programs be required to recover a higher level of costs than others? What level of subsidy is appropriate, on a per user basis, for youth programs? Is the City willing to subsidize indirect costs of SBRD youth participants in order to increase the quality of life for Park City youth? At what point should an existing youth program be eliminated? What criteria should be used in this decision? Should all youth programs be held to the same standard or should there be a different standard for team sports as opposed to individual sports such as tennis or swimming?
6. Potential Revenue and Capital Funding Alternatives: Currently capital replacement of the Recreation Facility is funded with an unidentified revenue source. Wikstrom posed several policy questions intended to more fully understand this issue, such as the following: Is the City willing to institute a municipal transient room tax with a portion of the revenues dedicated to funding recreation? Is the City willing to request an increase in the resort tax to the legal limit of 1.5 percent, which is a ballot issue and requires voter approval? Is the City willing to request voter approval for a general obligation bond in the amount of roughly \$2 million?

## **H. Miscellaneous Analysis**

1. A comprehensive analysis on the Water Fund is currently underway. The study includes a rate study and fee analysis. The intent of the study is to insure the City has the ability to provide for the present and future water needs (This analysis was updated in 2003 and again in 2004. The City Manager's recommended budget for FY 2005 will incorporate changes to the Water Fund as a result.)
2. Analyses to establish market levels and to study the financial condition of the Golf Fund were conducted in 2000 and 2001. An evaluation of the fund by Staff in spring 2004 revealed that additional changes to fees and expenditures are necessary. Staff was will also conduct an in-depth analysis of the course and its operations (including a discussion of the course's underlying philosophy) beginning later this summer.

## PART III - COST ALLOCATION PLAN

The City has developed a Cost Allocation Plan detailing the current costs of services to internal users (e.g., fees, rates, user charges, grants, etc.). This plan was developed in recognition of the need to identify overhead or indirect costs, allocated to enterprise funds and grants and to develop a program which will match revenue against expenses for general fund departments which have user charges, regulatory fees, licenses, or permits. This plan will be used as the basis for determining the administrative charge to enterprise operations and capital improvement projects.

Anticipated future actions include the following:

- A.** Maintain a computerized system (driven from the City's budget system) that utilizes the basic concepts and methods used in cost allocation plans.
- B.** Fine-tune the methods of cost allocation to ensure the fair and equitable distribution of cost.
- C.** Develop guidelines for the use and maintenance of the plan.
  - 1.** Long Range Capital Improvement Plan
    - a. Project identification and prioritization
    - b. CIP financing plan
  - 2.** Rate and fee increases
  - 3.** Other related and contributing plans and policies
    - a. Water Management
    - b. Flood Management
    - c. Parking Management

## CHAPTER 5 - CONTRACTS & PURCHASING POLICY

### PART I - PUBLIC SERVICE CONTRACTS (AMENDED MAY 2020)

As part of the budget process, the City Council appropriates funds to contract with organizations offering services consistent with the needs and goals of the City. Depending upon the type of service category, payment terms of the contracts may take the form of cash payment and/or offset fees or rent relating to City property in exchange for value-in-kind services. The use of the public service contracts will typically be for specific services rendered in an amount consistent with the current fair market value of said services.

#### **A. Public Service Fund Distribution Criteria**

In order to be eligible for a public service contract in Fund Categories 1-3, organizations must meet the following criteria:

1. **Criterion 1:** Accountability and Sustainability of Organization - The organization must have the following:
  - Quantifiable goals and objectives.
  - Non-discrimination in providing programs or services.
  - Cooperation with existing related programs and community service.
  - Compliance with the City contract.
  - Federally recognized not-for-profit status.
2. **Criterion 2:** Program Need and Specific City Benefit - The organization must have the following:
  - A clear demonstration of public benefit and provision of direct services to City residents.
  - A demonstrated need for the program or activity. Special Service Funds may not be used for one-time events, scholarship-type activities or the purchase of equipment.
3. **Criterion 3:** Fiscal Stability and Other Financial Support - The organization must have the following:
  - A clear description of how public funds will be used and accounted for
  - Other funding sources that can be used to leverage resources.
  - A sound financial plan that demonstrates managerial and fiscal competence.
  - A history of performing in a financially competent manner.
4. **Criterion 4:** Fair Market Value of the Services - The fair market value of services included in the public service contract should equal or exceed the total amount of compensation from the City unless outweighed by demonstrated intangible benefits.

## **B. Total Public Service Fund Appropriations**

The City may appropriate up to 1 percent of the City's total budget for public service contracts for the Special Service Contract and Rent Contribution Categories described below. In addition, the City appropriates specific dollar amounts from other funds specifically related to Historic Preservation as described below.

## **C. Fund Categories and Percentage Allocations**

For the purpose of distributing Public Service Funds, public service contracts are placed into the following categories:

### **1. Special Service Contracts**

a) Regular Services – To be determined by Council discretion

### **2. Rent Contribution**

### **3. Historic Preservation**

A percentage of the total budget (which shall not exceed 1 percent) is allocated for contracts in the Special Service Contract and Rent Contribution categories by the City Council. A specific dollar amount is allocated to Historic Preservation and the Historic Preservation Grant Program based up on funds available from the various Redevelopment Agencies and the General Fund.

The category percentage allocation could vary from year-to-year, depending on Council discretion. In addition, as the City's budget fluctuates (up or down) due to economic conditions, the dollar amounts applied to each category may fluctuate proportionally. Unspent fund balances at the end of a year will not be carried forward to future years. It is the intent of the City Council to appropriate funds for specific ongoing community services and not fund one-time projects or programs.

## **D. Special Service Contracts**

A portion of the budget will be designated for service contracts relating to services that would otherwise be provided by the City. Special services that fall into this category would include, but not be limited to the following: community art & culture, childhood education, medical treatment, emergency assistance, food pantry, housing outreach & education, and safe haven. To the extent possible, individual special services will be delineated in the budget.

The City will award special service contracts through a competitive bid process administered by the Service Contract Subcommittee and City Staff. The City reserves the right to accept, reject, or rebid any service contracts that are not deemed to meet the needs of the community or the contractual goals of the service contract.

Each special service provider will have a special service contract with a term of one to four years, depending on the type of contract. Eighty percent of each annual appropriation will be available at the beginning of the fiscal year, with the remaining 20 percent to be

distributed upon demonstration through performance measures (quality and quantity) that the program has provided public services meeting its goals as delineated in the special service contract. The disbursement of all appropriations will be contingent upon council approval. Special service providers will be required to submit current budgets and evidence of contract compliance (as determined by the contract) by the given deadline of the first contract year.

The City reserves the right to appoint a citizen's task force to assist in the competitive selection process. The task force will be selected on an ad hoc basis by the Service Contract Subcommittee.

All special service contract proposals must be consistent with the criteria listed in this policy, in particular criterion 1-4.

**Innovation Grants:** City council intends to provide the community with a meaningful venue to deliver unique and innovative ideas focused on tackling the City's challenges. These solutions may focus on the Community Critical Priorities of energy, housing, transportation, and social equity, but may be related to any initiative the City deems worthwhile. Grants would provide an organization with seed money to create programs or start initiatives, but would not serve as a long-term funding solution for non-profits. Innovation grants will typically have distributions ranging from 1-3 years.

**Deadlines:** All proposals for Special Service Contracts must be received no later than the given deadline. A competitive bidding process conducted according to the bidding guidelines of the City may set forth additional application requirements. If there are unallocated funds, extraordinary requests may be considered every six months unless otherwise directed by Council.

Extraordinary requests received after this deadline must meet all of the following criteria to be considered:

1. The request must meet all of the normal Public Service Fund Distribution Criteria and qualify under one of the existing Special Service Contract categories;
2. The applicant must show that the requested funds represent an unexpected fiscal need that could not have been anticipated before the deadline; and
3. The applicant must demonstrate that other possible funding sources have been exhausted.

## **E. Rent Contribution**

A portion of the Special Service Contract funds will be used as a rent contribution for organizations occupying City-owned property and providing services consistent with criterion 1-4 pursuant to the needs and goals of the City. To the extent possible, individual

rent contributions will be delineated in the budget. Rent contributions will usually be memorialized by a lease agreement with a term of five years or less, unless otherwise approved by City Council.

The City is required to make rent contributions to the Park City Building Authority for buildings that it occupies. Qualified Organizations may enter into a lease with the City to occupy City space at a reduced rental rate pursuant to criterion 1-4. The difference between the reduced rental rate and the rate paid to the Park City Building Authority will be funded by the rent contribution amount. Rent Contribution lease agreements will not exceed five years in length unless otherwise directed by the City Council. Please note that this policy only applies when a reduced rental rate is being offered. This policy does not apply to lease arrangements at "market" rates.

#### **F. Historic Preservation**

Each year, the City Council may appropriate a specific dollar amount relating to historic preservation. The City Council will appropriate the funding for these expenditures during the annual budget process. The funding source for this category is the Lower Park Avenue, the Main Street RDA, and the General Fund. The City Council hereby authorizes the Historic District Grant Program. The disbursement of the funds shall be administered pursuant to the Historic District Grant Program pursuant to applications and criteria established by the Planning Department, and awarded by the Planning Department except that City Council approval shall be required for disbursement amounts greater than \$25,000. In instances where another organization is involved, a contract delineating the services will be required. Projects involving city property or partnerships shall be limited to Category A. Repair funds, remaining end of fiscal year funds, or funds allocated via the General Fund through the separate Budgeting for Outcomes (BFO) annual process.

#### **G. Exceptions**

Rent Contribution and Historic Preservation funds will be appropriated through processes separate from the biennial Special Service Contract process and when deemed necessary by City Council or its designee.

The Service Contract Sub-Committee has the discretion as to which categories individual organizations or endeavors are placed. Any percentage changes to the General Fund categories described above must be approved by the City Council. All final decisions relating to public service funding are at the discretion of the City Council.

Nothing in this policy shall create a binding contract or obligation of the City. Individual Service Contracts may vary from contract to contract at the discretion of the City Council. Any award of a service contract is valid only for the term specified therein and shall not constitute a promise of future award. The City Council reserves the right to reject any and all proposals, and to waive any technical deficiency at its sole discretion. Members of the City Council, the Service Contract Sub-Committee, and any Advisory Board, Commission or special committee with the power to make recommendations regarding Public Service Contracts are ineligible to apply for such Public Service Contracts, including historic

preservation funds. City Departments are also ineligible to apply for Public Service Contracts. The ineligibility of Advisory Board, Commission and special committee members shall only apply to the category of Public Service Contracts that such advisory Board, Commission and special committee provides recommendations to the City Council. All submittals shall be public records in accordance with government records regulations (“GRAMA”) unless otherwise designated by the applicant pursuant to UCA Section 63-2-308, as amended.

## PART II - CONTRACTING AND PURCHASING POLICY

### **A. Purpose**

These rules are intended to provide a systematic and uniform method of purchasing goods and services for the City. The purpose of these rules is to ensure that purchases made and services contracted are in the best interest of the public and acquired in a cost-effective manner.

**Authority of Manager:** The City Manager or designate shall be responsible for the following:

1. Ensure all purchases for services comply with these rules;
2. Review and approve all purchases of the City;
3. Establish and amend procedures for the efficient and economical management of the contracting and purchasing functions authorized by these rules. Such procedures shall be in writing and on file in the office of the manager as a public record;
4. Maintain accurate and sufficient records concerning all City purchases and contracts for services;
5. Maintain a list of contractors for public improvements and personal services who have made themselves known to the City and are interested in soliciting City business;
6. Make recommendations to the City Council concerning amendments to these rules.

### **B. Definitions**

**Building Improvement:** The construction or repair of a public building or structure (Utah Code 11-39-101).

**City:** Park City Municipal Corporation and all other reporting entities controlled by or dependent upon the City's governing body, the City Council.

**Contract:** An agreement for the continuous delivery of goods and/or services over a period of time greater than 15 days.

**CPI:** The Consumer Price Index for All Urban Consumers as published by the Bureau of Labor Statistics of the United States Department of Labor.

**Local Business:** a business having:

- a. A commercial office, store, distribution center or other place of business located within the boundaries of Summit County, with an intent to remain on a permanent basis;
- b. A current County or City business license; and
- c. At least one employee physically present at the local business outlet.

**Local Bidder:** A Local Business submitting a bid on a Park City Public Works Project or Building Improvement

**Manager:** City Manager or designee.

**Public Works Project:** The construction of a park, recreational facility, pipeline, culvert, dam, canal, or other system for water, sewage, storm water, or flood control (Utah Code 11-39-101). “Public Works Project” does not include the replacement or repair of existing infrastructure on private property (Utah Code 11-39-101), or emergency work, minor alteration, ordinary repair, or maintenance necessary to preserve a public improvement (such as lowering or repairing water mains; making connections with water mains; grading, repairing, or maintaining streets, sidewalks, bridges, culverts or conduits).

**Purchase:** The acquisition of goods (supplies, equipment, etc.) in a single transaction such that payment is made prior to receiving or upon receipt of the goods.

## **C. General Policy**

1. All City purchases for goods and services and contracts for goods and services shall be subject to these rules.
2. No contract or purchase shall be so arranged, fragmented, or divided with the purpose or intent to circumvent these rules. All thresholds specified in this policy are to be applied to the total cost of a contract over the entire term of the contract, as opposed to annualized amounts.
3. City departments shall not engage in any manner of barter or trade when procuring goods and services from entities both public and private.
4. No purchase shall be contracted for, or made, unless sufficient funds have been budgeted in the year in which funds have been appropriated.
5. Subject to federal, state, and local procurement laws when applicable, reasonable attempts should be made to support Park City businesses by purchasing goods and services through local vendors and service providers.

- 6.** All reasonable attempts shall be made to publicize anticipated purchases or contracts in excess of \$15,000 to known vendors, contractors, and suppliers.
- 7.** All reasonable attempts shall be made to obtain at least three written quotations on all purchases of capital assets and services in excess of \$15,000.
- 8.** When it is advantageous to the City, annual contracts for services and supplies regularly purchased should be initiated.
- 9.** All purchases and contracts must be approved by the manager or their designee unless otherwise specified in these rules.
- 10.** All contracts for services shall be approved as to form by the city attorney.
- 11.** The following items require City Council approval unless otherwise exempted in these following rules:

  - a.** All contracts (as defined) with cumulative total over \$25,000
  - b.** All contracts and purchases awarded through the formal bidding process.
  - c.** Any item over \$15,000 that is not anticipated in the current budget.
  - d.** Accumulated "Change Orders" which would overall increase a previously council approved contract by:

    - i.** the lesser of 20% or \$25,000 for contracts of \$250,000 or less
    - ii.** more than 10% for contracts over \$250,000.
    - iii.** any change order that causes the contract to exceed the above amounts, must go to council for approval.
- 12.** Acquisition of the following Items must be awarded through the formal bidding process:

  - a.** All contracts for building improvements over the amount specified by state code, specifically:

    - i.** for the year 2003, \$40,000
    - ii.** for each year after 2003, the amount of the bid limit for the previous year, plus an amount calculated by multiplying the amount of the bid limit for the previous year by the lesser of 3% or the actual percent change in the CPI during the previous calendar year.
  - b.** All contracts for public works projects over the amount specified by state code, specifically:

    - i.** for the year 2003, \$125,000 (\$176,559 for FY15)
    - ii.** for each year after 2003, the amount of the bid limit for the previous year, plus an amount calculated by multiplying the amount of the bid limit for the previous year by the

lesser of 3% or the actual percent change in the CPI during the previous calendar year.

- c. Contracts for grading, clearing, demolition or construction in excess of \$2,500 undertaken by the Community Redevelopment Agency.

13. The following items require a cost benefit analysis where there is a quantifiable return on investment as defined by the Budget, Debt, and Grants Department before approved:

- a. All contracts, projects and purchases over \$25,000
- b. All contracts and purchases awarded through the formal bidding process.
- c. Any item over \$15,000 that is not anticipated in the current budget process.

14. City Employees or anyone acting on behalf of the City may not receive or accept any gift or loan if the gift or loan could influence a reasonable person in the discharge of the person's official duties including but not limited to the granting of City contracts. This prohibition does not apply to any occasional non-pecuniary (non-cash equivalent) gifts with a value less than \$50. Employees must abide by PCMC 3-1-4.

15. All RFPs must be advertised on the Park City website.

**D. Exceptions**

Certain contracts for goods and services shall be exempt from bidding provisions. The manager shall determine whether or not a particular contract or purchase is exempt as set forth herein.

- 1. Emergency contracts which require prompt execution of the contract because of an imminent threat to the safety or welfare of the public, of public property, or of private property; circumstances which place the City or its officers and agents in a position of serious legal liability; or circumstances which are likely to cause the City to suffer financial harm or loss, the gravity of which clearly outweighs the benefits of competitive bidding in the usual manner. The City Council shall be notified of any emergency contract which would have normally required their approval as soon as reasonably possible. Consult the Emergency Manager regarding purchases for disaster events.
- 2. Projects that are acquired, expanded, or improved under the "Municipal Building Authority Act" are not subject to competitive bidding requirements.
- 3. Purchases made from grant funds must comply with all provisions of the grant.

4. Purchases from companies approved to participate in Utah State Division of Purchasing and General Services agreements and contracts are not subject to competitive bidding requirements.
5. Purchases made via public auction.
6. Purchases from local government purchasing pools in which the City is a participant as approved by a resolution of the City Council.

## **E. General Rules**

1. **Purchases of Materials, Supplies and Services** are those items regularly purchased and consumed by the City. These items include, but are not limited to, office supplies, janitorial supplies, and maintenance contracts for repairs to equipment, asphalt, printing services, postage, fertilizers, pipes, fittings, and uniforms. These items are normally budgeted within the operating budgets. Purchases of this type do not require "formal" competitive quotations or bids. However, for purchases in excess of \$15,000 all reasonable attempts shall be made to obtain at least three written quotations and to notify via the City website any local businesses that, in the normal course of business, provide the materials, supplies or services required by the City. A written record of the source and the amount of the quotations must be kept.
2. **Purchases of Capital Assets** are "equipment type" items which would be included in a fixed asset accounting system having a material life of three years or more and costing in excess of \$5,000. These items are normally budgeted within the normal operating budgets. Purchases of this type do not require "formal" bids. All reasonable attempts shall be made to obtain at least three written quotations on all purchases of this type in excess of \$15,000. A written record of the source and the amount of the quotations must be kept. A reasonable attempt will be made to notify via the City website any local businesses that, in the normal course of business, sells the equipment required by the City.
3. **Contracts for Professional Services** are usually contracts for services performed by an independent contractor, in a professional capacity, who produces a service predominately of an intangible nature. These include, but are not limited to, the services of an attorney, physician, engineer, accountant, architectural consultant, dentist, artist, appraiser or photographer. Professional service contracts are exempt from competitive bidding. All reasonable attempts shall be made to obtain at least three written quotations on all contracts exceeding \$15,000 and to notify via the City website any local businesses that, in the normal course of business, provide the service required by the City. A written record of the source and the amount of the quotations must be kept.

The selection of professional service contracts in an amount exceeding \$25,000 shall be based on a formal documented evaluation process such

as Request for Proposals (RFP), Statement of Qualifications (SOQ), Qualification Based Selection (QBS), etc. The evaluation process should include an objective assessment, preferably by multiple reviewers, of the services needed, the abilities of the contractors, the uniqueness of the service, the cost of the service, and the general performance of the contractor. Special consideration may also be given to local businesses during the evaluation in instances where knowledge of local issues, geography, statutes, etc., may enhance the quality of service rendered.

The lowest quote need not necessarily be the successful contractor. Usually, emphasis will be placed on quality, with cost being the deciding factor when everything else is equal. The manager shall determine which contracts are professional service contracts. Major professional service contracts (\$25,000 and over) must be approved by the City Council.

4. **Contracts for Public Improvements** are usually those contracts for the construction or major repair of roads, highways, parks, water lines and systems (i.e., Public Works Projects); and buildings and building additions (i.e. Building Improvements). Where a question arises as to whether or not a contract is for public improvement, the manager shall make the determination.

**Minor public improvements (less than the amount specified by state code.):** The department shall make a reasonable attempt to obtain at least three written competitive quotations for contracts in excess of \$15,000. A written record of the source and the amount of the quotations must be kept. Procurement for all minor public improvements in excess \$25,000 shall be based on a formal documented evaluation process. The evaluation process should include, at minimum, an objective assessment of the services needed, the abilities of the contractors to perform the service and the cost of the service. A reasonable attempt will be made to notify via the City website any local businesses that, in the normal course of business, provide the public improvements required by the City. The manager may require formal bidding if it is deemed to be in the best interest of the City. Local bidder preference applies.

**Major public improvements (greater than or equal to the amount specified by state code):** Unless otherwise exempted, all contracts of this type require competitive bidding. Local bidder preference does not apply.

5. **Contracts for Professional Services, where the Service Provider is responsible for Building Improvements/Public Works Project (Construction Manager / General Contractor “CMGC” Method)** are contracts where the City contracts with a "Construction

"Manager/General Contractor" which is a contractor who enters into a contract for the management of a construction project when that contract allows the contractor to subcontract for additional labor and materials that were not included in the contractor's cost proposal submitted at the time of the procurement of the Construction Manager/General Contractor's services. It excludes a contractor whose only subcontract work not included in the contractor's cost proposal submitted as part of the procurement of construction is to meet subcontracted portions of change orders approved within the scope of the project. The CMGC contract is exempt from competitive bidding. The selection of CMGC contracts shall be based on a documented evaluation process such as a Request for Proposals (RFP), Statement of Qualifications (SOQ), Qualification Based Selection (QBS), etc. The evaluation process should include an objective assessment, preferably by multiple reviewers, of the services needed, the abilities of the contractors, the uniqueness of the service, the cost of the service, and the general performance of the contractor. Special consideration may also be given to local businesses during the evaluation in instances where knowledge of local issues, geography, statutes, etc., may enhance the quality of service rendered. The lowest quote need not necessarily be the successful contractor. Usually, emphasis will be placed on quality, with cost being the deciding factor when everything else is equal. The manager shall determine which contracts are CMGC contracts. Major CMGC contracts (over \$25,000) must be approved by the City Council. The selected CMGC will then implement all bid packages and subcontractors under a competitive bid requirement as required herein. The Project Manager will attend the award of all subcontracts which meet the threshold requirements of General Policy 12 (a) or (b) above.

6. **Ongoing Service Contracts are contracts that renew annually for services such as: cleaning services, alarm systems, and elevator maintenance etc.** Ongoing service contract renewals will not last more than a five-year span. Following the conclusion of a five-year term, contracts exceeding a total of \$25,000 will again undergo the process described in the section: E. General Rules, Subsection: 3. Contracts for Professional Services.

## **F. Formal or Competitive Bidding Provisions**

1. **Bid Specifications:** Specifications for public contracts shall not expressly or implicitly require any product by any brand name or make, nor the product of any particular manufacturer or seller, unless the product is exempt by these regulations or the City Council.
2. **Advertising Requirements:** An advertisement for bids is to be

published at least twice in a newspaper of general circulation, printed and published in the city and in as many additional issues and publications as the manager may determine, at least five days prior to the opening of bids. The advertisement shall also be posted on the Park City website and the Utah public legal notice website established by the combined efforts of Utah's newspapers. Advertising for bids relating to Class B and C road improvement projects shall be published in a newspaper of general circulation in the county at least once a week for three consecutive weeks as well as be posted on the Park City website and the Utah public legal notice website established by the combined efforts of Utah's newspapers.

All advertisements for bids shall state the following:

- a.** The date and time after which bids will not be accepted;
- b.** The date that pre-qualification applications must be filed, and the class or classes of work for which bidders must be pre-qualified if pre-qualification is a requirement;
- c.** The character of the work to be done or the materials or things to be purchased;
- d.** The office where the specifications for the work, material or things may be seen;
- e.** The name and title of the person designated for receipt of bids;
- f.** The type and amount of bid security if required;
- g.** The date, time, and place that the bids will be publicly opened.

**3. Requirements for Bids:** All bids made to the city shall comply with the following requirements:

- a.** In writing or electronically sealed;
- b.** Filed with the manager;
- c.** Opened publicly by the manager at the time designated in the advertisement and filed for public inspection;
- d.** Have the appropriate bid security attached, if required.

**4. Award of Contract:** After bids are opened, and a determination made that a contract be awarded, the award shall be made to the lowest responsible bidder. "Lowest responsible bidder" shall mean the lowest bidder who has substantially complied with all prescribed requirements and who has not been disqualified as set forth herein. The successful bidder shall promptly execute a formal contract and, if required, deliver a bond, cashier's check, or certified check to the manager in a sum equal to the contract price, together with proof of appropriate insurance. Upon execution of the contract, bond, and insurance, the bid security shall be returned. Failure to execute the contract, bond, or insurance shall result in forfeit of the bid security.

- a. Local Bidder Preference:** If the bid of a nonlocal bidder is lowest and there was a local bidder who also submitted a bid

which was within five percent (5%) of the low bid, then the contract shall be awarded to the local bidder if the bidder agrees in writing within forty-eight (48) hours after being notified of the low bid, that the bidder will meet the bid price while the bidder meets all the prescribed requirements set forth in the bid documents. If there are more than two local bidders who are within 5% then the contract shall be awarded to the local bidder which had the lowest original bid according to the procedure above.

5. **Rejection of Bids:** The manager or the City Council may reject any bid not in compliance with all prescribed requirements and reject all bids if it is determined to be in the best interest of the City.
6. **Disqualification of Bidders:** The manager, upon investigation, may disqualify a bidder if he or she does not comply with any of the following:
  - a. The bidder does not have sufficient financial ability to perform the contract;
  - b. The bidder does not have equipment available to perform the contract;
  - c. The bidder does not have key personnel available, of sufficient experience, to perform the contract;
  - d. The person has repeatedly breached contractual obligations with public and private agencies;
  - e. The bidder fails to comply with the requests of an investigation by the manager.
7. **Pre-qualification of Bidders:** The City may require pre-qualification of bidders. Upon establishment of the applicant's qualifications, the manager shall issue a qualification statement. The statement shall inform the applicant of the project for which the qualification is valid, as well as any other conditions that may be imposed on the qualification. It shall advise the applicant to notify the manager promptly if there has been any substantial change of conditions or circumstances which would make any statement contained in the pre-qualification application no longer applicable or untrue. If the manager does not qualify an applicant, written notice to the applicant is required, stating the reasons the pre-qualification was denied, and informing the applicant of his right to appeal the decision within five business days after receipt of the notice. Appeals shall be made to the City Council. The manager may, upon discovering that a pre-qualified person is no longer qualified, revoke pre-qualification by sending notification to the person. The notice shall state the reason for revocation and inform the person that revocation will be effective immediately.

8. **Appeals Procedure:** Any supplier, vendor, or contractor who determines that a decision has been made adversely to him, by the City, in violation of these regulations, may appeal that decision to the City Council. The complainant contractor shall promptly file a written appeal letter with the manager, within five working days from the time the alleged incident occurred. The letter of appeal shall state all relevant facts of the matter and the remedy sought. Upon receipt of the notice of appeal, the manager shall forward the appeal notice, his investigation of the matter, and any other relevant information to the City Council. The City Council shall conduct a hearing on the matter and provide the complainant an opportunity to be heard. A written decision shall be sent to the complainant.

## **CHAPTER 6 - OTHER POLICIES**

### **PART I - DEBT MANAGEMENT**

- A.** The City will not obligate the General Fund to secure long-term financing except when marketability can be significantly enhanced.
- B.** Direct debt will not exceed 2% of assessed valuation.
- C.** An internal feasibility analysis will be prepared for each long-term financing activity that analyzes the impact on current and future budgets for debt service and operations. This analysis will also address the reliability of revenues to support debt service.
- D.** The City will generally conduct financing on a competitive basis. However, negotiated financing may be used due to market volatility or the use of an unusual or complex financing or security structure.
- E.** The City will seek an investment grade rating (Baa/BBB or greater) on any direct debt and credit enhancements, such as letters of credit or insurance, when necessary for marketing purposes, availability, and cost-effectiveness.
- F.** The City will annually monitor all forms of debt, coincident with the City's budget preparation and review process, and report concerns and remedies, if needed, to the Council.
- G.** The City will diligently monitor its compliance with bond covenants and ensure its adherence to federal arbitrage regulations.
- H.** The City will maintain good communications with bond rating agencies regarding its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus.

### **PART II - POST-ISSUANCE COMPLIANCE PROCEDURE AND POLICY FOR TAX-EXEMPT GOVERNMENTAL BONDS**

The City of Park City (the “City”) issues tax-exempt governmental bonds to finance capital improvements. As an issuer of tax-exempt governmental bonds, the City is required by the terms of Sections 103 and 141-150 of the Internal Revenue Code of 1986, as amended (the “Code”), and the Treasury Regulations promulgated there under (the “Treasury Regulations”), to take certain actions subsequent to the issuance of such bonds to ensure the continuing tax-exempt status of such bonds. In addition, Section 6001 of the Code and Section 1.6001-1(a) of the

Treasury Regulations, impose record retention requirements on the City with respect to its tax-exempt governmental bonds. This Post-Issuance Compliance Procedure and Policy for Tax-Exempt Governmental Bonds (the “Policy”) has been approved and adopted by the City to ensure that the City complies with its post-issuance compliance obligations under applicable provisions of the Code and Treasury Regulations.

- A.** Effective Date and Term. The effective date of this Policy is the date of approval by the City Council of the City (June 16, 2011) and shall remain in effect until superseded or terminated by action of the City Council.
- B.** Responsible Parties. The Finance Manager of the City shall be the party primarily responsible for ensuring that the City successfully carries out its post-issuance compliance requirements under applicable provisions of the Code and Treasury Regulations. The Finance Manager will be assisted by the staff of the Finance Department of the City and by other City staff and officials when appropriate. The Finance Manager of the City will also be assisted in carrying out post-issuance compliance requirements by the following organizations:
  - (1) Bond Counsel (the law firm primarily responsible for providing bond counsel services for the City);
  - (2) Financial Advisor (the organization primarily responsible for providing financial advisor services to the City);
  - (3) Paying Agent (the person, organization, or City officer primarily responsible for providing paying agent services for the City); and
  - (4) Rebate Analyst (the organization primarily responsible for providing rebate analyst services for the City).

The Finance Manager shall be responsible for assigning post-issuance compliance responsibilities to members of the Finance Department, other staff of the City, Bond Counsel, Paying Agent, and Rebate Analyst. The Finance Manager shall utilize such other professional service organizations as are necessary to ensure compliance with the post-issuance compliance requirements of the City. The Finance Manager shall provide training and educational resources to City staff that are responsible for ensuring compliance with any portion of the post-issuance compliance requirements of this Policy.

- C.** Post-Issuance Compliance Actions. The Finance Manager shall take the following post-issuance compliance actions or shall verify that the following post-issuance compliance actions have been taken on behalf of the City with respect to each issue of tax-exempt governmental bonds issued by the City:
  - (1) The Finance Manager shall prepare a transcript of principal documents (this action will be the primary responsibility of Bond Counsel).

- (2) The Finance Manager shall file with the Internal Revenue Service (the “IRS”), within the time limit imposed by Section 149(e) of the Code and applicable Treasury Regulations, an Information Return for Tax-Exempt Governmental Obligations, Form 8038-G (this action will be the primary responsibility of Bond Counsel).
- (3) The Finance Manager, in consultation with Bond Counsel, shall identify proceeds of tax-exempt governmental bonds that must be yield-restricted and shall monitor the investments of any yield-restricted funds to ensure that the yield on such investments does not exceed the yield to which such investments are restricted.
- (4) In consultation with Bond Counsel, the Finance Manager shall determine whether the City is subject to the rebate requirements of Section 148(f) of the Code with respect to each issue of tax-exempt governmental bonds. In consultation with Bond Counsel, the Finance Manager shall determine, with respect to each issue of tax-exempt governmental bonds of the City, whether the City is eligible for any of the temporary periods for unrestricted investments and is eligible for any of the spending exceptions to the rebate requirements. The Finance Manager shall contact the Rebate Analyst (and, if appropriate, Bond Counsel) prior to the fifth anniversary of the date of issuance of each issue of tax-exempt governmental bonds of the City and each fifth anniversary thereafter to arrange for calculations of the rebate requirements with respect to such tax-exempt governmental bonds. If a rebate payment is required to be paid by the City, the Finance Manager shall prepare or cause to be prepared the Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate, Form 8038-T, and submit such Form 8038-T to the IRS with the required rebate payment. If the City is authorized to recover a rebate payment previously paid, the Finance Manager shall prepare or cause to be prepared the Request for Recovery of Overpayments Under Arbitrage Rebate Provisions, Form 8038-R, with respect to such rebate recovery, and submit such Form 8038-R to the IRS.
- (5) The City has issued direct pay Build America Bonds. In consultation with the Paying Agent, the Finance Manager shall prepare or cause to be prepared the Return for Credit Payments to Issuers of Qualified Bonds, Form 8038-CP, to request subsidy payments with respect to interest payable on the bonds and submit such Form 8038-CP to the IRS.

**D.** Procedures for Monitoring, Verification, and Inspections. The Finance Manager shall institute such procedures as the Finance Manager shall deem necessary and appropriate to monitor the use of the proceeds of tax-exempt governmental bonds issued by the City, to verify that certain post-issuance compliance actions have been taken by the City, and to provide for the inspection of the facilities financed with the proceeds of such bonds. At a minimum, the Finance Manager shall establish the following procedures:

- (1) The Finance Manager shall monitor the use of the proceeds of tax-exempt

governmental bonds to: (i) ensure compliance with the expenditure and investment requirements under the temporary period provisions set forth in Treasury Regulations, Section 1.148- 2(e); (ii) ensure compliance with the safe harbor restrictions on the acquisition of investments set forth in Treasury Regulations, Section 1.148-5(d); (iii) ensure that the investments of any yield-restricted funds do not exceed the yield to which such investments are restricted; and (iv) determine whether there has been compliance with the spend-down requirements under the spending exceptions to the rebate requirements set forth in Treasury Regulations, Section 1.148-7.

- (2) The Finance Manager shall monitor the use of all bond financed facilities in order to:
  - (i) determine whether private business uses of bond-financed facilities have exceeded the *de minimus* limits set forth in Section 141(b) of the Code as a result of leases and subleases, licenses, management contracts, research contracts, naming rights agreements, or other arrangements that provide special legal entitlements to nongovernmental persons; and (ii) determine whether private security or payments that exceed the *de minimus* limits set forth in Section 141(b) of the Code have been provided by nongovernmental persons with respect to such bond-financed facilities.
  - (3) The Finance Manager shall undertake with respect to each outstanding issue of tax- exempt governmental bonds of the City an annual review of the books and records maintained by the City with respect to such bonds.

E. Record Retention Requirements. The Finance Manager shall collect and retain the following records with respect to each issue of tax-exempt governmental bonds of the City and with respect to the facilities financed with the proceeds of such bonds: (i) audited financial statements of the City; (ii) appraisals, demand surveys, or feasibility studies with respect to the facilities to be financed with the proceeds of such bonds; (iii) publications, brochures, and newspaper articles related to the bond financing; (iv) trustee or paying agent statements; (v) records of all investments and the gains (or losses) from such investments; (vi) paying agent or trustee statements regarding investments and investment earnings; (vii) reimbursement resolutions and expenditures reimbursed with the proceeds of such bonds; (viii) allocations of proceeds to expenditures (including costs of issuance) and the dates and amounts of such expenditures (including requisitions, draw schedules, draw requests, invoices, bills, and cancelled checks with respect to such expenditures); (ix) contracts entered into for the construction, renovation, or purchase of bond-financed facilities; (x) an asset list or schedule of all bond-financed depreciable property and any depreciation schedules with respect to such assets or property; (xi) records of the purchases and sales of bond-financed assets; (xii) private business uses of bond-financed facilities that arise subsequent to the date of issue through leases and subleases, licenses, management contracts, research contracts, naming rights agreements, or other arrangements that provide special legal entitlements to nongovernmental persons and copies of any such agreements or instruments; (xiii) arbitrage rebate reports and records of rebate and yield reduction payments; (xiv) resolutions or other actions taken by the governing body subsequent to the date of issue with respect to such bonds; (xv) formal elections authorized by the Code or Treasury Regulations that are taken with respect to such bonds; (xvi) relevant correspondence relating to such bonds; (xvii) documents related to guaranteed

investment contracts or certificates of deposit entered into subsequent to the date of issue; (xviii) copies of all Form 8038-Ts, 8038-CPs and Form 8038-Rs filed with the IRS; and (xix) the transcript prepared with respect to such tax-exempt governmental bonds.

The records collected by the Finance Manager shall be stored in any format deemed appropriate by the Finance Manager and shall be retained for a period equal to the life of the tax-exempt governmental bonds with respect to which the records are collected (which shall include the life of any bonds issued to refund any portion of such tax-exempt governmental bonds or to refund any refunding bonds) plus three (3) years.

- F.** Remedies. In consultation with Bond Counsel, the Finance Manager shall become acquainted with the remedial actions under Treasury Regulations, Section 1.141-12, to be utilized in the event that private business use of bond-financed facilities exceeds the *de minimis* limits under Section 141(b)(1) of the Code. In consultation with Bond Counsel, the Finance Manager shall become acquainted with the Tax Exempt Bonds Voluntary Closing Agreement Program described in Notice 2008-31, 2008-11 I.R.B. 592, to be utilized as a means for an issuer to correct any post issuance infractions of the Code and Treasury Regulations with respect to outstanding tax-exempt bonds.
- G.** Continuing Disclosure Obligations. In addition to its post-issuance compliance requirements under applicable provisions of the Code and Treasury Regulations, the City has agreed to provide continuing disclosure, such as annual financial information and material event notices, pursuant to a continuing disclosure certificate or similar document (the “Continuing Disclosure Document”) prepared by Bond Counsel and made a part of the transcript with respect to each issue of bonds of the City that is subject to such continuing disclosure requirements. The Continuing Disclosure Documents are executed by the City to assist the underwriters of the City’s bonds in meeting their obligations under Securities and Exchange Commission Regulation, 17 C.F.R. Section 240.15c2-12, as in effect and interpreted from time to time (“Rule 15c2-12”). The continuing disclosure obligations of the City are governed by the Continuing Disclosure Documents and by the terms of Rule 15c2-12. The Finance Manager is primarily responsible for undertaking such continuing disclosure obligations and to monitor compliance with such obligations.
- H.** Other Post-Issuance Actions. If, in consultation with Bond Counsel, Financial Advisor, Paying Agent, Rebate Analyst, the City Manager, the City Attorney, or the City Council, the Finance Manager determines that any additional action not identified in this Policy must be taken by the Finance Manager to ensure the continuing tax-exempt status of any issue of governmental bonds of the City, the Finance Manager shall take such action if the Finance Manager has the authority to do so. If, after consultation with Bond Counsel, Financial Advisor, Paying Agent, Rebate Analyst, the City Manager, the City Attorney, or the City Council, the Finance Manager and the City Manager determine that this Policy

must be amended or supplemented to ensure the continuing tax-exempt status of any issue of governmental bonds of the City, the City Manager shall recommend to the City Council that this Policy be so amended or supplemented.

- I.** **Taxable Governmental Bonds.** Most of the provisions of this Policy, other than the provisions of Section 7 and Section 3(e), are not applicable to governmental bonds the interest on which is includable in gross income for federal income tax purposes. On the other hand, if an issue of taxable governmental bonds is later refunded with the proceeds of an issue of tax-exempt governmental refunding bonds, then the uses of the proceeds of the taxable governmental bonds and the uses of the facilities financed with the proceeds of the taxable governmental bonds will be relevant to the tax-exempt status of the governmental refunding bonds. Therefore, if there is any reasonable possibility that an issue of taxable governmental bonds may be refunded, in whole or in part, with the proceeds of an issue of tax-exempt governmental bonds then, for purposes of this Policy, the Finance Manager shall treat the issue of taxable governmental bonds as if such issue were an issue of tax-exempt governmental bonds and shall carry out and comply with the requirements of this Policy with respect to such taxable governmental bonds. The Finance Manager shall seek the advice of Bond Counsel as to whether there is any reasonable possibility of issuing tax-exempt governmental bonds to refund an issue of taxable governmental bonds.
- J.** **IRS Examination.** In the event the Internal Revenue Service (“IRS”) commences an examination of an obligation, the Finance Manager shall inform the City Manager, City Attorney and City Council of such event and is authorized to respond to inquiries of the IRS and, if necessary, to hire outside, independent professional counsel to assist in the response to the examination.

## **PART III - TRAFFIC CALMING POLICY (ADOPTED JULY 15, 2002)**

The Traffic Calming Policy and adopted traffic calming programs will provide residents an opportunity to evaluate the requirements, benefits, and tradeoffs of using various traffic calming measures and techniques within their own neighborhood. The policy outlines the many ways residents, businesses and the City can work together to help keep neighborhood streets safe.

### **A. Goals**

- 1.** Improve the quality of life in neighborhoods
- 2.** Improve conditions for pedestrians and all non-motorized movements
- 3.** Create safe and attractive streets
- 4.** Reduce accidents
- 5.** Reduce the impact of motorized vehicles within a neighborhood
- 6.** Balance the transportation needs of the various land uses in and around a neighborhood

7. Promote partnerships with Summit County, UDOT, and all other agencies involved with traffic calming programs

## **B. Objectives**

1. Encourage citizen involvement in traffic calming programs
2. Slow the speeds of motor vehicles
3. Improve the real and perceived safety for non-motorized users of the street
4. Incorporate the preference and requirements of the people using the area
5. Promote pedestrian, cycle, and transit use
6. Prioritize traffic calming requests

## **C. Fundamental Principles**

1. Reasonable automobile access should be maintained. Traffic calming projects should encourage and enhance the appropriate behavior of drivers, pedestrian, cyclists, transit, and other users of the public right-of-way without unduly restricting appropriate access to neighborhood destinations.
2. Reasonable emergency vehicle access must be preserved.
3. The City shall employ the appropriate use of traffic calming measures and speed enforcement to achieve the Policy objectives. Traffic calming devices (speed humps, medians, curb extensions, and others) shall be planned and designed in keeping with sound engineering and planning practices. The Public Works departments shall direct the installation and maintenance of traffic control devices (signs, signals, and markings) as needed to accomplish the project, in compliance with the municipal code and pertinent state and federal regulations.
4. To implement traffic calming programs, certain procedures shall be followed by the City in processing requests according to applicable codes and related policies within the limits of available resources. At a minimum, the procedures shall provide for:
  - a. A simple process to propose traffic calming measures
  - b. A system for staff to evaluate proposals
  - c. Citizen participation in program development and evaluation
  - d. Communication of any test results and specific findings to area residents and affected neighborhood organizations
  - e. Strong neighborhood support before installation of permanent traffic management devices
  - f. Using passive traffic controls as a first effort to solve most neighborhood speed problems
5. Time frames - All neighborhood requests will be acknowledged within 72 hours from the initial notification of the area of traffic concern. Following that, the time required by all parties involved will be dependent on the issue brought forward. It is expected that both City Staff and the requesting parties will act in a responsive and professional manner.

## **C. Communication Protocols**

Park City Municipal Corporation will identify a Traffic Calming Project Manager to

facilitate the communications and program steps deemed appropriate. The Project Manager will be the point person for all communications with the requesting neighborhood and internally with a Traffic Calming Program Review Committee. The Traffic Calming Program Review Committee will evaluate and recommend the action steps to be taken. The Review Committee will be comprised of the following people:

- 1** Public Works Director
- 2** City Engineer
- 3** Police Department Representative - appointed by the Police Chief
- 4** Traffic Calming Project Manager - appointed by the Public Works Director

All coordination efforts, enforcement measures, and follow through responsibilities will be under the supervision of the Traffic Calming Project Manager.

#### **D. Eligibility**

All city streets are eligible to participate in a Traffic Calming Program. Any traffic management techniques desired to be used on Utah Department of Transportation (UDOT) owned streets must be approved by UDOT.

#### **E. Funding Alternatives**

- 1** 100% Neighborhood Funding
- 2** Capital Improvement Program
- 3** Neighborhood Matching Grants
- 4** City Traffic Calming Program Funds

#### **F. Procedures**

**Phase I:** Phase I consists of implementing passive traffic controls.

- 1** **Initiation:** Neighborhood complaint must include petition signed by at least 5 residents or businesses in the area to initiate Phase I of a traffic calming program.
- 2** **Phase I First Meeting:** Neighborhood meeting is held to determine goals of a traffic calming program, initiate community education, initiate staff investigation of non-intrusive traffic calming measures, discuss options, estimate of cost, timing, and process.
- 3** **Phase I Implementation:**
  - a.** The Traffic Calming Program Review Committee reviews signing, striping, and general traffic control measures. Minimum actions include Residential Area signs, speed limit signs, review of striping, review of stop sign placement, review of turn

restrictions, and review of appropriate traffic control devices.

- b.** Community watch program initiated. This program includes neighbors calling police to request increased speed limit enforcement, neighbors disseminating flyers printed by the City reminding the community to slow down, community watch for commercial or construction vehicles, etc.
- c.** Targeted police enforcement will begin to include real time speed control.

**4** **Phase I Evaluation:** Evaluation of Phase I actions will occur over a 3 to 9 month period. Evaluation will include visual observations by residents and staff.

**5. Phase I Neighborhood Evaluation Meeting:** Phase I evaluation meeting will be held to discuss results of Phase I. It will be important that the City staff and the current residents also contact the relevant property owners to obtain their opinions and thoughts prior to taking any next steps.

**Phase II:**

- 1. Phase II Initiation:** Twenty-five percent (25%) of the residents within the proposed neighborhood area can request the initiation of Phase II.
- 2. Define Neighborhood Boundary:** A neighborhood will include all residents or businesses with direct access on streets to be evaluated by Phase II implementation. Residents or businesses with indirect access on streets affected by Phase II implementation will be included in neighborhood boundary only at the discretion of staff.
- 3. Phase II Data Collection and Ranking:** Staff performs data collection to evaluate and rank neighborhood problems and the ability to solve problems. Data collection will include the following and will result in a quantitative ranking.

Criteria	Points	Basis Point Assignment
Speed data (48 hour)	30	Extent by which the 85 <sup>th</sup> percentile traffic speed exceeds the posted speed limit (2 points per 1 mph)
Volume data (48 hour)	25	Average daily traffic volumes (1 point per 100 vehicles, minimum of 500 vpd)
Accident data (12 month)	20	Accidents caused by speeding (8 points per accident)

Proximity to schools or other active public venues	5	Points assigned if within 300 feet of a school or other active public venue
Pedestrian crossing, bicycle routes, & proximity of pedestrian generators	5	Points assigned based on retail, commercial, and other pedestrian generators.
Driveway spacing	5	For the study area, if large spaces occur between driveways, 5 points will be awarded. If more than three driveways fall within a 100 foot section of the study area, no points will be provided.
No sidewalks	10	Total points assigned if there is no continuous sidewalk on either side of the road.
Funding Availability	50	50 points assigned if the project is in the CIP or 100% funding by the neighborhood. Partial funding of 50% or more by the neighborhood 25 points, partial funding of 10 to 50% by the neighborhood 10 points.
Years on the list	25	5 points for each year
<b>Total Points Possible</b>	<b>175</b>	maximum points available

4. **Phase II Implementation Recommendation:** The Traffic Calming Project Review Committee proposes Phase II traffic calming implementation actions and defines a project budget.
5. **Phase II Consensus Meeting:** A neighborhood meeting is held to present a Phase II implementation proposal including project budget, possible time frame, discuss temporary installation, etc. The estimated time frame is one to three years depending on funding availability.
6. **Phase II Petition:** Residents and businesses in neighborhood boundary are mailed/or hand delivered a petition by the City identifying Phase II actions, cost, and explanation of implications of vote. Petition provides ability to vote yes, no, or not return petition. Unreturned petitions count as no votes. Resident support for traffic calming is defined as 67 percent positive response. No more than four weeks is allowed for the return of a petition.
7. **Phase II Implementation:** Permanent installation will be implemented after the approval of funding by the City Council. Implemented actions will be continually monitored based on visual observation and accident data.
8. **Post Project Evaluation:** City staff will review impacts on traffic to determine if goals were met. Neighborhoods will have an opportunity to review data and provide comment.

9. **Removal (if required):** The Traffic Calming Program Review Committee will authorize removal of improvements upon receiving a petition showing 75 percent support by the neighborhood. Removal costs in all or part may be assessed to the defined neighborhood boundaries.

## **G. Traffic Management Devices (Definitions)**

1. **Passive Controls** consist of traffic control mechanisms that are not self-regulating. To be effective it is necessary for drivers to abide by traffic control devices.
  - a. Stop Signs - used to assign right-of-ways at intersections and where irremovable visibility restrictions exist.
  - b. Speed Limit Signs - sometimes installed as traffic calming mechanism. Numerous speed limit signs reinforce the posted speed.
  - c. Turn Prohibition Signs - used to prevent traffic from entering a street, thereby reducing traffic volumes.
  - d. Neighborhood Announcement Signs - used to advise the entering vehicles that they are moving through a particular type of neighborhood. Specific supplementary messages can also be placed here.
2. **Positive Physical Controls:**
  - a. Medians Islands - used to constrict travel lane width and provide an area for additional landscaping and signage.
  - b. Bulb-Outs (Chokers/Curb Extensions) - physical constrictions constructed adjacent to the curb at both intersections and mid-block locations making pedestrian crossings easier and space for additional landscaping and signage.
  - c. Speed Humps - are vertical changes in the pavement surface that force traffic to slow down in order to comfortably negotiate that portion of the street.
  - d. Chicanes - are a set of two or three landscaped curb undulations that extend out into the street. Chicanes narrow the street encouraging drivers to drive more slowly.
  - e. Traffic Circles and Roundabouts - circular islands located in the middle of street intersections that force traffic to deflect to the right, around a traffic island, in order to perform any movement through the intersection tending to slow the traffic speeds.
  - f. Rumble Strips - changes in the elevation of the pavement surface and/or changes in pavement texturing which are much less pronounced than speed humps.
  - g. Diverters - physical obstructions in intersections which force motorists to turn from the traveled way onto an adjacent intersecting street thereby reducing volume.

### **3. Driver Perception/Psychology:**

- a.** Landscaping - the most effective way to change the perception of a given street environment.
- b.** Crosswalks - can be used to alter the perception of a street corridor and at the same time enhance the pedestrian environment.  
Flashing Warning Beacons - can be used to alter driver psychology.  
Real-time Speed Display - used to inform drivers of actual speed they are traveling.
- c.** Increased Enforcement - additional enforcement of regulations either by law enforcement personnel or citizen volunteer groups.
- d.** Pavement Markings - used to guide motorists, delineate on-street parking areas or create the impression of a narrowed roadway, all in an effort to slow traffic speeds.

## **PART IV - SPECIAL EVENTS SERVICES**

The City's role in supporting special events encompasses a wide range of services. Depending on the size and impact of a given special event the City may be required to provide:

- Police Services (Crowd, Traffic and Access control).
- Transit Services (Enhanced frequency or capacity).
- Parks Services (Field maintenance, Grounds maintenance, Trash).
- Streets Services (Street Sweeping, Electronic signage, Barricades).
- Parking Services (Special use of parking, Parking enforcement).
- Building Services (Inspections and Code enforcement).
- Special Events and Facilities Services (Facility leases).

Some of these services can be provided without incremental cost or loss of revenues. However, most special events services do have an impact on departmental budgets in the form of overtime labor, equipment, materials, or foregone revenue. The purpose of this policy is to ensure departments are properly funded to provide the special event support they are tasked with providing.

#### **A. Procedures for Amending Departmental Budgets**

For budgeting purposes special events can be categorized into two groups:

- 1.** Those events that are managed under multi-year contracts with the City
- 2.** Those year to year or one-time events whose size and scope do not justify long term contracts.

## **B. Events Managed Under Multi-Year Contracts**

For these events, Departments shall request budget adjustments during the first budget process after these agreements are signed. These budget adjustments will be based upon the level of services outlined in the special event contract and will remain in the budget only for the term of the contract.

## **C. Year to Year or One Time Events**

For those events for which long term agreements do not exist the costs for providing services shall be estimated and included within Council's or the City Manager's review of the application. If through the approval process fees are waived these calculations will then serve as the justification for a one-time budget adjustment during the next budget process.

## **D. Funding Mechanisms for Special Event Budget Increases**

The City uses a three tiered approach to fund special event services. Those three tiers are:

- 1. Special Event Fees**
- 2. Economic Benefit Offset**
- 3. Other General Fund Resources**

## **E. Special Event Fees**

Pre-approved fees will be set to recoup the incremental cost of providing the City services detailed in an event Master Festival or Special Event application. If an event requests and receives approval for a waiver of any or all fees, the City will first look to an Economic Benefit Offset to provide funding in lieu of the waived fees.

## **F. Economic Benefit Offset (EBO):**

The economic benefit offset (EBO) of a given event can only be calculated for those events which are known to have a significant impact on sales tax collections and have at least one year of history to analyze. The EBO of an event is calculated using historic sales tax collection data to measure incremental sales tax growth attributable to that event. In the past Council has indicated a willingness to waive fees for up to half the incremental sales tax gained from major special events. The SEBC recommends that Council formally adopt this 50 percent waiver limit. If the Economic Benefit Offset is inadequate (on a fund specific basis) to offset waived fees, the City will then look to other General Fund sources to provide funding in lieu of waived fees.

## **G. Other General Fund Resources**

When the economic benefit of a special event (on a fund specific basis) cannot be calculated or is inadequate to offset the amount of waived fees, the SEBC recommends the City identify other general fund sources to offset any waived

fees. Staff will communicate available sources to Council or the City Manager when presenting Master Festival or Special Event applications that contain a fee waiver request.

## **PART V – GASB 54 FUND BALANCE PURPOSE**

This Fund Balance Policy establishes procedures for reporting fund balance classifications and establishes a hierarchy of fund balance expenditures for governmental type funds. The policy also authorizes and directs the Finance Manager to prepare financial reports, which accurately categorize fund balance per Governmental Accounting Standards Board Statement No. 54: *Fund Balance Reporting and Governmental Fund Type Definitions* (GASB 54).

### **I. FUND BALANCE COMPONENTS**

Fund balance is essentially the difference between the assets and liabilities reported in a governmental fund. GASB 54 establishes the following five components of fund balance, each of which identifies the extent to which the City is bound to honor constraints on the specific purposes for which amounts can be spent.

#### **A. Non-spendable Fund Balance**

The non-spendable fund balance classification includes amounts that cannot be spent because they are either (a) not in a spendable form or (b) legally or contractually required to be maintained intact. The “not spendable form” criterion includes items that are not expected to be converted to cash, for example, inventories and prepaid amounts. It also includes the long-term amount of loans and notes receivable.

#### **B. Restricted Fund Balance**

The restricted fund balance classification includes amounts that reflect constraints placed on the use of resources (other than non-spendable items) that are either (a) externally imposed by creditors (such as through bonded debt reserve funds required pursuant to debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

#### **C. Committed Fund Balance**

The committed fund balance classification includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government’s highest level of decision-making authority. Those committed amounts cannot be used for any other purpose unless the government removes or changes the specific use by taking the same type of action (for example ordinance) it employed to previously commit those amounts. Committed fund balance also should incorporate contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements. City Council action of passing an ordinance to commit fund balance needs to occur within the fiscal reporting period; however, the

amount can be determined subsequently.

#### **D. Assigned Fund Balance**

The assigned fund balance classification includes amounts that are constrained by the government's intent to be used for specific purposes, but that are neither restricted nor committed. Such intent needs to be established by (a) the governing body itself or (b) a body or official to which the governing body has delegated the authority to assign amounts to be used for specific purposes.

#### **E. Unassigned Fund Balance**

The unassigned fund balance classification includes amounts that do not fall into one of the above four categories. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed or assigned to specific purposes within the general fund. The general fund is the only fund that should report this category of fund balance.

### **II. HIERARCHY OF SPENDING FUND BALANCE**

The City's current fund balance practice provides that restricted fund balance be spent first when expenditure is incurred for which both restricted and unrestricted fund balance is available. Similarly, when expenditure is incurred for purposes for which amounts in any of the unrestricted classifications of fund balance can be used; committed amounts are to be spent first, followed by assigned amounts and then unassigned amounts. GASB 54 mandates that this hierarchy of expending fund balance be reported in new categories, using new terminology, and be formally adopted by the City Council. It should be noted that the new categories only emphasize the extent which the City is bound to honor expenditure constraints and the purposes for which amounts can be spent. The total reported fund balance would remain unchanged.

### **III. COMPARISON OF PAST PRACTICE AND GASB 54 FUND BALANCE TYPES**

#### **A. General Fund**

Past Practice Definition – The general fund is used to account for all financial resources not accounted for in another fund.

GASB 54 Definition – The general fund is used to account for all financial resources not accounted for in another fund.

#### **B. Special Revenue Funds**

Past Practice Definition – Special revenue funds account for proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes.

GASB 54 Definition – Special revenue funds are used to account for and report the

proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. The term “proceeds of specific revenue sources” establishes that one or more specific restricted or committed revenues should be the foundation for a special revenue fund.

### **C. Capital Projects**

Past Practice Definition – Capital project funds account for financial resources to be used for the acquisition or construction of major capital facilities.

GASB 54 Definition – Capital project funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Capital project funds exclude those types of capital related outflows financed by proprietary funds, or for assets that will be held in trust for individuals, private organizations, or other governments.

### **D. Debt Service**

Past Practice Definition – Debt service funds account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

GASB 54 Definition – Debt service funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest.

## **PART VI – Live Park City – Lite Deed Restriction Program**

The City Council may appropriate funds dedicated to the purchase of deed restrictions for housing vitality and preservation within the City limits of Park City. The Live Park City housing program purchases deed restrictions that require owner occupancy or long-term rental of the property. The disbursement of funds will be administered by the City Manager and based on the recommendation of an Advisory Board created by City Council and following program criteria established by the Housing Department and adopted by City Council. The Advisory Board has the authority to award recommendations and to enter and negotiate individual deed restrictions, subject to approval by the City Manager provided the funds being provided is less than \$200,000. If the home funds in an application exceeds \$200,000, the authority to approve a deed restriction and delegate funds is subject to City Council approval.



# FUND STRUCTURE

All City funds are accounted for in accordance with Generally Accepted Accounting Principles (GAAP).

## General Fund

The General Fund is the principal fund of the City. The General Fund accounts for the normal recurring activities of the City (i.e., police, public works, community development, library, recreation, and general government). These activities are funded principally by user fees, and property, sales, and franchise taxes. Accounting records and budgets for governmental fund types are prepared and maintained on a modified accrual basis. Revenues are recorded when available and measurable. Expenditures are prepared and recorded when services or goods are received, and the liabilities are incurred.

## Enterprise Funds

The Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private businesses. Accounting records for proprietary fund types are maintained on an accrual basis. Budgets for all enterprise funds are prepared on a modified accrual basis. Depreciation is not budgeted for in the City's enterprise funds. Included are the following:

- Water Fund - Accounts for the operation of the City's water utilities, including debt service on associated water revenue bonds.
- Transportation and Parking Fund - Accounts for the operation of the City's public transportation (bus and trolley) system and parking programs.
- Golf Course Fund - Accounts for the operation of the City's golf course.
- Storm Water Fund – Accounts for the operations and capital of the City's storm water utilities, including debt service on associated storm water revenue bonds.

## Debt Service Funds

Accounting records and budgets for all debt service funds are prepared on a modified accrual basis.

### Park City General Long-Term Debt Service Fund

The fund accounts for the accumulation of money for the repayment of the 1988, 1993 and 1999 A, 2000, 2005, and 2008 General Obligation Bonds and the 1992 Excise Tax Revenue Bond (Class "C"). The sources of revenue are property and fuel tax.

### Sales Tax Revenue Debt Service Fund

This fund accounts for the accumulation of money for the repayment of the 2005 Series A & B Sales Tax Revenue Bonds. The sources of revenue are sales tax, some RDA proceeds, and Parks and Public Safety impact fees.

### Redevelopment Agency Debt Service Fund

This fund accounts for the accumulation of money for the repayment of 1997 Main Street refunding bonds and the series 1998 Lower Park Avenue Bonds. The principal source of revenue is property tax increment from the redevelopment area.

### Municipal Building Authority Debt Service Fund

This fund accounts for the accumulation of money for the repayment of the 1990, 1994, and 1996 series Lease Revenue Bonds. Rent is transferred from other funds of the City that lease assets from the Municipal Building Authority.

## **Internal Service Funds**

Accounting records for all internal service funds are prepared on an accrual basis. Budgets for all internal service funds are prepared on a modified accrual basis. Depreciation is not budgeted for in the City's internal service funds. The internal service funds are used to account for the financing and operation of services provided to various City departments and other governments on a cost-reimbursement basis.

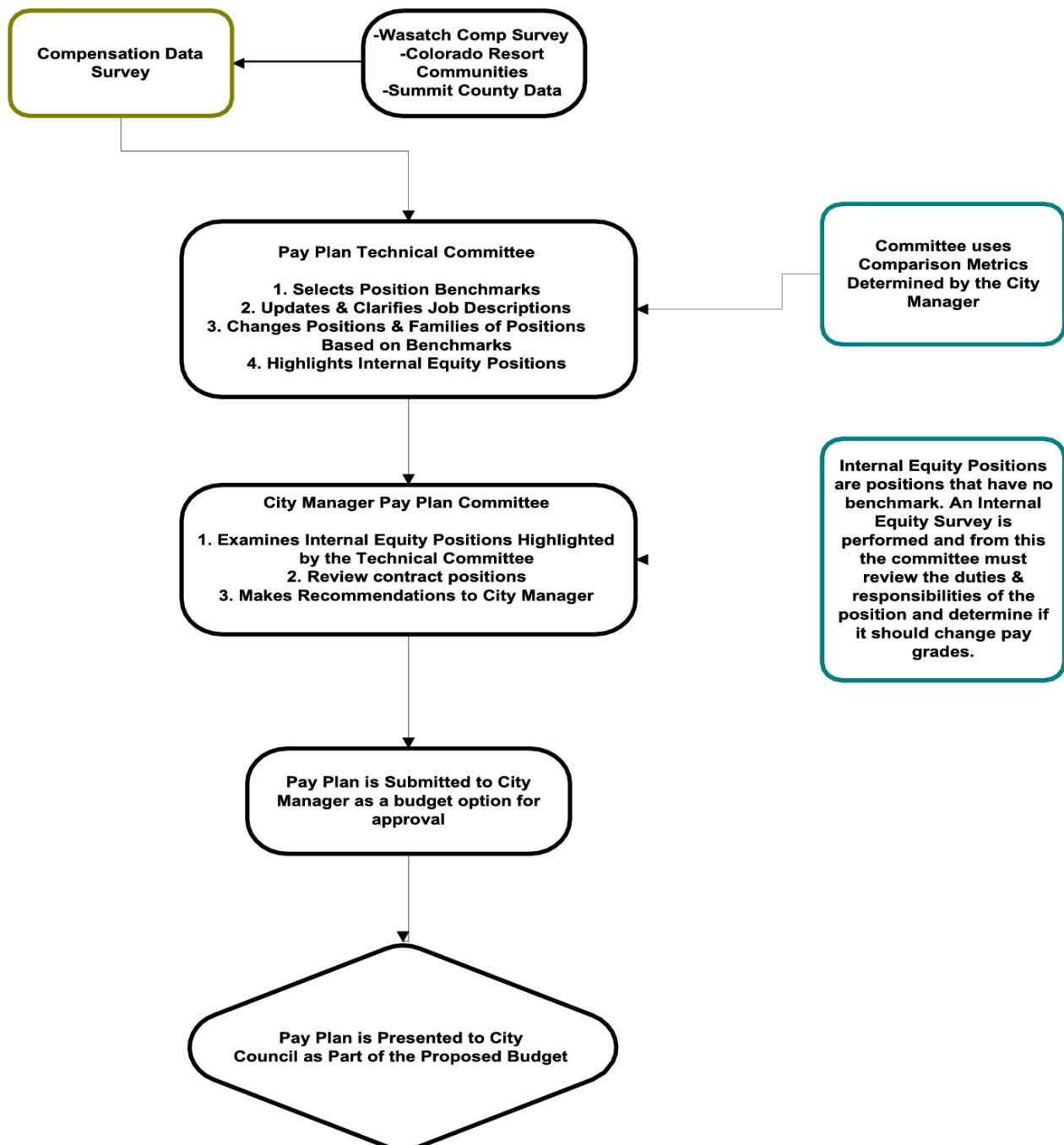
Included are the following:

- Fleet Fund - Accounts for the cost of storage, repair, and maintenance of City-owned vehicles.
- Equipment Replacement Fund - Accounts for the accumulation of resources for the future replacement of fixed assets through a rental charge-back system.
- Self-Insurance Fund - Accounts for the establishment of self-insured programs including Workers' Compensation, Unemployment Compensation, and liability insurance.

## **Capital Project Funds**

Accounting records and budgets for all capital project funds are prepared and maintained on a modified accrual basis. The capital project funds are used to account for the construction of major capital projects not included in the proprietary funds. The Capital Improvement Fund is used to account for capital projects of the City's general government. The Municipal Building Authority and the Redevelopment Agency also have separate capital project funds. The City has undertaken a major prioritization process for its CIP projects. This budget reflects that prioritization.

## Pay Plan Process



# **Historic Grant Study**

**Park City  
Planning Department**

**2018**



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## Foreword from the Mayor

Park City's historic architecture contributes to our sense of place while paying tribute to our industrial mining history. We have the opportunity to embrace our past through our historic preservation efforts while encouraging new architecture that is both of its time and paying tribute to our historical roots. Since 1987, the Historic District Grant program has incentivized private investment in historic preservation through a matching grant program that invests public funds to offset the often restrictive costs of restoration projects. The success of the Historic District Grant program's early efforts contributed to Old Town's transformation from a dilapidated ghost town into the thriving downtown that exists today.

Historic preservation has not only revitalized our downtown but spurred the local economy. Property values within Park City's two (2) National Register Historic Districts—the 1979 Main Street National Register Historic District and the 1984 Mining Era Residences Thematic National Register District—are some of the highest statewide. Additionally, historic preservation efforts have led to Main Street emerging as the cultural heart of our community. Small-scale commercial buildings such as the Old County Sheriff's Office at 509 Main Street have served as incubator spaces for start-ups while rehabilitation projects such as that at High West Distillery, formerly the National Garage, at 703 Park Avenue are embraced by local businesses that provide vibrancy to our local entertainment district.

Historic preservation has also contributed to City Council's goals for sustainability. For decades, the historic preservation movement has recognized that existing buildings are inherently greener when compared to demolition and new construction, particularly when considering their embodied energy and the carbon impacts generated by new construction. The Historic District Grant program encourages property owners to maintain and restore existing historic materials, reducing the demand for new milled lumber and demolition waste.

The buildings and sites that contribute to our community's historic fabric promote economic vitality, socially equity, and a strong, resilient complete community. Much of the restoration work to bring back the vibrancy of these structures is credited to the Historic District Grant program. This study is key to helping us move forward with restructuring the grant program so that it may continue to incentivize and promote historic preservation efforts in our community.

Sincerely,



Jack Thomas  
Mayor  
January 2014 - January 2018



Andy Beerman  
Mayor  
January 2018 - Present

## Preface

As early as the 1970s, Park City recognized the need to safeguard its industrial mining history through historic preservation. These early efforts were initiated by local residents utilizing private investment to rehabilitate their historic miner's shacks and commercial buildings; however, by 1987, the City had established the Historic District Grant program to further incentivize preserving historic buildings through a collaborative public-private partnership. The grant program played a significant role in promoting historic preservation while also spurring investment. Park City's commitment to historic preservation has continued to prosper, and today the City has some of the highest property values in the state.

Since its creation in 1987, Park City's Historic District Grant program has been modified to continue to serve the needs of the community. Initially developed as a matching grant program to offset the costs of exterior restorations, grant requests were reviewed on an annual basis and small expenditures provided seed money for small projects. As the grant program matured and costs of construction increased, the grant program was reviewed on a "first-come, first serve" basis with grant distributions increasing to cover the costs of whole-house renovations. As grant awards increased, staff and the Historic Preservation Board began to question the effectiveness of this public-private investment.

Changes to government accounting rules (GASB) in 2014 to the Historic District Grant program led to the Park City Planning Department engaging Kjersti Monson of Duval Development, LLC in 2017. Ms. Monson has provided a detailed history of the grant program in order to aid staff and decision makers in understanding the history of the program. On November 16, 2017, Ms. Monson engaged leadership in an in-depth, robust work session with City Council and the Historic Preservation Board (HPB) to identify current priorities, conditions, and trends. The outcome of that discussion, as well as her community engagement, has served as the basis for her recommendations in this report to restructure the program going forward.

This report is intended to aid staff in considering options and priorities as we continue to revise and adapt the grant program to changing demands. Originally, the Historic District Grant program served as a catalyst to incentivizing historic preservation by helping to offset the costs of expensive exterior restorations; however, as real estate prices have increased and the trend in renovations has shifted from small-scale to larger, more intensive projects, the goals and priorities of the grant program have changed. As we move forward with restructuring the Historic District Grant program, it will be imperative that we find a way to balance these changing demands while still encouraging and promoting historic preservation in throughout the community.

Sincerely,



Bruce Erickson, AICP  
Planning Director



Doug Stephens  
Historic Preservation Board Chair

## Acknowledgments

### **City Council**

Andy Beerman, Mayor (2018-present)

Jack Thomas, Mayor (2014-2017)

Becca Gerber

Tim Henney

Steve Joyce

Lynn Ware Peek

Nann Worel

Cindy Matsumoto, Councilperson (2010-2017); City Council liaison to HPB

### **Historic Preservation Board**

Douglas Stephens, Chair

Jack Hodgkins

Randy Scott

Puggy Holmgren

Lola Beatlebrox

John Hutchings

Alex Weiner

David White, HPB Chair (2012- 2017)

Cheryl Hewett, HPB member (2014-2017)

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## Introduction

Park City has benefited culturally and economically from the community's longstanding dedication to historic preservation. The initial success in 1979 of achieving national designation for the historic Main Street district, followed by the creation of a dedicated commission in the early 1980s (the Historic District Commission, which in 2003 was restructured as the Historic Preservation Board) focused on preservation matters, led to purposeful and strategic public investments in restoration, enhancement, and interpretation.

It was the Historic District Commission (HDC) that designed and implemented the Historic District Grant (HDG) program.

the goal of incentivizing private investment through an injection of public dollars.

The overwhelming private response to the grant program over many years has resulted in hundreds of properties improved through not only investment of dollars, but through cultivation of knowledge and a culture of preservation.

Applicant property owners entered into purposeful dialogue with the City and the HDC as they explored their options and achieved compliance with guiding preservation policies. Newspaper articles highlighted and interpreted significant renovation stories, and in so doing served to celebrate the town's history.

**Historic preservation has contributed to Park City's vibrant Main Street.**



*The character and charm of historic Main Street has contributed to Park City's appeal as a destination for both tourism and events. Economic activity has risen as a result of the community's policies and investments in preservation.*

Because funds for the HDG program originated with the Redevelopment Agency (RDA) – which remained the funder for much of the life of the grant, there was an underlying framework of economic development thinking in the program's formation and administration. It was a dollar-for-dollar matching grant program designed as a public-private initiative, and was fully intentioned about

The Park City Historical Society and Museum recognized achievements in historic preservation with certificates and plaques. As more properties were renovated and became contributing properties, the downtown that was once considered "blighted" became one of the most desirable places to live in the country: a place of great character and a viable second home option for many.

The overwhelming success of Park City's historic-building investments, to which the Historic District Grant program has been a core contributor, has led to a different set of challenges and issues for the community. Policymakers are now wrestling with how to maintain affordability in housing, and how to retain local primary residents in light of the area's desirability as a second home and short term rental option.

The Historic District Grant program has been a major player in the growth and success of Park City as

a tourist destination and a valued community. The program has had a long and illustrious life, with great success over many decades, and it has evolved over time. The grant program of today is not the same as the program that was launched in 1987. Levels of funding, types of grants, and eligible expenditures have all evolved numerous times over the course of the grant program's life, and the City has sensed that the program must evolve again to adapt to new community realities and to reflect current City goals.

The purpose of this study, commissioned and overseen by the Planning Department, has been to document the grant's history, understand and contextualize the grant through the lens of current priorities and conditions as well trends through time, and to make recommendations for how to shape the grant going forward so that it can continue to contribute to both the character and the values of Park City.

## History

### ABOUT THE PROGRAM

In 1977, the Park City Redevelopment Agency was created with multiple goals in mind, most notably the improvement of Main Street. In 1979, as part of a burgeoning preservation movement, the City succeeded in having Main Street designated as a National Register Historic District, and city leaders envisioned enhancements to downtown that would contribute to Park City becoming a recreational and touristic destination.

Under the same leadership who sought the National Register designation, additional historic residential and historic commercial zoning was put in place by the City over the next couple of years, and historic properties were identified. In 1981, the Historic District Commission was created by ordinance and given broad powers within the historic districts, including authority over the review and approval of building permits, demolition permits, and shaping preservation policy.

Although there was significant interest in preservation and renovation in these early years, demonstrated through formal actions of government in ordinance and policy, there were very limited resources to undertake renovation of historic properties. A headline on December 18, 1986 in the Park Record declared "Renovation is expensive, but it may be the only hope." The article laments historic properties in limbo - homes that are too run down to be rented or inhabited, yet too expensive to fix.

In their first few years, the Historic District Commission explored several ways to incentivize restoration of historic properties by owners, including a revolving loan program, a matching grant program, and a no-strings-attached grant program. In March 1987, the HDC conducted surveys to identify homeowner needs pertinent to historic renovation activities, and a month later they presented their finalized proposal for the preferred incentive program: a matching grant program for historic renovations.

The Historic District Grant program, approved that spring, was part of a proposed 3-year, \$2.5 million initiative of the RDA to improve downtown Park City, including park, street, historic property, and parking enhancements. It was initially conceived as a three-year program, but was so successful and popular that it became institutionalized. In the first year, 33 projects were funded. In the second, 40, and in the third, 47. It was designed to be simple, with a one page application once a year, and the results were immediate and dramatic, leveraging an incredible private response of over 100 projects completed in the first 5 years (by 1991) with approximately half a million public dollars invested.

This pace heated up, with 224 projects reported complete just three years later, in 1994. Over the next two decades, hundreds of projects would be completed, and more than \$2 million would be invested, transforming Park City into a quaint destination with a strong sense of place and touristic appeal.

### CHANGES & ADAPTATION

The goals and criteria for the program changed over time. From 1987 to 1991, the grant was for exteriors only – intended to fund “physical improvements to the outside of the building so all residents would benefit.” In 1992, foundation and stabilization work became eligible. Wiring heating and plumbing became eligible expenditure in 1995. By 1997, critical structural and foundation work became the major focus and priority of the grant.

Funding levels and the number of grants also changed over time. The initial \$5,000 residential maximum and \$10,000 commercial maximum became \$10,000/\$15,000 respectively in 1998, and during that same year a \$50,000 grant was offered for the first time. Grant maximums by type were eventually phased out and replaced by a common pool of allocated funds distributed to eligible and approved projects on a first come first served basis. This was one of the changes implemented under new grant governance put in place in 2003.

### Changing Authorities & Governance

In July 2003, a sweeping set of actions disbanded the Historic District Commission and replaced it with the Historic Preservation Board, which was given more limited authority. During this time, the City also streamlined and restructured other parts of government leading to the departure or dismissal of three department directors: community development, administrative services, and leisure services.

The HDC had become the subject of ire by many who claimed that the

Commissioners held too much power to make subjective decisions, and that their authority was unchecked. Initial indications by elected officials that the Commission would be eliminated were not well received, however, and a restructuring by ordinance was pursued instead. In the restructuring, a new body was formed with diminished authority. City staff would now take on the authority to review and approve permit applications – a power previously held by the HDC. Demolition permit decisions in historic districts were shifted to an independent hearing board. The newly formed Historic Preservation Board would retain the authority to shape city policy on preservation, and would continue to oversee the grant program.

One of the first changes made to the Historic District Grant program was to end the annual application and award cycle and replace it with year-round applications and awards, a change which remains a popular characteristic of the program today. Although the change was a welcome one for homeowners, it had the potentially unintended consequence of reducing opportunities for annual press coverage of the program.

In past years, reporters covered announcements of the upcoming deadline, informational meetings were organized in the weeks leading up to the deadline, metrics from the previous grant cycle were published (including fun facts like which street had received the most investment that year), and human interest stories were featured about very significant properties or projects renovated that year. The annual cycle also inspired events and awards, for instance the Historical Society honoring the best projects with certificates and plaques at an annual event.

### Adapting to New Rules

In 2014, changes to government accounting rules (GASB) resulted in a finding that the City could no longer fund capital improvement projects with Capital Improvement Project (CIP) funds for projects or assets the City does not own. Historic District Grants constituted capital improvement projects of this type.

The Historic District Grant program was originally housed in the CIP and funded with the Main Street and Lower Park Avenue (LoPA) RDA funds as directed by Council and included in the RDA resolutions. The funding questions raised in 2014 spurred broader questions about administering the program including a review of the application process and eligibility criteria, which reflected an interest in aligning the program more closely with other City priorities and objectives.

In 2012, City Council adopted the Park City 2030 Long Range Strategic Plan, and defined a set of priorities that reflected a significant policy focus on housing, transportation, and energy. The top priority identified was affordability. Staff and elected officials observed that Park City was becoming an expensive place to live, and, in particular, the historic districts were becoming popular second home communities where locals and primary residents were at risk of being priced out.

In a conversation with Planning Director Bruce Erickson, it was evident that this trend was perceived as not only a housing challenge, but a vibrancy challenge. In addition to promoting an equitable and complete community, Erickson is focused on keeping a local influence on and around Main Street and elsewhere,

noting that chains and franchises diminish the value of Park City as a place with a unique local flavor that tourists and residents both value.

To keep local influence vibrant, it's important to make it possible for primary residents, who comprise local business owners and the workforce that supports them, to remain in Park City, owning and operating authentic local establishments and not being driven out by rising costs of housing. For many reasons, affordable housing is a major initiative of the City and a value that policymakers and staff seek to embed in public dollars expended.

The HPB was asked to review recommended changes to the program, and to provide direction regarding the application process and policy for administration of the program.

At that time, the HPB approved the following changes, which began to reflect consideration of primary versus secondary homeowners and their eligibility to receive Historic District Grants:

- Houses lived in by primary residents (those houses in which the homeowner or a renter lives in full time) can be awarded up to 50% of

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**Locally owned and operated businesses contribute to the vibrancy and authenticity of Main Street. It's important to support primary residents in Park City.**

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Main Street is home to many unique local businesses and establishments. A sense of authenticity and local flavor is generated as a result of local influence and investment.

### Recommended Changes Approved

Issues directly and tangentially pertinent to an update of the Historic District Grant program were fleshed out by staff with leadership at a Council working session on October 9, 2014. In a staff report to City Council, a recommendation was made for Council to review and adopt a new policy for the administration of the Historic District Grant program. Staff brought the matter to the Historic Preservation Board on November 5, 2014.

their eligible costs, while homes which are to be used as secondary homes or nightly rentals (i.e. not lived in by the primary residents) can be awarded up to 40% of eligible costs.

- Commercial properties continue to be eligible for up to 50% of construction costs regardless of ownership.
- An additional 10% may be awarded to those property owners committed to renovating a significant structure to elevate its status to *landmark*.

Staff sought and received a positive recommendation from the HPB to City Council on the proposed changes, and on December 4, 2014, staff recommended to City Council that they review recommended changes and adopt a policy for administration of the program.

In January 2015, staff submitted a report to City Council consistent with this recommendation, and Council supported staff recommendations. Throughout 2015-2016, staff considered ways to adjust the program in light of the funding question and adopted City priorities. On January 5, 2017, the following staff report was made to City Council:

*"Since 1987, the Historic District Grant program has operated continuously with the support of City Council and the Historic Preservation Board (HPB). The Historic Preservation Grant program was originally housed in the Capital Improvement Project (CIP) and funded with the Main Street and Lower Park*

*Avenue (LoPA) RDA funds as directed by Council and included in the RDA resolutions.*

*With changes to the government accounting rules (GASB) in 2014, the City can no longer fund capital improvement projects with CIP funds for projects or assets the City does not own such as properties awarded grants through the Historic District Grant program. In 2015, staff revised the Historic District Grant program in order to reflect changes to the GASB.*

*Due to the concerns and feedback we received from the Historic Preservation Board (HPB) in early 2015-2016, staff has been analyzing ways in which to restructure the grant program."*

The Planning Department engaged Duval to document the grant's history, understand and contextualize the grant through the lens of current priorities and conditions as well trends through time, and to make recommendations for how to shape

the grant going forward so that it can continue to contribute to both the character and the values of Park City. This report is the outcome of that engagement, and is intended to inform staff and policymakers as they consider options and make decisions about the grant program in its next iteration.

## Analysis

An analysis of history and trends was necessary to inform the process of defining the next iteration of the Historic District Grant program. Considerations included Park City land value trends, a study of buying power of grant dollars over time based on costs of construction, ownership trends, economic impacts, and City values and priorities.

### SOURCES & METHODS

For this study, decades of parcel data from multiple sources was utilized, including Summit County, the City of Park City, and the US Census. Additional non-parcel data sources include the ENR Construction Cost Index, City staff reports, adopted plans and policies, and news archives (Park City Record) spanning 1979-2004. Finally, direct engagement

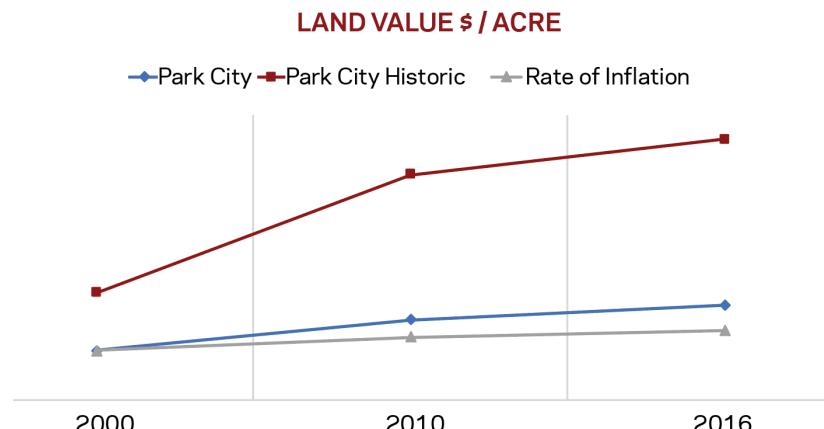
preservation, and the grant's performance over time. A summary of findings follows.

Based on sample data, Park City property values have risen more and at a faster rate in historic districts than in the city generally. 1990 data was too incomplete to analyze, but the trend of a widening gap is legible in an analysis of data from 2000-16..

The City completed a housing assessment and plan in 2012 aimed at addressing growing challenges of affordability, and these issues have been raised by both City staff and stakeholders as an important consideration in determining how to shape and administer the grant.

Park City's investments in historic preservation, as well as the success

**Property values in Park City have risen faster than inflation, especially in historic districts.**



*A random sample of parcels was analyzed, showing the value of land per acre over a sixteen year period in Park City. Values in historic districts were greater and rose faster than the city-wide average.*

was undertaken, including stakeholder interviews, a facilitated workshop with leadership and a technical advisory meeting with staff.

the city has seen as a ski and resort destination, have created lasting value and appeal, which brings both benefits and costs.

### FINDINGS & OBSERVATIONS

Our analysis has considered property values, income, ownership trends, economic impact of historic

Because land value in Park City has outpaced the rate of inflation over decades, and land value in historic districts has risen at an even greater rate than Citywide, affordability and

equity concerns have now become a focus of policymaker attention.

#### **Wealthy Households a Large Share of Total**

Park City's median household income in 2015 was \$105,102, which is almost twice the US median income of \$53,889. It also exceeds the median income in the state of Utah (\$60,727) and Summit County (\$91,773). The median household income in Park City grew from \$90,567 in 2000 to \$1,050,102 in 2015, outpacing inflation by over 15%, while the US median household income shrank over that same period from \$79,542 in 2000 to \$53,889 in 2015.

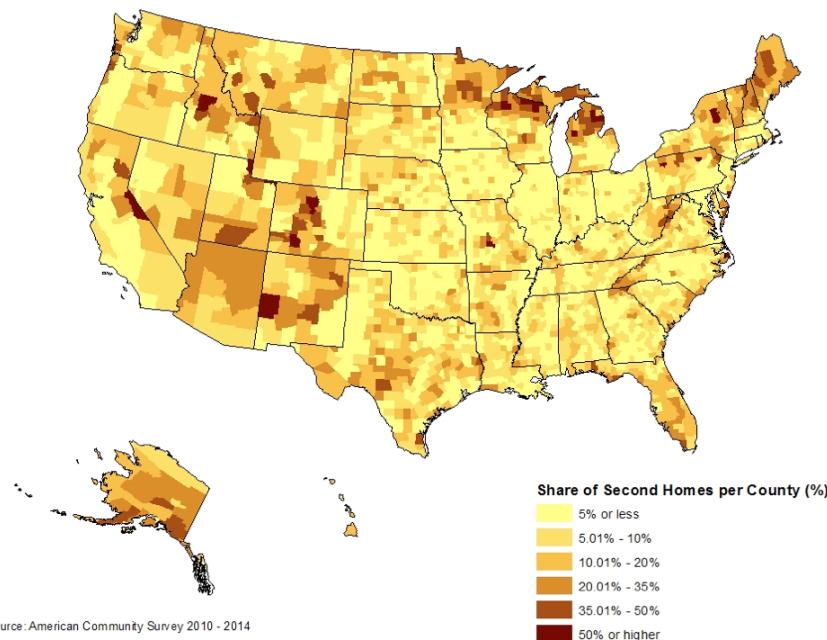
Households with income over \$200,000 per year comprise over 25% of households in Park City; by comparison, households earning over \$200,000 per year make up just over 5% of all households in the U.S.

Affordability of housing is a major concern of Park City leadership, who commissioned a housing study in 2010 and have since taken steps to make the issue a policy priority. Deeper consideration of this issue is beyond the purview of this report, but it is included as an observation due to the interest of some stakeholders in addressing affordability goals in the expenditure of public dollars, including grant dollars.

#### **Secondary Homeownership is a Factor**

The National Association of Home Builders (NAHB) estimated from American Community Survey data that in 2014, the share of second homes among the entire U.S. housing stock was 5.6%. For those areas with robust second home markets like Summit County, there are pros and cons to having a much higher rate of non-primary owners. In a 2011 analysis, the Summit County

**Percent of Housing Stock Allocated to Second Homes**



With access to scenic beauty, skiing and recreation, Summit County has become a popular second home market.

**More than half of residences in Summit County are second homes.**

Assessor found that more than half the homes in the County were in non-primary ownership. This places Summit County in company with other major second home markets, though still not breaking into the range of the top ten counties which range from 62% (Dukes County, Massachusetts) to nearly 80% (Hamilton County, NY) second homes.

According to the Assessor, the tax benefits garnered by the presence of second home owners are desirable, but are countered for some by a sense of diminishing community cohesion.

Two themes pertinent to second home ownership rates have been specifically identified through outreach and engagement. One is about maintaining housing affordability so that Park City remains a complete community with a strong sense of local identity. The other is about ensuring that the City retains its authenticity and unique character through the viability of locally owned and operated businesses. If the owners of these vibrant establishments can no longer afford to be a resident of Park City, they could be lost and replaced by establishments with less interest in reflecting local identity.

These issues are a consideration of the Historic District Grant program design inasmuch as the City and the Historic Preservation Board have directed that ownership type should inform levels of eligibility for grant support.

### Historic Preservation has Economic Impact

PlaceEconomics, with the University of Pennsylvania, prepared a study for the Advisory Council on Historic



Authentic locally owned businesses are an important part of Park City's character and identity.

Preservation (AHCP) in 2011 (updated in 2013) called Measuring Economic Impacts of Historic Preservation. The study proposes a number of metrics for use in placing economic value on historic preservation, including:

- Jobs / Household Income
- Property Values
- History/Culture Tourism
- Environmental Measurements
- Downtown Revitalization

The study outlines the definition and purpose of such metrics, as well as potential methods of analysis. Detailed work on the subject of economic impact is beyond the scope of this study, and yet the economic impact of historic preservation has been a substantial part of Park City's story and is important to observe in this context.

### Metrics are a Valuable Tool

Leadership may wish to pursue the development of metrics for Park City to guide future policy and to test several hypotheses that can be made based on a more casual analysis of the facts:

- Jobs have grown along with businesses, events, and resorts in Park City, and the City's investment in historic resources like Main Street has contributed to that.

- Property values have grown in part due to historic investments, with values in historic districts above the City average.

- Tourism has boomed in Park City; natural resources and character-building historic resources are both major contributors to Park City's appeal as a destination.

- Restoration of older properties contributes to sustainability with building efficiency and compact development benefits. Metrics for environmental/historic preservation outcomes could be developed.

- Downtown revitalization was the original purpose that drove the RDA and HDC to pursue public investments in both infrastructure and historic preservation in the 1980s. That trajectory has transformed historic Park City and created economic value.

#### Buying Power Outpaced the Cost of Construction

The average cost of construction nationally, according to the ENR Construction Cost Index (CCI), has risen by 2.37 times from the time of the grant's launch in 1987 to the current day, meaning in short that it has become more expensive to build things. In 1987, the CCI was \$4,406 and by 2016 the CCI had risen to \$10,443.

Many stakeholders who were interviewed during the engagement process identified *rising construction costs* as a reason for the diminished perceived relevance of the grant program. However, the rise in construction costs over time was matched and exceeded by a more significant rise in the buying power made possible by the rising value of grant awards over time.

An analysis was conducted of historical data for the grant program and the "buying power" it has provided. Grant awards were logged over time based on City data and newspaper records. The maximum allowable grant value for each year was recorded, and that was converted to "buying power" for that year using the ENR Construction Cost Index data for the same year.

It's clear that each grant dollar can buy a certain amount of materials and labor in a given year. What was less clear prior to the analysis was whether the grant's buying power had diminished over time due to construction costs.

The data demonstrates that the buying power of the maximum grant declined over the first decade, but then rose at a higher rate than construction costs due to grant

**Rising construction costs were matched and exceeded by the rising value of grant awards.**

BUYING POWER OF THE RESIDENTIAL GRANT



"Buying power" is a unit of labor hours + materials that the maximum grant in a given year could buy based on the ENR Construction Cost Index for that year. The chart shows, for instance, that from 1987 to 1997, the buying power of a \$5,000 grant steadily decreased, but when the maximum award grew to \$15,000 in 1998, buying power was more than double what it was in the initial year of the grant.

## Average grant size has risen slightly over time.

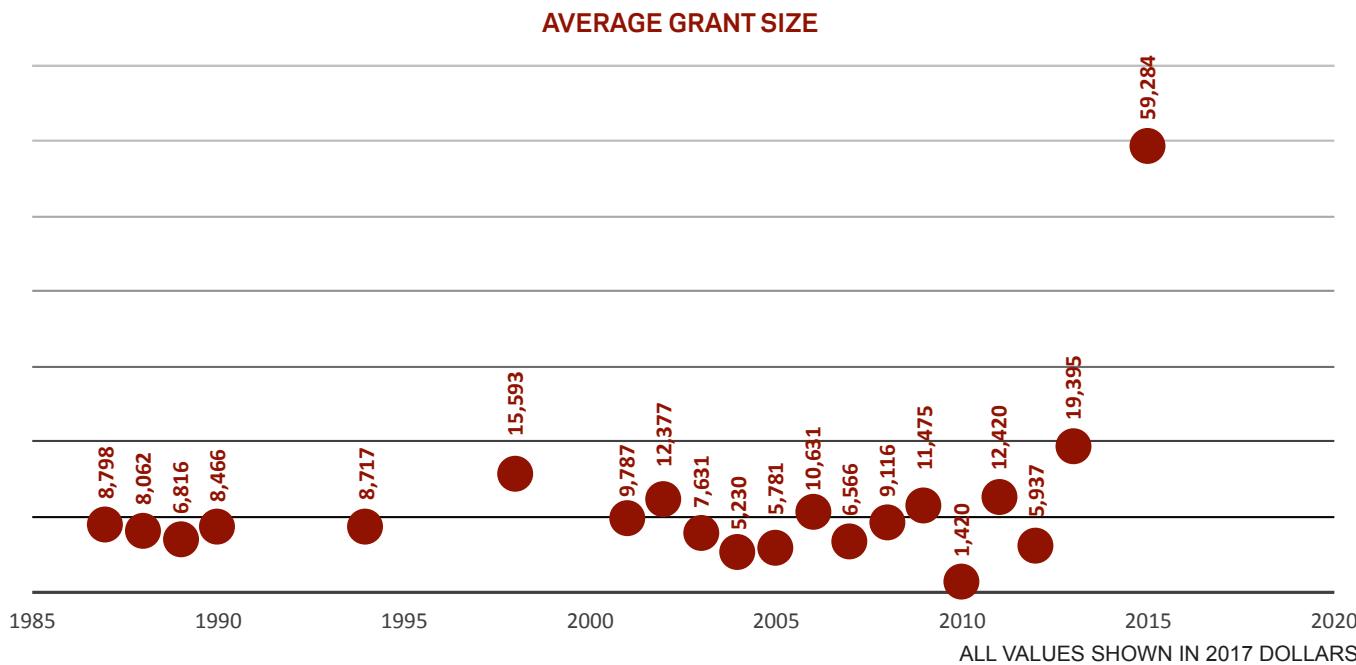
awards becoming larger over time. For approximately the first decade of the grant's life, residential awards were capped at \$5,000 and commercial at \$10,000. Both residential and commercial caps were raised to \$15,000 in 1988, then raised again in the early 2000s to \$20,000. The current maximum award that the HPB can approve is \$25,000, though larger awards can be given with approval of Council. The buying power generated by these "raises" over time have enabled residents to buy more labor hours and materials in the latter life of the grant than they could in the early years - even accounting for the rising cost of construction. These findings are inconsistent with the prevailing assumption that the grant had more buying power in its early years. It would be more accurate to say that there were a larger number of grants

awarded in the early years, and that the impact of the grant to numerous properties was more widely known and publicized.

### Average Grant Value Rose Slightly Over Time

The average grant size is the total dollars awarded for a given year divided by the number of grants awarded, adjusted to 2017 dollars. For those years between 1987 and 2016 where data was available about both the total annual grant dollars awarded and the total number of grants awarded, an average grant size was discernible.

Because early years are characterized by large numbers of grants whereas later years have few total grants, there is more deviation from year to year in later years.



Average grant size was analyzed for all years where the total value of grant money awarded and the total number of grants awarded were both known. It is shown here with all values adjusted to 2017 dollars. There is more deviation in recent years due to far fewer grants being awarded, and there is a significant outlier in 2015 when a single large grant was awarded..

#### Number of Grants Dropped in 2003

In 2003, significant structural program changes to governance and administration occurred which may have, with other factors such as the 2002 Winter Olympics, dampedened the number of applicants to the grant.

First, the governing body was restructured: the Historic District Commission was dissolved due to perceptions of overreaching authority, and replaced by the Historic Preservation Board. Second, the grant ceased to be administered as an annual competitive process and became a year-round application.

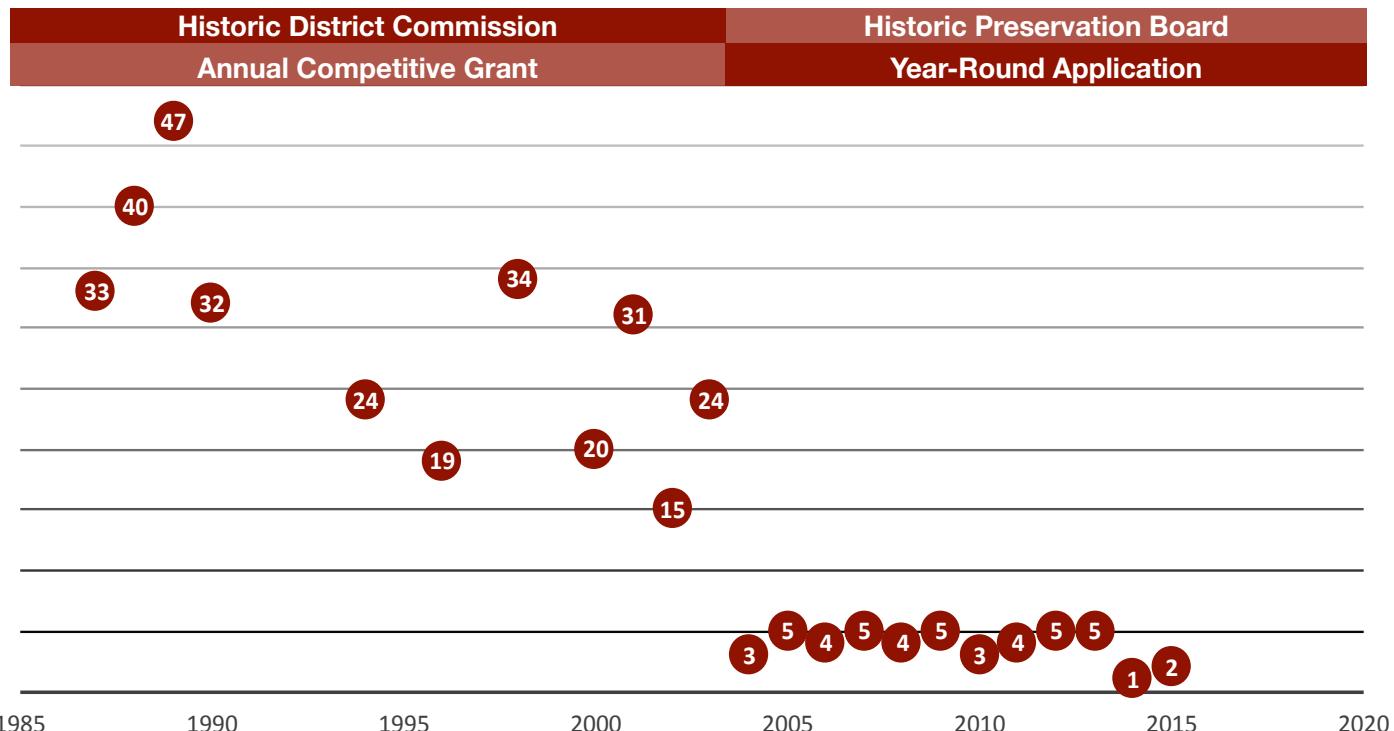
After 2003, it appears the grant became less visible to the community. The pre-2003 program had, by virtue of the nature of a competitive award, driven a community information and news cycle. Informational meetings would take place leading

up to the deadline; detailed human interest stories would take place about projects and results from the last year's awards; and the newspaper would publicize the list of winning properties along with some analysis such as which streets garnered the most investment. All of these touchpoints provided fertile ground for community dialogue and preservation awareness.

Historically, the grant has leveraged significant private investment in hundreds of properties within the historic districts, and through regular coverage in the newspaper, it has raised the public consciousness about the value of the community's history, resulting in a growing sense of common purpose and commitment to invest. The grant has raised the perceived appeal of historic districts and their desirability for additional private investments, including business, tourism, and programming investments.

**The Historic District Commission administered an annual competitive grant program until 2003. Thereafter, the Historic Preservation Board and City of Park City have supported year-round applications.**

#### TOTAL NUMBER OF GRANTS AWARDED ANNUALLY



*The number of grants awarded annually dropped in 2003 and remained low. Also in 2003, which is also the year that two significant changes in grant administration occurred: the restructuring of the governing board and the shift from an annual competitive cycle to year-round applications.*



# Engagement

## STAKEHOLDER ENGAGEMENT

Interviews with Program Users

### Assessment of Grant Program Through User Experience Interviews

A selected group of users were contacted and interviewed about their direct experience with the program.

One of the most useful sources of information for any study is community engagement. For this study, valuable insights were drawn from stakeholder interview subjects, “goals workshop” participants, and technical advisors. A summary of engagement outcomes follows.

## STAKEHOLDER INTERVIEWS

Eleven stakeholders were contacted for interviews about the Historic District Grant program, resulting in 7 interviews being conducted over two weeks in March 2017. Interview subjects represented differing expert or firsthand perspectives on the program, and included grant recipients, an architect, representatives of stakeholder organizations such as the Chamber of Commerce, the Park City Historical Society & Museum, and the oversight body, the Historic Preservation Board.

### Interview Questions

Interviewees were asked the following seven questions:

- 1.** What is your personal experience with the Historic District Grant program?
- 2.** Do you and your peers have a generally held perspective on the Historic District Grant program? If you were to take the temperature of peers on preservation matters, and specifically grants to properties for restoration, what would the general feeling be? Is it your opinion that the general view of you and your peers is shared by most people?
- 3.** Have you experienced a process with the Historic Preservation Board? What are your thoughts about the role of the HPB?
- 4.** What do you think is necessary for the City to understand in crafting revisions to the Historic District Grant program? What's most important and successful about the program and its goals, and what may need another look?
- 5.** What criteria do you think are most important to include in evaluating the eligibility of an applicant?
- 6.** Are there any difficulties to be aware of? Are there any ways that you feel the program has been mis-used in the past?
- 7.** Can you share a success story about the grant?

## SUMMARY OF STAKEHOLDER OBSERVATIONS

In answering each of the questions posed, common themes were touched on among interviewees. Themes included an assessment of the program's value, comments on the process, and ways that the program could be improved. A summary of "interview takeaways" on these broad themes follows.

### Perceived Value of the Historic District Grant Program

- The program is valued by those that have used it – however, most people don't really know very much about the program.
- On the commercial side, property owners are one step removed from the issue. Business owners have a stake in the character of Main Street, but they are renting – the property owners are one step removed.
- Preservation is a commonly held value, but issues like affordability and transportation are potentially more pressing topics today.

### Success of the Historic District Grant Program

- It was very successful 20 years ago when it supported local people trying to invest in the community and build their own equity as residents. Created a sense of personal pride and investment.
- It is still useful, but due to rising construction costs, it's not as much of a carrot as it used to be.
- It is still useful, but due to rising home values and changing demographics (rising numbers of millionaire second home owners in Old Town), the grant is not serving the purpose it once did.
- It contributes to historic character, which is very important to people. Historic home tours and historic home dinners are very popular.
- Preservation contributes to sustained stable property values and economic value for tourism.
- One inadvertent negative outcome of the improved historic district is that locals get pushed out due to high property values and nightly rentals.

### Ease and Value of Participating in the Program

- Homeowner interviewees who had participated directly in the program thought it was worth it, and stated that it was not an unreasonable process to go through for their project.
- It was observed that many property owners of historic properties would view the grant amount as inconsequential, and could take it or leave it.
- Many people either don't know about the program or don't bother to apply because of the sense that it will be a lot of work.
- Professionals who had some history with the program cautioned about avoiding leaving room for subjective decision-making by governing entities.
- It is perceived as a benefit to homeowners that grants are awarded as reimbursement at the end of the process, since there are often unanticipated costs along the way.

## SUMMARY OF STAKEHOLDER RECOMMENDED IMPROVEMENTS

Interviewees provided detailed recommendations about program goals, grant award amount, criteria/eligibility, and administration. Their detailed comments follow.

### Definition of Goals

- Restate the goals of the program in a way that's relevant to today. There is a perception that the people who own historic properties are well off and don't need grant assistance.
- The original goal was to support Park City residents and to restore homes in need of work that otherwise would not be restored. There is general agreement among interviewees that this dynamic has changed along with the demographics and property values in Old Town.
- Enhance and sustain Old Town in a way that contributes to the city's economy, increasing tourism and economic value.
- Ensure that Old Town retains its character by preserving historic structures, and offering interpretive opportunities.
- Focus the dollars on incentivizing higher levels of quality than are required by minimum compliance, for instance, incentivizing premium wood windows rather than standard, by making windows a grant eligible improvement.
- Using the defined goals, make a clear framework for decision-making by City staff, the HPB, and users.
- Clearly stated goals and criteria should be defined to manage homeowner expectations and avoid the perception of subjective decision-making.
- A point system should be developed.
- Staff and commissioners should be trained.

### Size of Grant

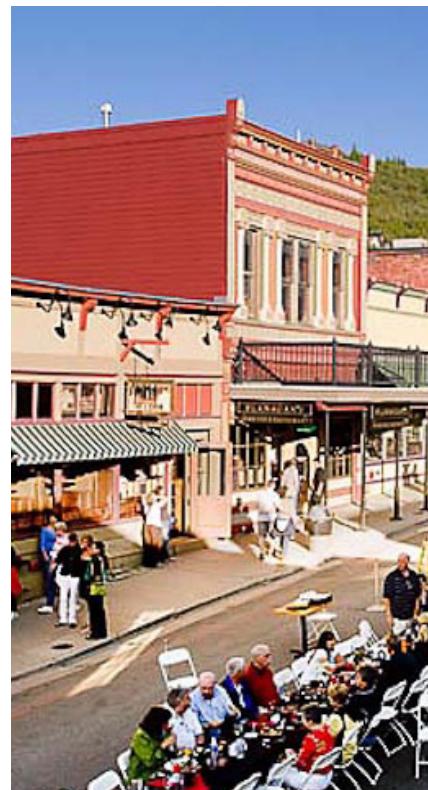
- There is a common perception that the grants are small and inconsequential to historic property owners. There was consideration of making grant awards larger, reflecting today's real costs and home values.
- Typical grant amounts currently available will not get any project over the "but for" hurdle. Most people doing these projects today are not going to be swayed by a \$10,000 grant. One respondent suggested that \$40-\$50,000 would be a meaningful grant level.
- The grant is valued by homeowners doing smaller projects like roof work, or those doing the work themselves who are less impacted by rising costs of construction.
- It was suggested that a case could be made for increased public investment by measuring the amount of private investment that has been spurred by public dollars.
- There was consideration of making the grant "smarter" to be more of an incentive to achieving specific "above-minimum requirements outcomes."
- Doing things above minimum requirements costs more for homeowners, and having an incentive to do so would drive higher quality outcomes.

**Criteria**

- There is a general sense among interviewees that awarding grants to those who do not need public assistance to make their renovation feasible is not ideal, but there is little consensus about how to address the issue.
- Some interviewees felt that although there may be a perception issue, the grant is not a social program and the real goal is to save and improve historic stock – so who owns the property is a secondary issue that should not drive criteria.
- Other interviewees felt differently, and discussed the possibility of means testing as criteria for eligibility. Some observed that the grant is simply a non-issue in the calculus of a second home buyer who is planning a million-dollar renovation, so perhaps trying to “tune” the grant based on this factor isn’t going to be impactful.

**Eligibility**

- The City could identify homes that remain to be restored, assess the kind of work they need, and seek to understand why owners are choosing not to do the work. This may help to define criteria, and to design the grant to assist.
- Staff seek clear criteria for eligible types of work. Should the focus be on work that contributes to saving a building like foundation, structural, or roofing? Or the opposite: work that incentivizes above-minimum standard details, like windows and trim? Should tear-downs that are reconstructed be eligible?
- Should the grant privilege primary over secondary owners? Or focus on property restoration, with no preference for characteristics of ownership? It was observed that a lot of locals are moving out of Old Town, and that the community has changed in ways that the grant will not reverse.

**Administration**

- Interviewees encourage the City to make sure resources are available year-round.
- Include as much staff-level decision-making about eligibility and so on as possible to avoid uncertainty going in to the Historic Preservation Board process.
- Establish clear, specific language defining what decisions need to be made by the HPB (and conversely, what is not the purview of the HPB, including design), and establish an objective path to making decisions.
- Provide training to HPB members on their specific authorities, and on the Park City Historic District Guidelines that they are to apply to their decisions; also, ensure that there is common understanding by Board members of the fact that the National Park Service guidelines are different, more stringent, and not required.

**Park City residents with direct experience of the grant program were interviewed and provided detailed feedback.**

**STAFF ENGAGEMENT**

Technical Advisory Meetings

**Issues Identification with Staff and Technical Experts**

Two technical advisory meetings were held with staff, with one focused on funding and one focused on administration. Expert staff were engaged with detailed questions that emerged out of research and stakeholder engagement. Staff contributed their insights and observations about the grant program.

The following issues, which should inform the design of the next iteration of the Historic District Grant Program, were identified.

**ISSUE 1: Funding Sources and Dynamics**

The grant funding source has shifted from capital to operating dollars, so rollover is no longer an option. Budgets are on a one-year cycle, and unexpended funds cannot be retained for use in the next budget year. This presents a challenge because the time between the grant being awarded and the funds being dispersed is more than one year. The result is uncertainty and risk with regard to how many grants are outstanding at any given time, and when payments will come due.

Because the program allocation is a set amount, which does not change from year to year based on, for instance, projected distributions; and because no rollover is possible; and because funds are not pooled but split into three buckets tied to specific geographies; and because a single grant can be a fairly substantial chunk of allocated funds for an eligible area; it is hypothetically possible that all funds could be expended in one area very early in a given year, with other grants coming due and no resources to pay them. This uncertainty is currently being managed by staff, but additional steps could be considered to mitigate the risk. Factors to consider in administering the grant include:

- The grant funding source is operations, not capital
- There is no rollover
- The period between award and distribution is likely 2 years
- Grant sizes are growing
- The total program allocation is currently split between three buckets

It is additionally relevant to note that the Main Street RDA will expire in four years. Staff is aware of this and will work with policymakers on an extension. They are already anticipating what needs to be done to anticipate and manage grants that will be coming due during a period of potential uncertainty.

**ISSUE 2: Alignment with City Goals**

The mission and principles guiding the grant should be aligned with city goals and values. For instance: How could the grant encourage consideration of affordability? Could assistance with the cost of renovation help some owners to preserve naturally occurring affordable housing by mitigating the need for debt service on loans that could drive rents up?

Projects with the potential or intention to contribute to city goals through enhanced outcomes could be identified in the following ways:

- at Design Review;
- through a checklist on the application; and,
- with a scoring system that rewards required elements as well as including the opportunity to earn bonus points for “bid enhancement”

### ISSUE 3: Competitive Grant Cycle

Staff and technical advisors endorsed the notion of a regular schedule of application deadlines throughout the year that would introduce merits and competition to the selection. Multiple deadlines per year would be necessary considering the fluidity of project starts.

A regular cycle of deadlines and decisions would have multiple benefits. (1) It would be easier for staff to administer; (2) it would lead to applications competing on the merits; (3) applicants in competition would be more incentivized to be responsive to City goals by identifying and delivering enhanced outcomes; (4) it would be newsworthy and therefore give the city an opportunity to communicate on a regular basis about program goals and successes. This kind of communication can build a sense of community through greater awareness of the town's historic places and assets.

### ISSUE 4: Grant Administration

Staff expressed concern that current eligibility requirements may not provide sufficiently specific tools to ensure that grant dollars are not inadvertently subsidizing projects that don't need assistance or would happen anyway as a matter of course with existing regulations. Staff and policymakers want to ensure that funds are used wisely, in a targeted fashion, to implement City goals. This will require a more robust framework governing eligibility and requirements.

Options that were suggested to ensure successful administration of funds include the creation of specific criteria that lead to more targeted grants, potential means testing, scoring for enhancements, and even adopting the practice of promoting and implementing an "investment target" for each grant cycle.

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Technical advisory meetings informed the study and recommendations. City staff identified issues and provided insight into grant funding and administration.

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Park City staff provided technical, budgetary, and administrative insights.

**LEADERSHIP ENGAGEMENT**

Elected Officials & Historic Preservation Board

**Mission, Values and Goals Workshop with Leadership**

An engagement workshop was held with the Mayor, City Council, and Historic Preservation Board, which oversees the grant program. Leadership was engaged with questions intended to shape the mission and values for the future of the grant program.

On November 16, 2017, Park City planning staff and their consultant conducted an engagement workshop with the Historic Preservation Board and Mayor at the Council's regular meeting. After a presentation summarizing the grant's history, takeaways from stakeholder outreach, and draft recommendations for the next iteration of the grant program, the Board and Mayor participated in an interactive discussion focused on three topics: Mission and Values; Outcomes; and, Principles and Criteria for the grant. The meeting was noticed, and was open to the public, and the presentation and engagement exercise were recorded.

Participants' comments were noted by scribes on large notepads. Also, participants filled out and submitted worksheets, which were scanned and saved. The following fill-in-the-blank statements were the basis of discussion.

**Engagement Statements**

Participants discussed Mission, Values, Outcomes, and Principles/Criteria for the grant. They considered these fill-in-the-blank statements:

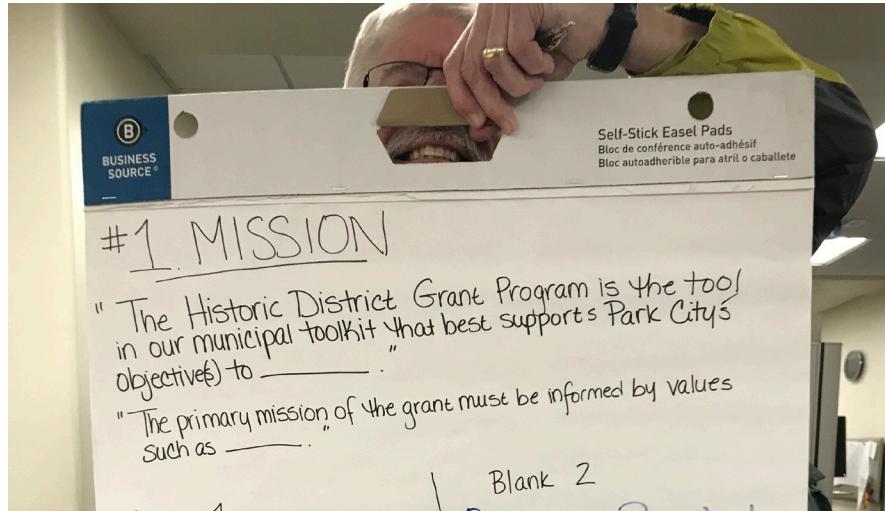
- "The Historic District Grant program is the tool in our municipal toolkit that best supports Park City's objective(s) to \_\_\_\_\_. (Mission & Values)
- "The primary mission of the grant must be informed by values such as \_\_\_\_\_. (Mission & Values)
- "The primary outcome of the grant should be \_\_\_\_\_. (Outcomes)
- "Pursuing enhanced outcomes for the Historic District Grant program does/does not make sense because \_\_\_\_\_. (Outcomes)
- "This grant could help Park City meet these additional goals: \_\_\_\_\_. (Outcomes)
- "Determinations for applicant eligibility should include consideration of \_\_\_\_\_. (Principles & Criteria)
- "The best way to make sure that we are targeting investment in areas consistent with our mission is to apply criteria such as \_\_\_\_\_. (Principles & Criteria)

**Elected and Board leadership participated in an interactive working session focused on the mission, values, and desired outcomes for the grant program.**



*Engagement of leadership occurred in a regular Historic District Preservation meeting in Council Chambers. It was a noticed public meeting.*

Workshop participants were given prompting statements to spur discussion about mission, values, and criteria for the next iteration of the grant program.



Park City Historic Preservation Board members and elected leadership participated in a facilitated discussion focused on mission, values, principles and criteria for the future of the grant program. Participants provided observations rooted in current policy focus areas and adopted City goals and objectives.

### High Level Takeaways from Leadership Engagement

- The **mission** of the grant program should be to tell Park City's story, promote community knowledge and engagement, and make a meaningful difference.
- The **values** that should inform the next iteration of this grant program include our commitment to an affordable, complete community, responsible and impactful stewardship of public dollars, and an authentic sense of place.
- The most important **outcomes** of the grant are (1) to make the story of Park City visible and present, through all the town's periods of significance; and (2) to make a proactive and positive difference in the lives of our residents and businesses. Ideally, the grant should be applied to projects or outcomes that may not happen but for the investment.
- In addition to primary outcomes, the grant should seek to reward applications with the potential for achieving **enhanced outcomes**, including those that build community identity by contributing to a greater awareness of history; contribute to affordability and social equity; and support a quality Main Street.
- Applicant **criteria** should include a preference for full-time residents of Park City. The grant should also consider ways to target investment through project criteria supporting authentic mass, form and scale; and above minimum compliance in material selection and details.

Detailed Comments from Leadership Engagement: **MISSION >>****The grant should contribute to telling the story of Park City.**

- Preserve historic character, neighborhood character, and historic building stock.
- Save historic structures from neglect
- Tell the story of buildings, and the people who lived in them.
- Build knowledge in the community about the town and its history.

**Promote community knowledge and engagement.**

- Get the community involved and engaged through greater awareness.
- Don't just regulate. Encourage qualitative outcomes.
- Instead of focusing on regulation and minimum compliance, focus on encouraging better restoration.

**Use public dollars responsibly. Make a difference.**

- Define how and where the grant can make a difference.
- The City has changed since the grant was introduced in the 80s. This grant level is not a difference-maker to investor-owners. Residents for whom it is significant are fewer now.
- Where can this grant play a role in today's environment?
  - o Public buildings
  - o Distressed properties
  - o Roof repairs and smaller repairs
  - o Large remodels
  - o Historic Mine structures

Detailed Comments from Leadership Engagement: **VALUES >>****We want a complete community, with permanent residents, locally owned businesses, and affordability.**

- We want residents permanently living in these houses.
- Support local people; they are the ones who own and operate authentic local businesses.
- Support residents who want to preserve their family homes.
- Support residents who want to stay in town.

**We want to target the grant dollars where they can make a difference.**

- *Impact Investing:* The grant should make a difference in large project feasibility, even if it's just one project per year (impact investing rather than "spreading peanut butter"). Make sure we can respond to those big opportunities.
- *Incentivize Better Outcomes:* Inspire more authentic restoration by incentivizing recipients to exceed minimum standards for windows, corner boards, roof details, scale, and materials.

**We want the physical environment of our community to tell our story, and to feel authentic.**

- The grant should support telling our story, and should take an interest in mining structures, as well as family and community history.
- The grant should contribute to our community's authenticity.

In the discussion of outcomes, leadership focused on two key objectives:

(1) To make the story of Park City visible and present, through all the town's periods of significance.

(2) To make a proactive and positive difference in the lives of our residents and businesses.

Detailed Comments from Leadership Engagement: **OUTCOMES >>**

**We want to make our community's story visible.**

- Contribute to the story of Park City with restoration that reflects the town's unique story.
- Reveal the Mining legacy: We can tell a 150-year history, unlike many mountain resort towns. That's a differentiating feature.
- Tell the whole story; ensure we're revealing all of the periods of significance
- Enhance Main Street.

**We want our investment to matter.**

- Don't throw money at something that doesn't move the needle.
- We can make a difference on mining legacy.
- We can make a difference with targeted big investment.
- We can move the needle on details and quality exceeding minimum standards..

**The grant should fully support our values.**

- Outcomes should fully support the values identified through discussion and outlined above.

**We want to take care of our community and be proactive.**

- Owners of distressed homes should be made aware of the opportunity for assistance (homes needing new roofs, structural work, stairs, and so on). Social equity and residents in need should be a consideration.
- Commercial buildings and businesses that contribute to telling Park City's story should be proactively approached. Support businesses and properties (for instance on Main Street) through facade improvement grants to assist with visual narrative.

**Build a sense of community by expanding historical awareness and recognizing good people doing good things.**

- Create awareness of town, district, neighborhood, and street narrative and history.
- Recognize and acknowledge people doing great things. People take a lot of pride in their homes - make sure we're telling their stories (newspaper, awards and recognition) and celebrating the work they're doing to contribute to the town.

**Contribute to affordability and equity, and be inclusive.**

- Find ways for the grant to contribute to social equity.
- Ensure that the grant contributes to preservation being understood as an activity that is not just for the wealthy - it should be inclusive.

Leadership seeks to keep the grant true to its core mission of preservation, while making it responsive to new City goals and priorities.

*"We need to tell Park City's story."*

*"We need to take care of our community."*

*"We shouldn't throw money at something that doesn't move the needle."*



PHOTO COURTESY OF PARK CITY MUSEUM & HISTORICAL SOCIETY

*Unlike many destination communities, Park City has an engaging history that stretches back hundreds of years. The community's history as a silver mining town is an important part of the town's, and its residents, identity.*

#### Detailed Comments from Leadership Engagement: **PRINCIPLES & CRITERIA>>**

##### **Applicant eligibility criteria should support our goals and values.**

- Ownership type. Participants all agreed that preference should be given to full-time residents.
- There was discussion but not affirmation of applying means testing to ensure that grant dollars are awarded to applicants in need of assistance.

##### **We should target our investment.**

- Our public investment should contribute to the authenticity of mass, form, and scale.
- We should seek above minimum compliance in material selection, details and form.

##### **We should use the grant for its core purpose.**

- Consensus about supporting the core mission of restoration and preservation, and "telling Park City's story," was strong.
- There was not consensus about using the grant program to influence trends having little to do with preservation, such as nightly rentals.



# Observations

## Summary of Observations from Analysis and Engagement

A number of high level observations were derived from a review of the grant's history (as documented in news archives), trends discernible in an analysis of City and County data, and themes identified through outreach and engagement with staff and stakeholders.

### 1) The primary objective of the grant is the restoration of historic property..

The grant should focus first and foremost on what it was designed for: restoration of historic properties; but because there is a strong desire for all public dollars spent to contribute to adopted City Council Priorities and Goals, the application process could incorporate other values through the use of "bid enhancement goals.

- a) Preserve the stock
- b) Support permanent residents
- c) Support transient residents
- d) Consider other enhancement goals

### 2) The grant program is a public investment that should continue.

The grant is perceived as valuable by those who have participated in the program, and should continue to be made available. However:

### 3) Public awareness of the grant should be expanded.

There is very low awareness of the grant compared to what is evidenced in the early years; note that the grant became much less visible (both as a news item and in terms of the number of awards given) after the restructuring in 2003 when the HDC was disbanded. Strategies such as hosting public information sessions, soliciting news coverage to report on metrics or highlight subject properties and owners, and giving awards, could be re-introduced.

### 4) Year-round applications & awards are desirable.

The grant shifted from being a once-per-year application and award program to being open to applications year-round in 2003. Consensus is that it should continue to be available year-round.

### 5) The buying power of grant dollars has not diminished over time.

The buying power of the maximum residential award today exceeds the buying power of the maximum residential award in the first decade of the grant's life, calling into question the prevailing assumption that more funds are needed per grantee to make the grant relevant.

### 6) The grant can be designed to encourage better-than-minimum compliance outcomes.

The grant is not perceived to meet the "but for" test for most renovations today. It will not be a significant factor for homeowners in deciding whether a renovation happens or doesn't happen, but depending on the design of the program, it could influence the standards by which certain design and construction decisions in the renovation are made (such as choosing details and finishes that are higher quality than minimum standards require).



*The community values its visual character, and seeks to tell a story about identity and history through preservation.*

**7) Applicants desire clarity on fundamentals.**

There is a perceived need for more clarity during the process, especially on these matters:

- a)** Available Funding at Any Given Time
- b)** Detailed Criteria for Approval by the HPB

**8) Training and education will enhance outcomes.**

Education and training could enhance the success of the program and its outcomes; consider the following:

- a)** Train Historic Preservation Board members on the Board's authorities, and on the proper policy standards to apply in making decision to approve or not approve a project.

**b)** Train contractors and building professionals in policies and practices pertinent to historic preservation, and provide certification with regular renewals.

**c)** Educate the public about the value of historic properties, and contextualize historic properties in the story of the City.

**d)** Assuming the City introduces a preferred vendor or vendor training program, inform applicants about the City's trained vendor list.



## Recommendations

The Historic District Grant program has contributed substantially to the character and vitality of Park City. With thoughtful refinement, it will continue to do so.

Much has changed since the origin of the grant program in the early 1980s, including residency and tourism dynamics, historic resource conditions, population growth, development, and economic conditions. These changes, along with resulting administrative and implementation challenges identified by staff and stakeholders, led to the review and reconsideration of the grant program. This study, and the recommendations herein, are the outcome of that review.

Policymakers, staff, stakeholders, and the Historic Preservation Board have contributed time, talent, and expertise to this assessment of the current program, and their input has shaped objectives for the future program. Qualitative research and quantitative data analysis laid a foundation of knowledge about existing conditions, and along with engagement outcomes, informed the resulting recommendations.

The recommendations that follow are presented as a roadmap for Park City staff and leadership to refine what has historically been a very successful grant program, and to bring it up to date in accordance with current conditions, values, and opportunities for impact.

### **1. Adopt a Historic District Grant program mission statement that reflects contemporary conditions, values, and opportunities for impact.**

1.1. Adopt a mission statement and identify values to guide grant investments.

1.1.1. Draft a mission statement based on adopted City goals and objectives, and the values and engagement outcomes that emerged from this study.

1.2. Establish primary and enhanced target outcomes.

1.2.1. Define primary outcomes that the grant should measurably impact, including preservation of neighborhood character, preservation of historic stock, achieving higher than minimum standard outcomes, and telling Park City's story through the physical environment.

1.2.2. Define supplemental or enhanced outcomes that the grant could incentivize, such as affordability, public realm enhancement, resident retention, or assisting residents in need.

1.2.3. Review and revise the list of eligible improvements.

1.2.4. Ensure desired outcomes are consistent with eligible uses of funds.

- 1.3. Establish goals and topics for regular reporting.
  - 1.3.1. Define reporting objectives based on the outcomes from Recommendations 1.1 and 1.2.
  - 1.3.2. Establish metrics for tracking and reporting outcomes, and apply them to Recommendation 5.
  - 1.3.3. Establish a regular annual cycle of reporting. Audiences for regular reporting include the Historic Preservation Board, Mayor and City Council, and the general public.

### **2. Create Historic District Grant program guidelines that enable grant administrators to responsibly steward impactful public investment.**

- 2.1. Update grant eligibility requirements according to defined mission and target outcomes.
  - 2.1.1. *Projects.* Review existing Project type eligibility, and refine according to the updated program mission and goals.
    - 2.1.1.1. Ensure that grant dollars are not subsidizing outcomes that would happen anyway under existing regulations.
    - 2.1.1.2. Define a target list of investment priorities where the grant can make a difference, and review it annually to keep it current. Consider public projects, historic mine structures, distressed properties, roof replacements, large remodels, and incentivizing above-minimum-standard outcomes (form, materials, details).
  - 2.1.2. *Applicants.* Review existing Applicant eligibility requirements, and refine according to the updated program mission and goals.
    - 2.1.2.1. Ensure that grant dollars are not subsidizing applicants who don't need public assistance.
    - 2.1.2.2. Build in preferred status for permanent residents.
    - 2.1.2.3. Build in preferred status for locally owned and operated commercial properties.
- 2.2. Make the grant competitive.
  - 2.2.1. Create a cycle of multiple application deadlines per year.
  - 2.2.2. Create a clear and transparent scoring system.
    - 2.2.2.1. Define the program's "core requirements" and craft a scoring system based on it. Consider the program mission outlined in the

goals workshop with leadership, including the desire to preserve historic character, save historic structures from neglect, promote community knowledge and engagement, achieve better restoration outcomes, and invest public dollars in ways that make a difference ("move the needle").

2.2.2.2. Define desired "enhanced outcomes" and craft a system of bonus points based on it. Consider the values that emerged out of the goals workshop with leadership, including the objectives for complete community, equity, and affordability.

2.3. Use administrative discretion to achieve the greatest program impact in each cycle.

2.3.1. Give grant administrators discretion to select a single large project or many smaller projects in a cycle, depending on their assessment of how the grant will be most impactful.

2.3.2. Give grant administrators discretion to accept applications of all types, or to define themes for each grant cycle according to perceived need or opportunity.

### **3. Create an application manual to make the process informative and easy for everyone.**

3.1. The manual should include a program description and guidelines.

3.2. The manual should provide information about the application process, including an overview of grant awards available, application deadlines, a process map, criteria for decision-making, and required forms and submittals.

3.3. The manual should refer applicants to the City's list of vendors who have completed the training program.

3.4. The manual should direct applicants to supplemental resources for those who wish to learn more about preservation, including links to guiding regulations, training and education opportunities, and Park City interpretive experiences.

3.5. The manual should provide information about program history and successes.

### **4. Define program funding sources and levels.**

4.1. Work with City and Board leadership to right-size the grant commitment.

4.1.1. Review the current capacity of the grant in total and by source; and make a determination of whether to raise, reduce, or maintain the current level of funds in light of outcomes from Recommendation 1.1 and 1.2.

4.2. Mitigate constraints on funding sources.

4.2.1. Review the sustainability of funding sources (each RDA, General Fund) and take steps to ensure that needed capacity is maintained for out-year commitments.

4.2.2. Identify constraints resulting from the distribution of the total grant dollars by source, and consider how to mitigate for areas of need and opportunity that may be challenged as a result.

4.3. Ensure that there is clear and transparent definition of funding sources and constraints available to the public.

### **5. Build a database of grant supported projects for management and reporting purposes.**

5.1. Create a database of projects to track them from the time a grant is awarded to the time the grant is paid out.

5.2. Apply metrics defined in Recommendation 1.3 into a program database, so that the performance and contribution of projects supported by the grant program can be measured.

5.3. Use the database to mitigate the management challenges inherent in the current disconnect between the fixed level of non-rollover funding sources (operations, not capital dollars) and the multi-year activities that the grant dollars fund, by incorporating projections over time.

5.3.1. Create a rolling 3- year schedule of projected grant payouts, including: project address, grant amount, estimated date of payout projected (year 0, 1, and 2), and project grant funding source (identify which pool dollars will come from).

5.3.2. Keep records of actuals for each project, including the amount and date of actual payout, and contribution to primary outcomes, consistent with Recommendation 1.2.1.

5.3.3. Record project contributions to enhanced outcomes, consistent with Recommendation 1.2.2.

5.4. Include data about the funding source for each project.

5.4.1. Identify the source and amount of funds committed to each project.

5.4.2. Use the database to project future years' available funds for each source based on grant commitments. For each application deadline, issue a report on the current (application) year plus the next two to three years. Because the grant is comprised of multiple pools of funding, each with unique constraints; and because grant commitments from a prior year

may come due and reduce available funds in a given area at a given time depending on how project timelines converge; there has been difficulty in defining “available funds” at any given time.

5.4.3. Ensure that staff consider projected available funds by pool when they define target outcomes for the upcoming grant cycle, in keeping with Recommendation 2.3.

### **6. Introduce and sustain training and education to enhance preservation outcomes.**

6.1. Create and administer a training program on policies and practices in historic construction, through which contractors and building professionals can be granted “preferred vendor” status by the City; assume regular renewals.

6.2. Create a City “preferred vendor” list of historic contractors. Make this list available to applicants, and incentivize them to utilize the services of trained professionals.

6.3. Continue on-boarding training for Historic Preservation Board members on the Board’s authorities.

6.4. Create a publicly available brochure, the HPB Policy & Decision-Making Guide, outlining the Board’s authorities, criteria, and timeline for decision-making.

6.5. Provide, or coordinate, community education about the impacts of historic preservation (cultural, economic, & environmental), policies & standards, and criteria for decision-making. Topics could range from practical learning about regulatory frameworks to local history.

### **7. Establish a communications strategy to raise awareness, build community knowledge and engagement, and tell Park City’s story.**

7.1. Establish a website with program information and resources.

7.1.1. Communicate program information (outcomes of Recommendation 1), and include downloadable program guidelines and application manual (outcomes of Recommendations 2 and 3)

7.1.2. Feature target themes and objectives for the upcoming funding round (as envisioned in Recommendation 2.3)

7.1.3. Feature program highlights: news coverage, photographs, resident or project spotlights (see Recommendation 7.3), goals and opportunities, and interest pieces about town history.

7.1.4. Provide links to supplemental resources including national standards, relevant Park City policies and zoning, community education

opportunities (Recommendation 6.5), preferred vendor information (Recommendation 6.1), and the HPB Policy & Decision-Making Guide (outcome of Recommendation 6.4).

7.1.5. If feasible, create a tool for people to simply type in their address and receive preliminary feedback about their property's eligibility and upcoming deadlines.

7.2. Create opportunities for news coverage.

7.2.1. Issue news releases about upcoming application deadlines and funding round themes, regular reporting, project successes, grant history, and so on.

7.2.2. Alert news and media about upcoming decisions that will be on the agenda for Board and Council meetings.

7.3. Recognize projects and people who have made significant contributions through use of the grant.

7.3.1. Coordinate with preservation organizations on awards or honors for outstanding contributions to historic preservation and interpretation.

7.3.2. Recognize projects that have achieved enhanced outcomes.

# Historic Preservation Board

## Staff Report

Subject: 445 Park Avenue  
Application: PL-22-05133  
Author: Caitlyn Tubbs, Sr. Planner  
Date: May 3, 2023  
Type of Item: Material Deconstruction



### Recommendation

(I) Review the application, (II) conduct a public hearing, and (III) approve the material deconstruction request based on the Findings of Facts, Conclusions of Law, and Conditions of Approval outlined in the Draft Final Action Letter (Exhibit A).

### Description

Applicant: Jonathan DeGray  
Location: 445 Park Avenue  
Zoning District: Historic Residential 1 (HR-1)  
Adjacent Land Uses: Residential  
Reason for Review: The Historic Preservation Board reviews all requests for removal of historic materials to accommodate new additions, new construction or structural upgrades per LMC [§15-11-12.5\(A\)\(2\)](#).

DRC	Development Review Committee
DRT	Design Review Team
HDDR	Historic District Design Review
HPB	Historic Preservation Board
HR-1	Historic Residential (HR-1) District
HSI	Historic Sites Inventory
LMC	Land Management Code

*Terms that are capitalized as proper nouns throughout this staff report are defined in LMC § [15-15-1](#).*

### Summary

445 Park Avenue is a [Landmark Historic Structure](#) on the Park City Historic Sites Inventory (HSI). The home was originally constructed c. 1880 and has undergone minimal changes. The Applicant seeks to lift the Historic Structure and construct a basement and rear addition. Before the Applicant may obtain Historic District Design Review (HDDR) approval they must obtain approval from the Historic Preservation Board (HPB) for material deconstruction.

## **Background**

445 Park Avenue is a 1.5-story Hall-Parlor style house built c. 1880 and is a Landmark Historic Site on Park City's Historic Sites Inventory (HSI). The Structure was described in a 1984 National Register nomination as the Milton and Minerva Thomas House and was noted to have undergone minor additions and alterations. The house sits on a raised stone foundation at the front and sits directly on the soil in the rear yard. It is clad in wooden drop siding. The 1984 National Register nomination notes the arrangement of openings (doors and windows) on the façade is atypical of hall and parlor houses due to the internal configuration of the rooms. Furthermore, the nomination identifies the monumental dormer projection on the roof and states the styling of the dormer indicates it was an in-period addition. A 2016 Intensive Level Survey (ILS) conducted by CRSA states the home has been minimally altered since the 1984 nomination was written; the only changes noted were the addition of a small pediment to the shed roof of the dormer and the replacement of the front door (see Exhibit C).

## **Analysis**

The Historic Preservation Board is the responsible Land Use Authority for Material Deconstruction for new additions per LMC [§15-1-8](#) and LMC [§15-11-12.5\(A\)\(2\)](#). Additions to Historic Structures shall be considered only on non-character defining facades, usually tertiary facades (LMC [§15-13-2\(B\)\(4\)\(a\)\(2\)](#)).

Material Deconstruction is defined in LMC [§15-15-1](#) as “*The disassembly of structures for the purpose of salvaging and reusing as many of the construction materials or building components. In some cases, deconstruction or dismantling may be used to remove non-historic materials from a historic site or structure or to remove those historic construction materials or building components that are beyond repair.*”

The Applicant's proposal is to lift the existing structure in place and construct a code-compliant foundation and basement with an internal single-car garage. After this, the home will be lowered back into its original location. To facilitate the lift of the Structure the Applicant will need to deconstruct the lower front porch and reconstruct it once the home is lowered onto the new foundation. Additionally, the existing chimney is in poor condition with missing mortar and is proposed to be deconstructed. The Applicant

intends to reuse the existing brick in the construction of the new non-functioning chimney. Furthermore, the proposed rear addition will necessitate the removal of a portion (approximately 225 square feet) of the western (rear) wall and a 92-square foot section of the existing roof form.



Figure 1: Approximate location of Historic Materials to be removed.

New additions to Historic Structures must be constructed in such a way that the Historic Integrity of the Structure is not diminished per LMC [§15-13-2\(A\)](#). Historic Integrity is defined in LMC [§15-15-1](#) as “*The ability of a Site to retain its identity and, therefore, convey its Significance in the history of Park City. Within the concept of Historic Integrity, Park City Municipal Corporation recognizes seven (7) aspects or qualities as defined by the National Parks Service, that in various combinations define integrity. They are as follows:*”

- (Staff has outlined the aspects and qualities and provided an analysis of the project's compliance in the following table:)

Requirement	Analysis of Proposal
Location: The place where the Historic Site was constructed or the Historical event took place.	<b>Complies</b> – The proposal is to lift the Landmark Historic Structure, construct a new foundation, and set the house back on its original site, deviating approximately 2 feet from its original height. The Landmark Historic Structure will remain at its original location and address.
Design: The combination of physical elements that create the form, plan, space, Structure, and style of a Site. Design includes such considerations as the structural system, massing, arrangement of spaces, pattern of fenestration, textures and colors of the surface materials, type, amount and style of ornamental detailing, and arrangement and type of plantings in the designed landscape.	<b>Complies</b> - The construction methods utilized on 445 Park Avenue are common around in the mining-era miners' cottages within Park City's Historic Districts. The home was built with a vernacular construction style and design and includes minimal decorative finishes. The removal of a portion of the rear siding and roofing materials will not detract from the Historic Character of the Structure or its perceived workmanship.
Setting: The physical environment, either natural or manmade, of a Historic Site, including vegetation, topographic features, manmade features (paths, fences, walls) and the relationship between Structures and other features or open space.	<b>Complies</b> – The existing grade on the Site is substantially shallower than neighboring lots. The Applicant has proposed the re-grading of the Site to be similar to that of surrounding Historic Sites along the street. Any mature or Significant Vegetation will need to be protected or replaced in-kind as part of the HDDR review. The walkway from the Park Avenue public Right-of-Way to the front door of the Landmark Historic Structure will remain the same.
Materials: The physical elements that were combined or deposited during a	<b>Complies with Condition of Approval</b> 23– The existing Landmark Historic

<p>particular period of time in a particular pattern or configuration to form a Historic Site.</p>	<p>Structure is sitting directly on the soil at the rear of the building and has suffered some water damage. The Applicant seeks to remove approximately 225 square feet of the original wooden siding at the rear of the Structure and a 92 square foot section of the roof to facilitate the construction of an addition. Staff recommends a Condition of Approval that the Applicant will re-use the salvageable siding material on the remainder of the rear wall where the siding has been damaged by water.</p>
<p>Workmanship: The physical evidence of the crafts of a particular culture or people during any given period of history, including methods of construction, plain or decorative finishes, painting, carving, joinery, tooling, and turning.</p>	<p><b>Complies</b> – The construction methods utilized on 445 Park Avenue are common around in the mining-era miners' cottages within Park City's Historic Districts. The home was built with a vernacular construction style and design and includes minimal decorative finishes. The removal of a portion of the rear siding and roofing materials will not detract from the Historic Character of the Structure or its perceived workmanship.</p>
<p>Feeling: A Site's expression of the aesthetic of Historic sense of a particular period of time. Feeling results from the presence of physical features that, taken together, convey the Property' Historic character.</p>	<p><b>Complies</b> – The requested Material Deconstruction is proposed at the rear of the property and is out of view from the public Right-of-Way along Park Avenue. The Applicant has proposed the retention of historic materials and features on facades visible from the Right-of-Way to maintain the home's Historic character.</p>
<p>Association: The direct link between an important Historic era or Person and a Historic Site. A Site retains association if it is in the place where the activity occurred and is sufficiently intact to convey that relationship to an observer.</p>	<p><b>Complies</b> – The Landmark Historic Structure is not being removed from its original Site; it will be lifted and set back on top of a new foundation and will be approximately 2 feet higher than it currently sits on the Site.</p>

The Applicant also seeks to remove the existing single-car garage found at the northern front corner of the property. The garage currently sits within the required 3-foot side yard setback and appears to be within inches of the property line. This garage is not shown on any of the Sanborn Maps from 1889 through 1941. This Structure is clad in a yellow vinyl siding and is not discussed on either the 1984 National Register Nomination or the 2016 Intensive Level Survey prepared by CRSA. The Applicant indicated the garage was constructed in the 1960s or 1970s and is becoming dilapidated. The Applicant has proposed the construction of a new garage in the basement level of the proposed new addition which will be accessed by a new driveway on the southern end of the Site instead of the existing driveway at the northern end of the Site.

In addition to the HPB's approval for material deconstruction the Applicant will be required to obtain Historic District

Design Review (HDDR) approval, subject to LMC [Chapter 15-13, Design Guidelines for Historic Districts and Sites](#), and LMC [§15-11-9, Preservation Policy](#), prior to the issuance of a building permit. LMC [§15-11-12.5\(A\)\(2\)](#) requires the Review Authority to review the proposed plans for compliance with [Chapter 15-13 Design Guidelines for Historic Districts and Historic Sites](#) prior to the issuance of a building permit. Per LMC [§15-1-8](#) the Planning director is the Review Authority for Historic District Design Reviews.

**(I) The proposal to lift the Landmark Historic Structure and construct an addition complies with the Design Guidelines for Historic Residential Sites (LMC [§15-13-2\(B\)\(4\)](#)).**

445 Park Avenue, Park City, Summit County, Utah  
Intensive Level Survey—Sanborn Map history

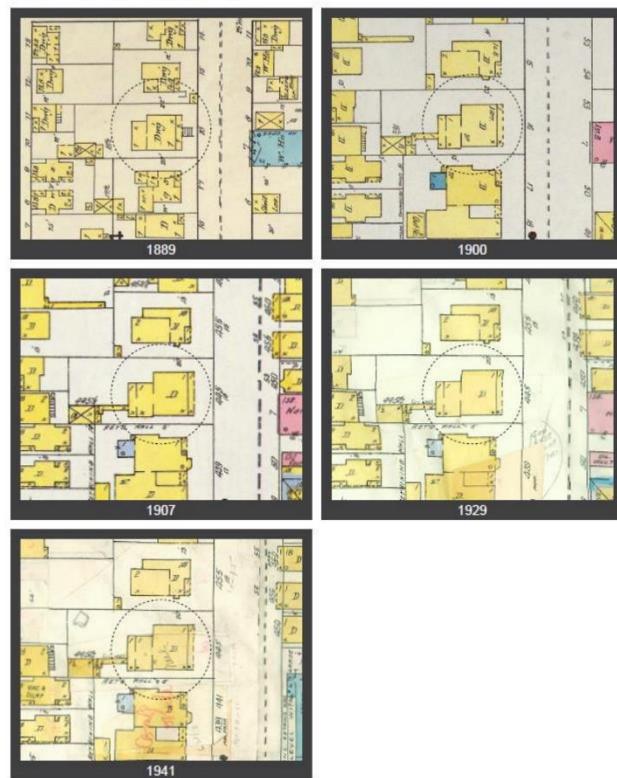


Figure 2: 445 Park Avenue Sanborn Maps

Requirement	Analysis of Proposal
Protection for Historic Structures & Sites: 1) Additions to historic buildings should be considered only when	<b>Complies –</b> 1) The existing interior area of the home has been fully utilized from the top floor to the basement. There is no more room to expand into in the interior of the Structure.

<p>it is demonstrated that the new use of the building cannot be accommodated by solely altering interior spaces.</p> <p>2) Additions to historic structures shall be considered with caution and shall be considered only on non-character defining facades, usually tertiary and occasionally secondary facades. Additions shall not compromise the architectural character of historic structures. Additions to the primary facades of historic structures are inappropriate.</p> <p>3) Additions should be visually subordinate to historic buildings when viewed from the primary public right-of-way.</p> <p>4) Additions to historic structures shall not be placed so as to obscure, detract from, or modify historic roof forms.</p> <p>5) Additions to historic structures shall not contribute significantly to the removal or loss of historic material.</p> <p>6) Where the new addition abuts the historic building, a clear transitional element between the</p>	<p>2) The proposed addition is located on the tertiary (rear) façade of the Historic Structure and does not compromise the historic character of the home.</p> <p>3) The proposed addition is shorter than the ridgeline of the existing roof and is minimally visible from the primary public right-of-way.</p> <p>4) The proposed addition does not obscure the historic roof form.</p> <p>5) The proposed addition minimizes the removal of historic material to the points necessary to connect the proposed Addition to the Primary Structure.</p> <p>6) The proposed addition has been set in from the sides of the existing home to denote the location of the new construction. The proposed addition is less than 50% of the footprint of the Primary Structure and the remaining transitional element standards are not applicable.</p> <p>7) As noted in the 1984 National Register nomination form, and reiterated in the 2016 Intensive Level Survey, 445 Park Avenue has undergone minimal additions or modifications over time. There are no additions that have gained significance in their own right which would be affected by this proposed addition.</p> <p>8) The proposed new construction is not an in-line addition.</p>
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<p>old and the new should be designed and constructed. Minor additions, such as bay windows or dormers do not require a transitional element.</p> <p>7) Maintain and preserve additions to structures that are significant to the era/period of restoration.</p> <p>8) In-line additions shall be avoided.</p>	
<p><b>Transitional Elements:</b></p>	<p><b>Not Applicable</b> – A transitional element is not required because the proposed addition is less than 50% of the footprint of the Historic Structure and is shorter than the existing building.</p>
<p><b>General Compatibility:</b></p> <p>1) Additions shall complement the visual and physical qualities of the historic building.</p> <p>2) The addition shall be a contemporary interpretation of the historic structure's architectural style.</p> <p>3) Additions shall be subordinate in scale to the primary historic structure. The footprint of an addition shall not exceed 50% of the footprint of the historic structure, including any additions that have achieved historic significance in their own right.</p> <p>4) Additions shall be visually subordinate to historic structures.</p> <p>5) Large additions shall be visually separated</p>	<p><b>Complies –</b></p> <p>1) The proposed addition includes a gable roof form with a similar pitch to the existing home. The solid-to-void ratio is compatible with the existing Structure and maintains the desired 2:1 dimensional ratio for the windows.</p> <p>2) The proposed addition does not directly mimic the existing Landmark Historic Structure but complements it with a gable roof and wooden lap siding.</p> <p>3) The proposed addition is less than 50% of the footprint of the Primary Structure and is shorter than the ridgeline of the existing roof. The massing of the structure is subordinate to the existing dwelling and is located behind the home where it will be the least visually obtrusive.</p> <p>4) The proposed addition is shorter than the Primary Structure and sits below the ridgeline of the existing roof. The massing of the structure is subordinate to the existing dwelling and is located behind the home where it will be the least visually obtrusive.</p> <p>5) Not applicable.</p> <p>6) The proposed wooden lap siding material is similar to what is currently used on the Historic Structure and other Structures in the</p>

<p>from historic buildings when viewed from the public right of way.</p> <p>6) Building Components and materials used on additions shall be similar in scale and size to those found on the historic building.</p> <p>7) Window shapes, patterns and proportions found on the historic building should be reflected in the new addition.</p> <p>8) Windows, doors and other features on a new addition shall be designed to be compatible with the historic structure and surrounding historic sites. Windows, doors and other openings shall be of sizes and proportions similar to those found on nearby historic structures. When using new window patterns and designs, those elements shall respect the typical historic character and proportions of windows on the primary historic structure and adjacent historic structures. The solid-to-void relationship and detailing of an addition shall be compatible with the historic structure.</p>	<p>character area. The Applicant has proposed the reuse of the stone and brick already on the site in the new design.</p> <p>7) The proposed addition includes a solid-to-void ratio that is comparable to that seen on the Primary Structure and on Historic Structures in the neighborhood. The proposed windows follow the desired 2:1 dimensional ratio that is common on Historic Structures and there is no large concentration of glazing in any one area of the proposed addition.</p> <p>8) The proposed addition includes a solid-to-void ratio that is comparable to that seen on the Primary Structure and on Historic Structures in the neighborhood. The proposed windows follow the desired 2:1 dimensional ratio that is common on Historic Structures and there is no large concentration of glazing in any one area of the proposed addition.</p>
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## **Department Review**

The Planning Department and City Attorney's Office reviewed this report.

## **Notice**

Staff published notice on the City's website and the Utah Public Notice website, and posted notice to the property on April 19, 2023. Staff mailed courtesy notice to property owners within 100 feet on April 19, 2023.

## **Public Input**

Staff has received a few comments and questions from the public regarding this item. Most questions were about whether a setback deviation was being requested and what the final landscaping could look like. The public input received so far has been included in Exhibit F.

## **Alternatives**

- The Historic Preservation Board may approve the Material Deconstruction;
- The Historic Preservation Board may deny the Material Deconstruction and direct staff to make Findings for the denial; or
- The Historic Preservation Board may request additional information and continue the discussion to a date certain or a date uncertain.

## **Exhibits**

Exhibit A: Draft Final Action Letter

Exhibit B: Submitted Plans

Exhibit C: 2016 Intensive Level Survey Form

Exhibit D: Physical Conditions Report

Exhibit E: Preservation Plan

Exhibit F: Public Input



## Planning Department

May 3, 2023

Jonathan DeGray  
445 Park Avenue  
Park City, UT 84060  
435-649-7263

CC: Wilson Weisenburg

### NOTICE OF HISTORIC PRESERVATION BOARD ACTION

#### Description

Address: 445 Park Avenue  
Zoning District: HR-1 Historic Residential  
Application: Material Deconstruction of Landmark Historic Material  
Project Number: PL-22-05133  
Action: APPROVED WITH CONDITIONS (See Below)  
Date of Final Action: May 3, 2023  
Project Summary: Applicant Seeks Approval for Material Deconstruction of a Portion of a Landmark Historic Structure to Facilitate the Construction of an Addition.

#### Action Taken

On April 5, 2023, the Historic Preservation Board conducted a public hearing and approved the Material Deconstruction for portions of 445 Park Avenue according to the following findings of fact, conclusions of law, and conditions of approval.

#### Findings of Fact

1. 445 Park Avenue is a Landmark Historic Structure on Park City's Historic Sites Inventory.
2. The home was originally constructed c. 1880 and is a 1.5-story Hall-Parlor style house.
3. In 1984, 445 Park Avenue was listed on the National Register of Historic Places as part of the Park City Mining Boom Era Residences Thematic District.
4. On January 4, 2022 the Applicant submitted a Historic District Design Review Pre-Application to discuss a potential addition to the Structure.



## Planning Department

5. On January 3, 2023 the Applicant submitted a full Historic District Design Review application for a proposed addition.

### **Material Deconstruction**

6. The Applicant proposes the Material Deconstruction of a portion of the existing roof and the rear exterior wall to accommodate an addition to expand the living area of the home and provide an attached garage.
7. Additions to Historic Structures shall be considered only on non-character defining facades, usually tertiary facades.
8. The Historic Preservation Board approved the Material Deconstruction to accommodate an addition and garage, accessed from the front of the property, subject to the Conditions of Approval below.

### **Conditions of Approval**

1. The Applicant is responsible for notifying the Planning Department and Building Department prior to proposing any changes to this approval.
2. The Applicant shall submit in writing any changes, modifications, or deviations from the approved scope of work for Planning review and approval/denial in accordance with the applicable standards prior to construction.
3. Where the Historic exterior materials cannot be repaired, they shall be replaced with materials that match the original in all respects: scale, dimension, texture, profile, material and finish. Prior to removing and replacing Historic materials, the Applicant shall demonstrate to the Planning Director and Historic Preservation Planner that the materials are no longer safe and/or serviceable and cannot be repaired to a safe and/or serviceable condition. No Historic materials may be disposed of prior to advance approval by the Planning Director and Historic Preservation Planner.
4. The Applicant must obtain Historic District Design Review approval prior to the issuance of a building permit.
5. An encroachment agreement may be required prior to issuance of a building permit for projects utilizing soils nails that encroach onto neighboring properties, or for work conducted five feet or less from a lot line or having the potential to encroach on another property.
6. A Soils Report completed by a geotechnical engineer as well as a temporary shoring plan, if applicable, will be required at the time of building permit application.
7. The new foundation shall not raise or lower the Landmark Historic Structure more than two feet from its original floor elevation.
8. The Historic Site shall be returned to original grade following the construction of a foundation. When the original grade cannot be achieved, generally no more than six inches (6") of the new foundation shall be visible above final grade on the primary and secondary facades.



## Planning Department

9. The site shall be re-graded so that all water drains away from the Structure and does not enter the foundation.
10. A plinth, or trim board at the base of the Historic Structure, shall be added to visually anchor the Historic Structure to the new foundation.
11. The form, material, and detailing of a new foundation shall be similar to foundations of nearby structures.
12. Historic foundations shall not be concealed with masonry, block, plywood panels, corrugated metal, or wood shingles.
13. The Applicant shall complete a Historic Preservation Plan, subject to approval by the Chief Building Official and the Planning Director prior to the issuance of a building permit.
14. The Applicant shall provide the City with a Financial Guarantee to ensure compliance with the conditions and terms of the Historic Preservation Plan prior to the issuance of a building permit.
15. The Applicant shall submit a cribbing and excavation stabilization shoring plan reviewed and stamped by a State of Utah licensed and registered structural engineer prior to the issuance of a building permit. Cribbing or shoring must be of engineer specified materials. Screw-type jacks for raising and lowering the building are not allowed as primary supports once the building is lifted.
16. Historic Structures which are lifted off the foundation must be returned to the completed foundation within 45 days of the date the building permit was issued.
17. The Planning Director may make a written determination to extend this period up to 30 additional days if, after consultation with the Historic Preservation Planner, Chief Building Official, and City Engineer, he/she/they determine that it is necessary. This would be based upon the need to immediately stabilize an existing Historic property, or specific site conditions such as access, or lack thereof, exist, or in an effort to reduce impacts on adjacent properties. The Applicant is responsible for notifying the Building Department if changes are made. If the cribbing and/or shoring plan(s) are to be altered at any time during the construction of the foundation by the contractor, the structural engineer shall submit a new cribbing and/or shoring plan for review. The structural engineer shall be required to re-inspect and approve the cribbing and/or shoring alterations within five days of any relocation or alteration to the cribbing and/or shoring.
18. The Applicant shall also request an inspection through the Building Department following the modification to the ribbing and/or shoring. Failure to request the inspection will be a violation of the Preservation Plan and enforcement action through the Historic Preservation Financial Guarantee or ACE could take place.
19. The addition shall be undertaken in such a manner that if removed in the future the essential form and integrity of the Landmark Historic Structure could be restored.
20. The addition shall be visually subordinate to the Historic Structure when viewed from the primary public Right-of-Way.



**Planning Department**

21. In-line additions shall be avoided.
22. If the Landmark Historic Structure requires panelization, the Applicant shall return to the Historic Preservation Board for an amendment to this approval.
23. The Applicant shall re-use any salvageable removed original siding material to replace areas of damaged siding on the remainder of the Historic Structure.

If you have questions or concerns regarding this Final Action Letter, please call (435)-615-5063 or email [caitlyn.tubbs@parkcity.org](mailto:caitlyn.tubbs@parkcity.org).

Sincerely,

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Randy Scott, Historic Preservation Board Chair

CC: Caitlyn Tubbs, Senior Historic Preservation Planner

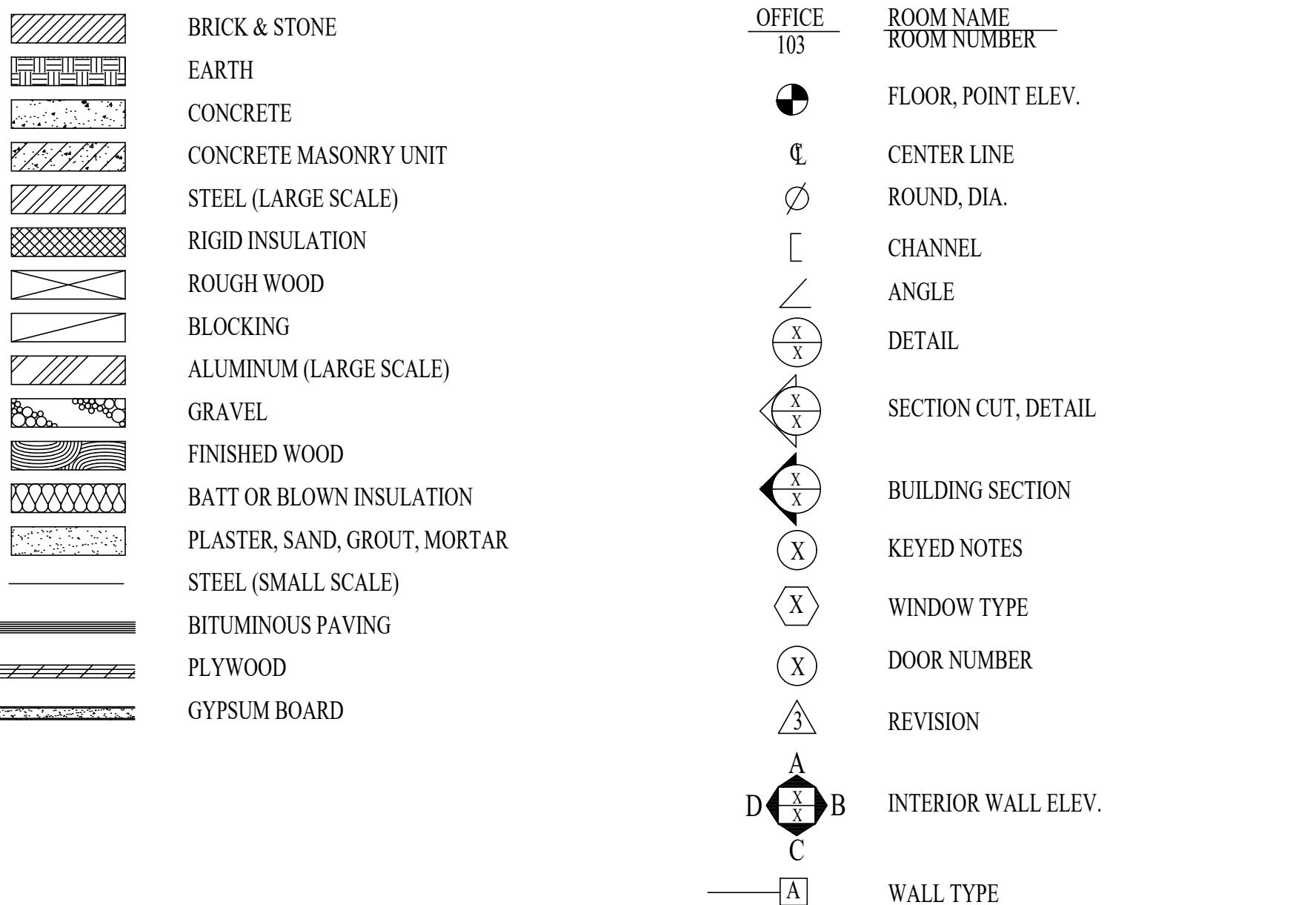
# WEISENBURG RESIDENCE

## HISTORIC DISTRICT DESIGN REVIEW

445 PARK AVENUE, PARK CITY, UTAH 84060

### CONSULTANTS

#### LEGEND



#### CODE ANALYSIS

APPLICABLE CODES  
2015 IRC 2018 IBC  
2018 IPC 2018 IMC  
2017 NEC 2018 IFGC  
2018 IECC 2018 IFC

OCCUPANCY: R2

CONSTRUCTION TYPE: VB  
BUILDING TO BE FIRE SPRINKLED: CONTRACTOR  
TO PROVIDE APPROVALS PRIOR TO  
INSTALLATION.

AREA CALCULATIONS (S/F)			
LIVING AREA	EXISTING	NEW	TOTAL
LOWER LEVEL		1177	1177
MAIN LEVEL	841	477	1318
UPPER LEVEL	477	50	527
TOTAL	1318	1704	3022
GARAGE	324		
DECK	66		
PATIO/PORCH AREA	403		
LOT/DISTURBED AREA	1540		
LOT AREA	3750		
ALLOWABLE FOOTPRINT	1519		
PROPOSED FOOTPRINT	1501		

#### INDEX TO DRAWINGS

#	SHEET #	SHEET DESCRIPTION
1	Aa	COVER SHEET SURVEY
2	1of1	RECORD OF SURVEY ARCHITECTURAL
3	3D.1	STREET IMAGES
4	3D.2	BIRDSYEYE IMAGES
5	AB.1	AS-BUILTS - FLOOR PLANS
6	AB.2	AS-BUILTS - ELEVATIONS
7	A0.1	ARCHITECTURAL SITE PLAN
8	A0.2	LANDSCAPE PLAN
9	A1.1	LOWER LEVEL PLAN
10	A1.2	MAIN LEVEL PLAN
11	A1.3	UPPER LEVEL PLAN
12	A1.4	ROOF PLAN
13	A2.1	EAST AND SOUTH ELEVATIONS
14	A2.2	WEST AND NORTH ELEVATIONS
15	A3.1	BUILDING SECTIONS
16	A5.1	ARCHITECTURAL NOTES AND DETAILS
17	A5.2	ROOF FLASHING DETAILS
18	A6.1	DOOR, WINDOW, ROOM SCHEDULES

#### ABBREVIATIONS

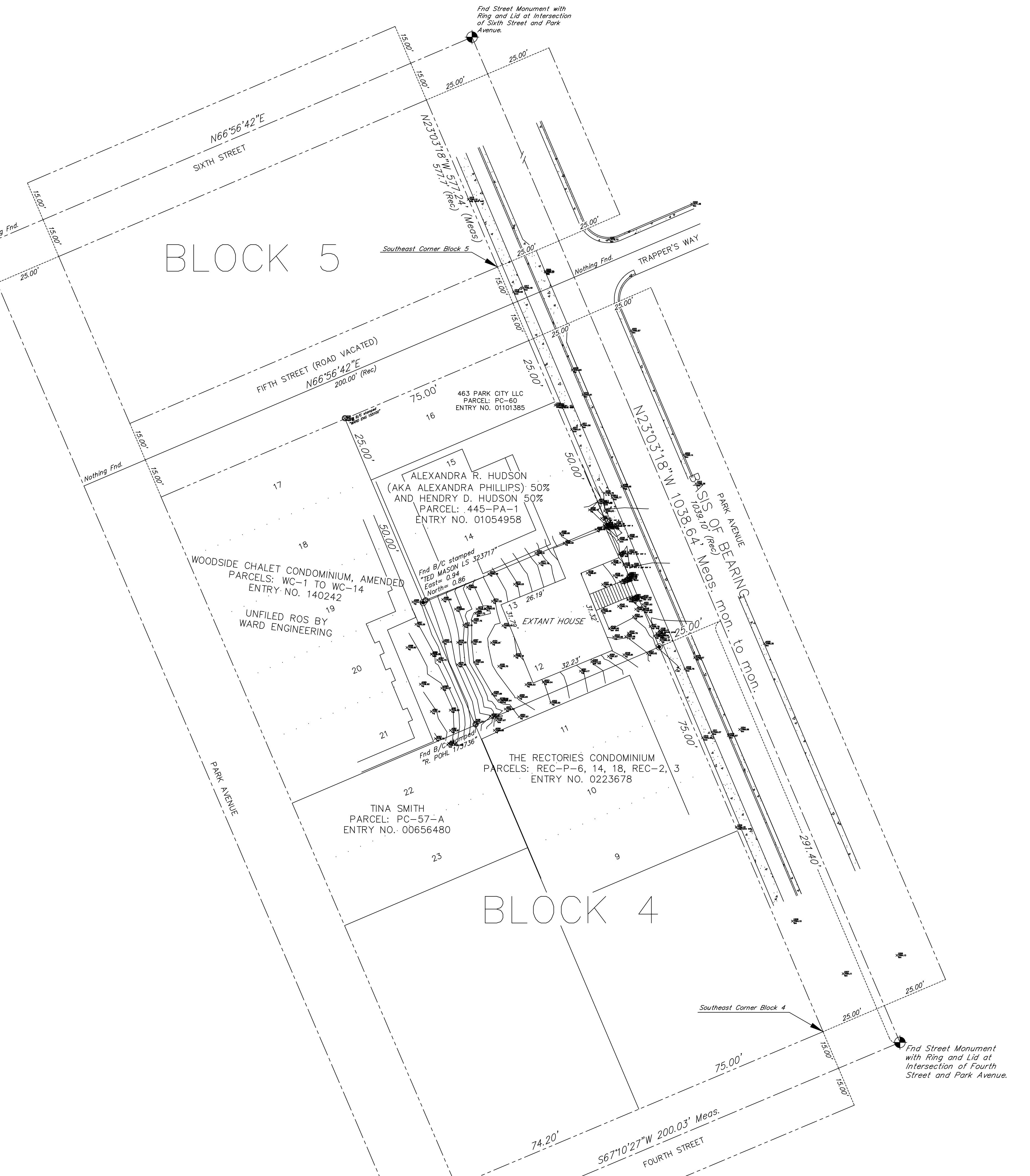
A/C	AIR CONDITIONING	F.D.	FLOOR DRAIN	PR.	PAIR
ACOUST.	ACOUSTICAL	FND.	FOUNDATION	R.D.	ROOF DRAIN
ADD.	ADDENDUM	FIN.	FINISH	REG.	REGULAR
ADJ.	ADJUSTABLE	F.LR.	FLOOR	R.S.	ROUGH-SAWN
ALLOW.	ALLOWANCE	F.R.	FIRE RATED	RAD.	RADIUS
ALUM.	ALUMINUM	FIG.	FOOTING	REINF.	REINFORCING
APPROX.	APPROXIMATE	G.	GAS	REQ'D.	REQUIRED
B.D.	BOARD	G.I.	GALVANIZED IRON	REV.	REVISED
B.U.	BUILT-UP	GA.	GAUGE	R.M.	ROOM
B.W.	BOTH WAYS	GALV.	GALVANIZED	R.O.	ROUGH OPENING
BLDG.	BUILDING	GRD.	GRADE	S & R	SHELF AND ROD
BLK.	BLOCK	G.W.B.	GYPSUM WALL BOARD	S.C.	SOLID CORE
BRK.	BRICK	G.L.B.	GLU-LAM BEAM	SCHED.	SCHEDULE
C.I.	CAST IRON	H.B.	HOSE BIBB	SHT.	SHEET
C.J.	CONTROL JOINT	HD.	HEAD	SIM.	SIMILAR
C.M.U.	CONCRETE MASONRY UNIT	H.M.	HOLLOW METAL	SPEC.	SPECIFICATION
CLG.	CEILING	HOR.	HORIZONTAL	STD.	STANDARD
COL.	COLUMN	I.D.	INSIDE DIAMETER	STL.	STEEL
COMP.	COMPACTED/COMPOSITE	INT.	INTERIOR	STRUCT.	STRUCTURAL
CONC.	CONCRETE	IRRIG.	IRRIGATION	SYS.	SYSTEM
CONST.	CONSTRUCTION	INSUL.	INSULATION	T & B	TOP AND BOTTOM
CONTR.	CONTRACTOR	JB.	JAMB	T & G	TONGUE AND GROOVE
CONT.	CONTINUOUS	JNT.	JOINT	T.O.	TOP OF
D.F.	DRINKING FOUNTAIN/DOUGLAS FIR	M.R.	MOISTURE RESISTANT	T.O.F.	TOP OF FOOTING
DIA.	DIAMETER	MANF'R	MANUFACTURER	T.O.W.	TOP OF WALL
DIM.	DIMENSION	MAX.	MAXIMUM	TYP.	TYPICAL
DN.	DOWN	MECH.	MECHANICAL	T.S.	STEEL TUBE COLUMN
DWG.	DRAWING	MIN.	MINIMUM	U.N.O.	UNLESS NOTED OTHERWISE
DTL.	DETAIL	(N)	NEW	VERT.	VERTICAL
EA.	EACH	N.I.C.	NOT IN CONTRACT	V.T.R.	VENT THRU ROOF
E.F.	EXHAUST FAN	N.T.S.	NOT TO SCALE	W.	WATER
E.I.F.S.	EXT. INSUL. FINISH SYSTEM	NO.	NUMBER	WD.	WOOD
E.J.	EXPANSION JOINT	O.C.	ON CENTER	W/	WITH
ELEC.	ELECTRIC/ELECTRICAL	O.D.	OUTSIDE DIAMETER	WP.	WATERPROOF
ELEV.	ELEVATION	OF.D.	OVERFLOW DRAIN	W.R.	WATER RESISTANT
EQ.	EQUAL	OPNG	OPENING	W.H.	WATER HEATER
E.T.	EXPANSION TANK	PLYWD.	PLYWOOD	W.S.	WATER SOFTNER
EXIST. (E)	EXISTING	PNT.	PAINT	W.W.F.	WELDED WIRE FABRIC
EXT.	EXTERIOR	PNTD.	PAINTED	W.W.M.	WOVEN WIRE MESH

#### GENERAL NOTES

1. THIS DESIGN IS AN ORIGINAL UNPUBLISHED WORK AND MAY NOT BE DUPLICATED, PUBLISHED AND/OR USED WITHOUT THE WRITTEN CONSENT OF THE ARCHITECT/ENGINEER.
2. THESE SHEETS - LISTED BY DRAWING INDEX, ALL ACCOMPANYING SPECIFICATIONS FOR MATERIALS, WORKMANSHIP QUALITY, AND NOTES HAVE BEEN PREPARED SOLELY FOR THE CONSTRUCTION AND FINISH OF PROJECT IMPROVEMENTS, COMPLETE AND READY FOR OCCUPANCY AND USE.
3. ALL WORK IS TO BE PERFORMED IN ACCORDANCE WITH PERTINENT JURISDICTIONAL CODES, RESTRICTIONS, COVENANTS, AND/OR ORDINANCES. ANY CONFLICT BETWEEN DESIGN AND REQUIREMENT SHALL BE REPORTED TO THE ARCHITECT/ENGINEER BEFORE PROCEEDING.
4. ANY AND ALL PROPOSED CHANGE, MODIFICATIONS AND/OR SUBSTITUTION SHALL BE REPORTED TO THE ARCHITECT/ENGINEER BEFORE PROCEEDING.
5. IN THE EVENT OF CONFLICT BETWEEN THE DESIGN DOCUMENTS AND/OR JURISDICTIONAL REQUIREMENTS, THE MORE RESTRICTIVE FROM THE STANDPOINT OF SAFETY AND PHYSICAL SECURITY SHALL APPLY.
6. ANY INSTALLATION, FINISH, OR COMPONENT INTENDED TO PROVIDE ENCLOSURE, WEATHERABILITY OR APPEARANCE QUALITY SHALL BE PRODUCED AS A REPRESENTATIVE SAMPLE PRIOR TO PROCEEDING WITH COMPLETION. WORK PERFORMED WITHOUT WRITTEN APPROVAL OF SUCH SAMPLE BY THE ARCHITECT/ENGINEER SHALL BE DONE AT THE RISK OF THE CONTRACTOR. A MINIMUM OF TWO (2) WORKING DAYS NOTICE SHALL BE GIVEN.
7. ALL WORK SHALL BE INSPECTED BY GOVERNING AGENCIES IN ACCORDANCE WITH THEIR REQUIREMENTS. JURISDICTIONAL APPROVAL SHALL BE SECURED BEFORE PROCEEDING WITH WORK.
8. BUILDING DESIGN IS GENERALLY PREDICATED UPON PROVISIONS OF THE 2015 IRC AND AMENDMENTS AS MAY HAVE BEEN LOCALLY ENACTED. ALL REQUIREMENTS OF THE JURISDICTIONAL FIRE SAFETY/PREVENTION DISTRICT SHALL BE ACCOMMODATED BY THIS DESIGN AND ANY CONSEQUENT CONSTRUCTION.
9. ALL 2 5/8 IN. GAS PIPE SYSTEM METER SETS REQUIRES PRIOR APPROVAL FROM QUESTAR GAS COMPANY. PROVIDE A LETTER FROM QUESTAR APPROVING SYSTEM.
10. ALL FIELD WELDING OR TORCH WORK, WILL REQUIRE A SEPARATE "HOT WORK" PERMIT PRIOR TO BEGINNING WORK. IFC 105.6.11
11. TOWER CRANES REQUIRE A SEPARATE PERMIT. CONTACT BUILDING DEPARTMENT FOR REQUIREMENTS.
12. EXCAVATION NOT TO EXCEED 2:1 SLOPE WITH OUT A SOILS REPORT.

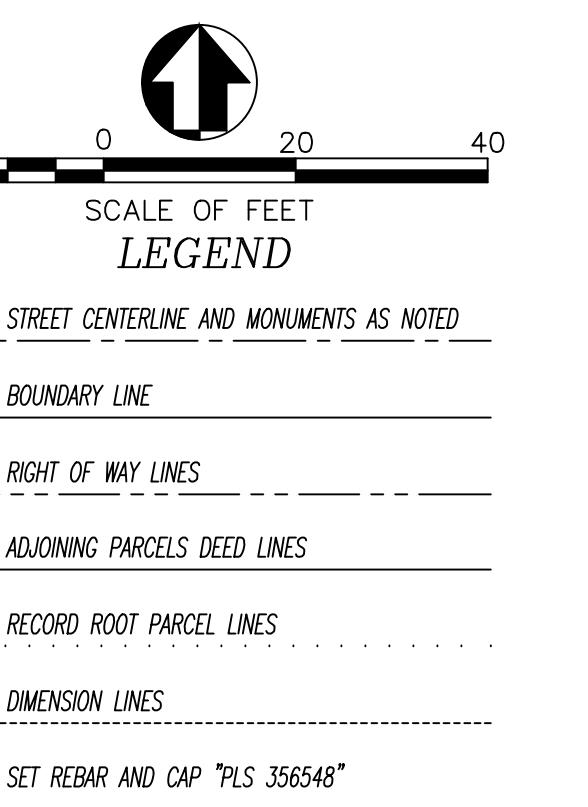
#### COVER SHEET

PROJECT DESCRIPTION:	WEISENBURG RESIDENCE HISTORIC DISTRICT DESIGN REVIEW
DATE:	NOVEMBER 23, 2022
PROJECT NUMBER:	2007-03
SHEET NUMBER:	Aa

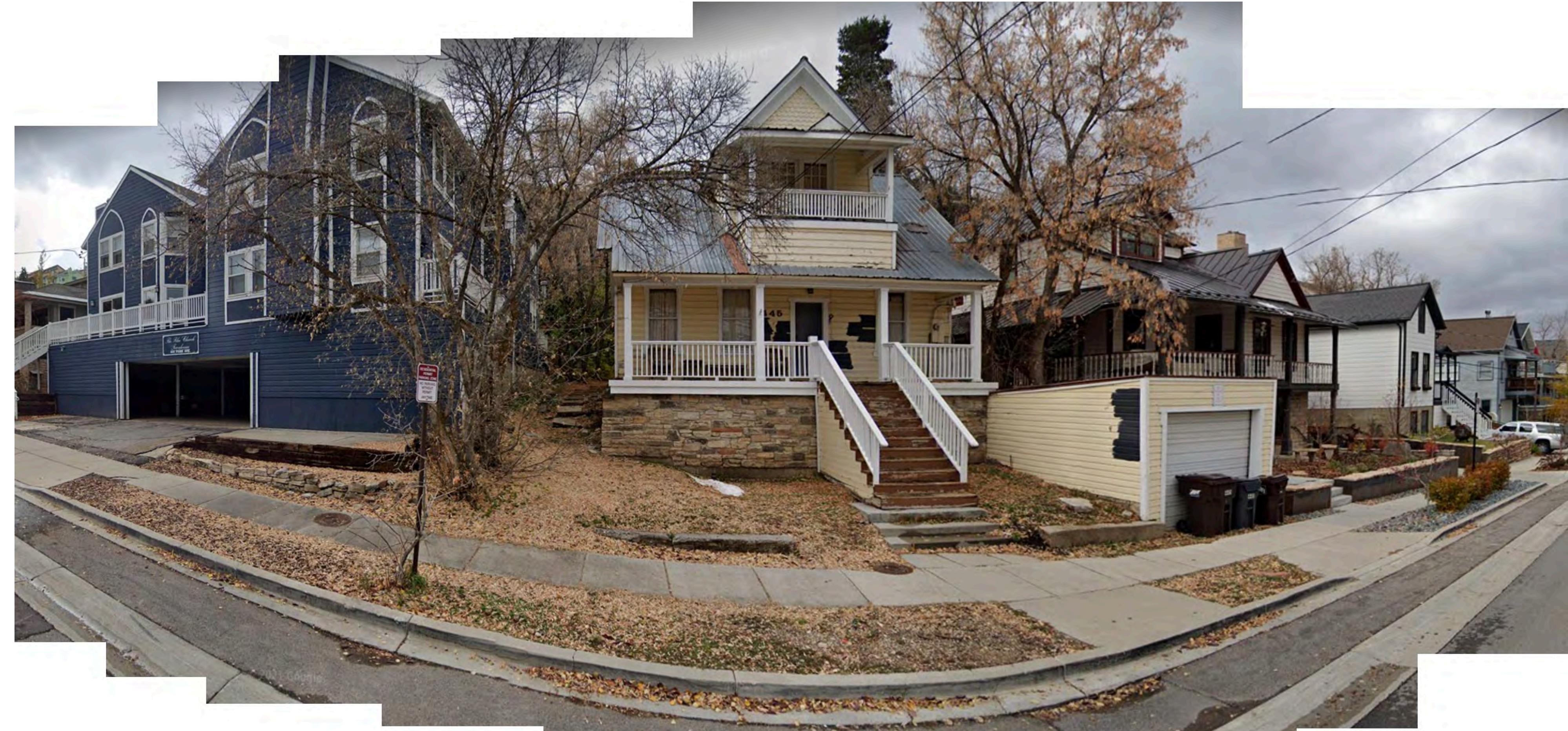


RECORD OF SURVEY OF	
TAX PARCEL PC-58	
WILSON T and LORILEE G WEISENBURG	
LOTS 12-13, BLOCK 4, PARK CITY SURVEY AMENDED,	
LYING AND SITUATE IN THE NORTHEAST QUARTER OF SECTION 16,	
TOWNSHIP 2 SOUTH, RANGE 4 EAST, SALT LAKE BASE AND MERIDIAN	
DATE: 08-14-20	
SCALE: 1"=20'	
PROJECT NUMBER: 2005001	

DESIGNED MCD	DRAINED MCD	F:\Boundary Consultants\Logo\Boundary Consultants Logo 8-3-05.bmp	
DRAFTED MCD	CHECKED DEH	5554 West 2425 North, Hooper, Utah	
		dave@boundaryconsultants.biz	



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OF	



## Jonathan DeGray Architect

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### WEISENBURG RESIDENCE HISTORIC DISTRICT DESIGN REVIEW

445 PARK AVENUE PARK CITY, UTAH 84060

PROJECT DESCRIPTION:

### STREET IMAGES

SHEET DESCRIPTION:

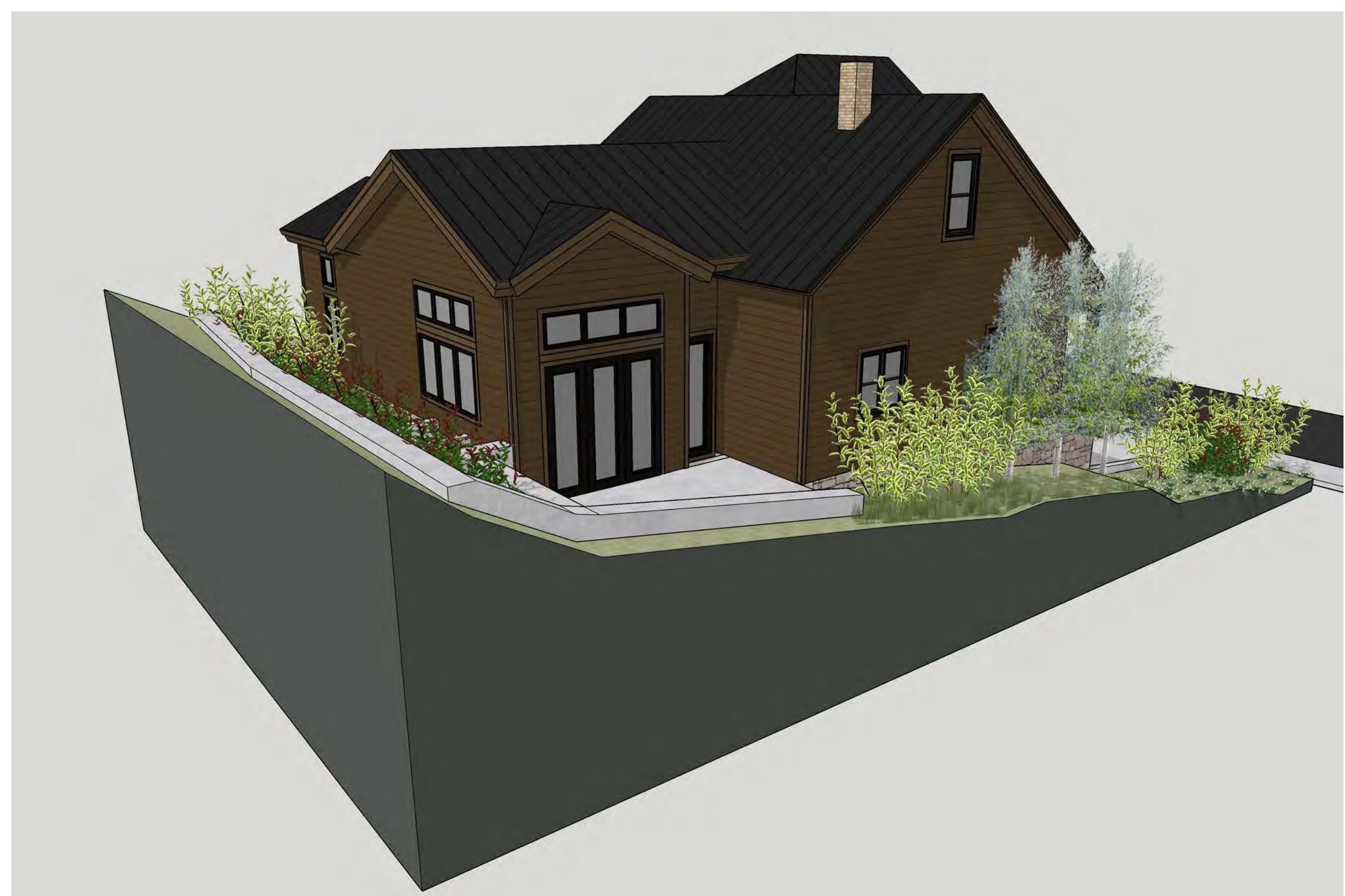
REVISIONS:

DATE:

PROJECT NUMBER:

SHEET NUMBER:

3D.1



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WEISENBURG RESIDENCE  
HISTORIC DISTRICT DESIGN REVIEW  
445 PARK AVENUE PARK CITY, UTAH 84060

PROJECT DESCRIPTION:

**BIRDSEYE IMAGES**

SHEET DESCRIPTION:

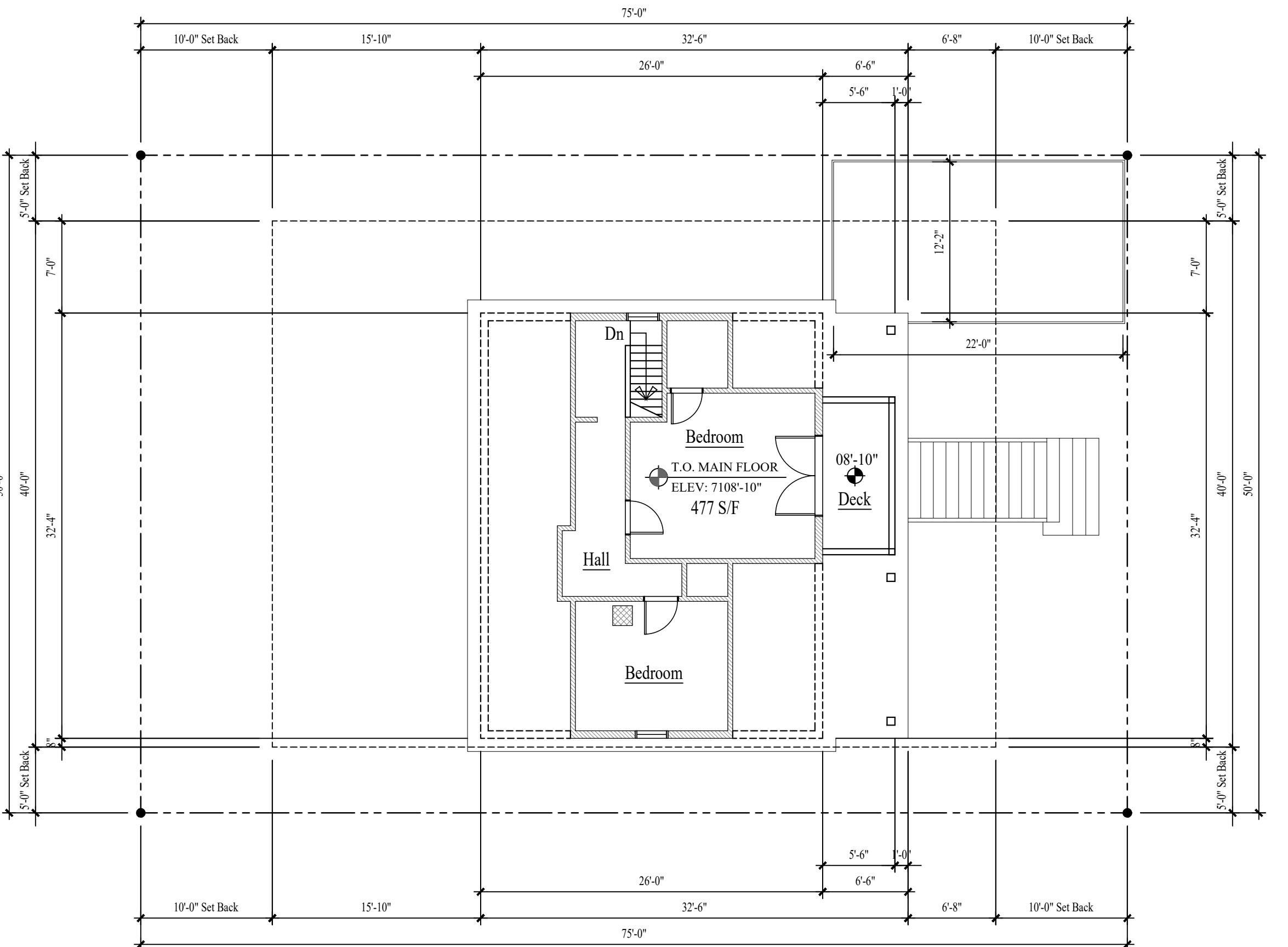
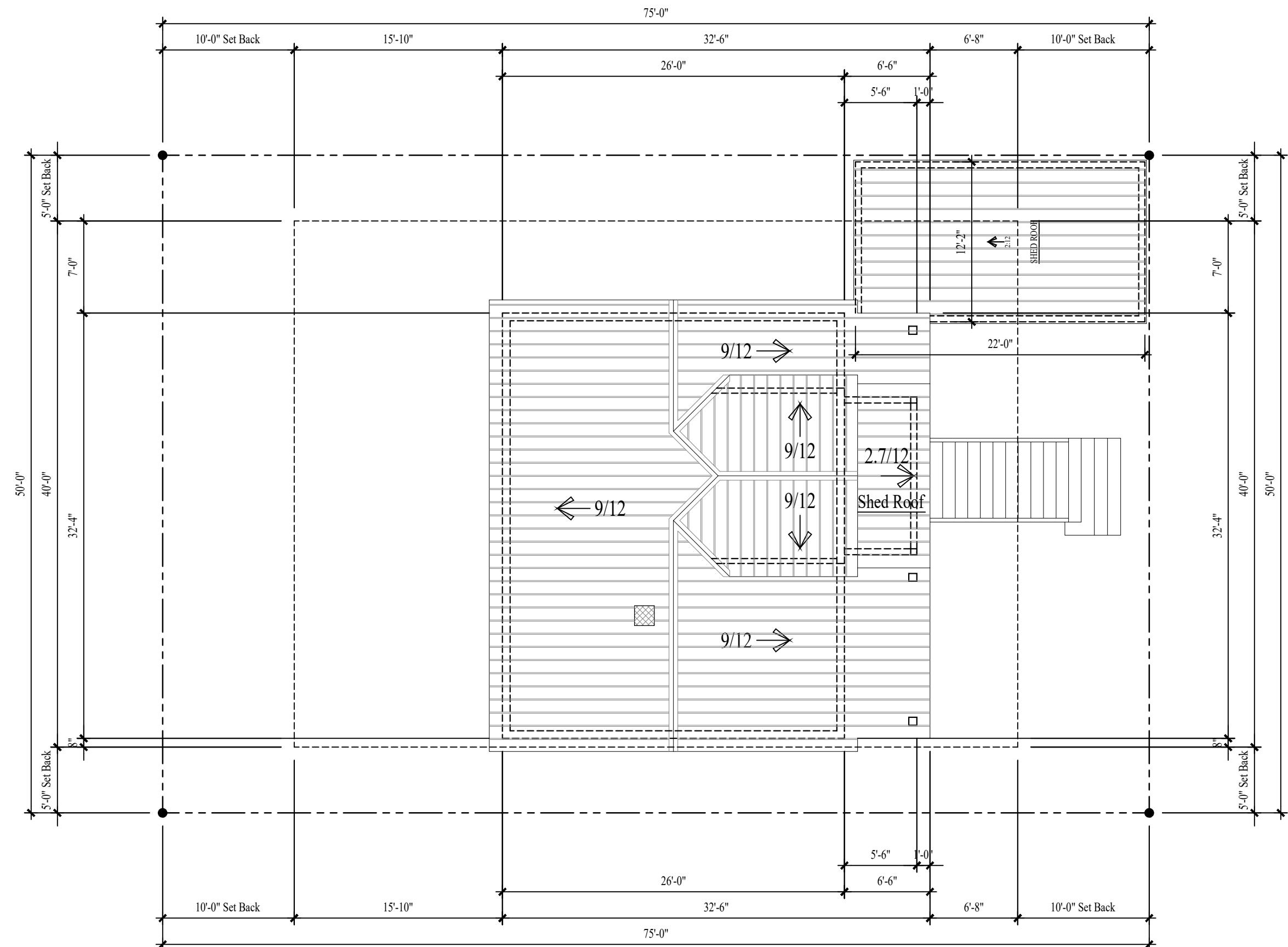
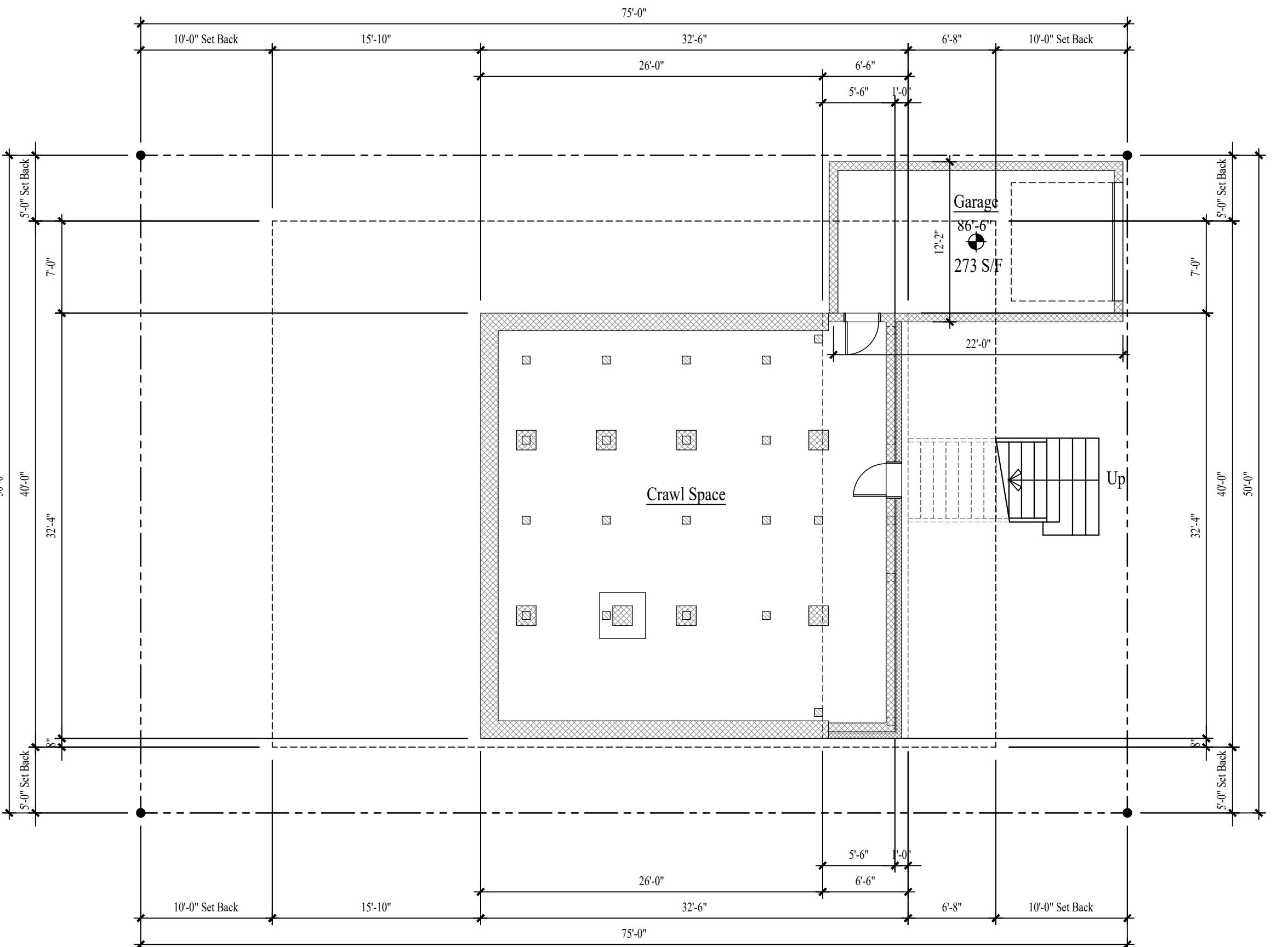
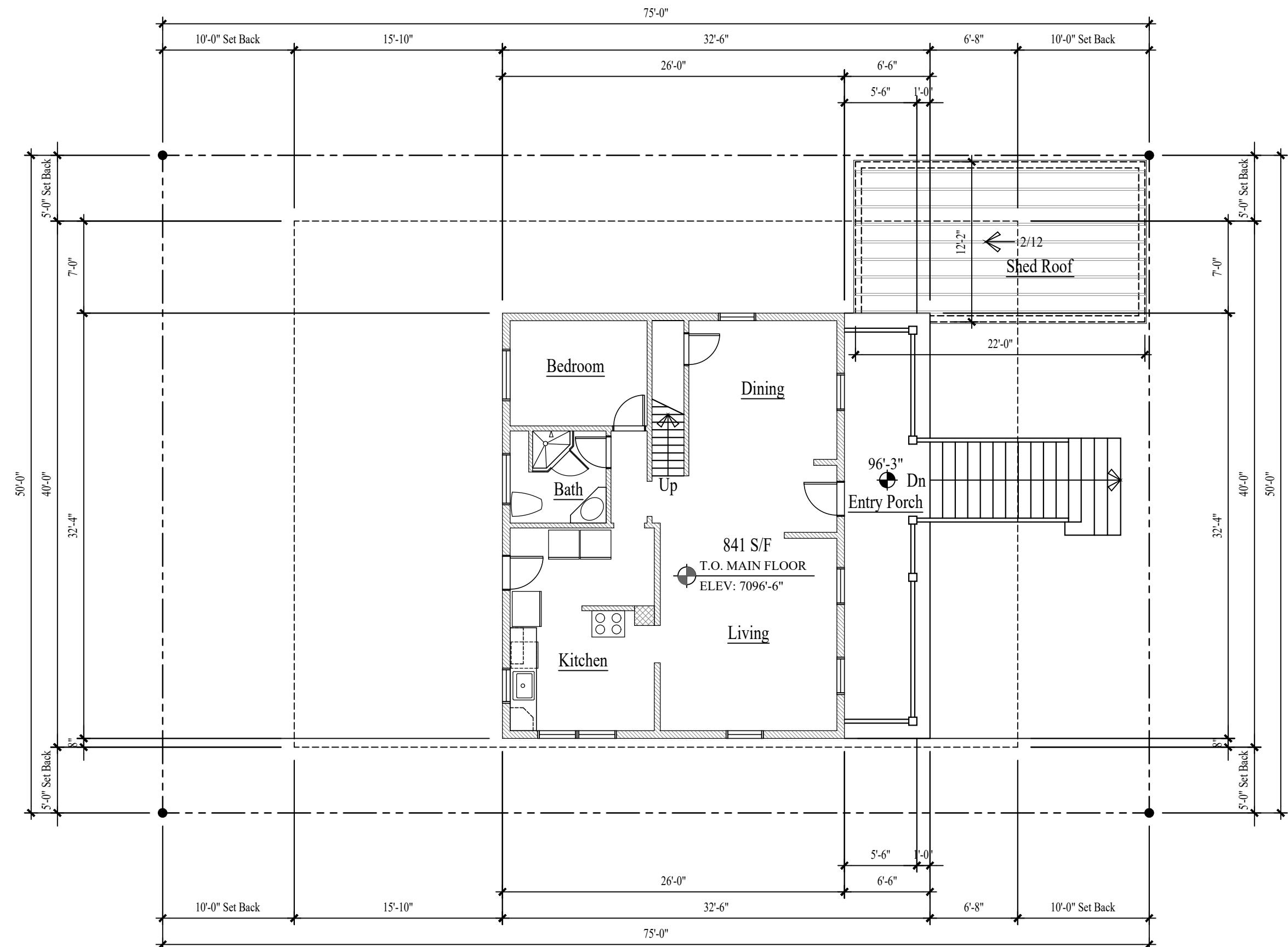
REVISIONS:

DATE:

PROJECT NUMBER:

SHEET NUMBER:

**3D.2**



**WALL LEGEND**

Existing 2x Framed Wall
Existing Concrete Wall
Existing Bearing Wall

ALL DIMENSIONS ARE APPROXIMATE AND ARE TO BE FIELD VERIFIED PRIOR TO ANY CONSTRUCTION

**KEY NOTES**

- HATCHED AREA INDICATES LOFT ABOVE, ADDED AFTER 1995.
- PROPERTY LINE
- SET BACK LINE
- ASPHALT COMPOSITE SHINGLES ON PLYWOOD SHEATHING ON 2x4 ROOF JOISTS/TRUSS @ 24" O.C.
- 1x8 HORIZONTAL LAP SIDING ON 2x4 STUDS @ 24" O.C. W/ 1x2 HORIZONTAL SKIP PLANK ON THE INTERIOR SIDE.
- CROSS HATCHED AREA INDICATES NEW PLYWOOD OVER 2x8 FLOOR JOIST @ 12" O.C.
- THE SHED ROOF OVER THE REAR ADDITION WAS REPLACED W/ 12" TJI ROOF JOIST @ 24" O.C. AFTER 1995.
- FLOOR ASSEMBLY: PLYWOOD OVER HISTORIC 1x3 T&G PLANK ON 2x6 FLOOR JOIST @ 24" O.C.
- FLOOR ASSEMBLY: PLYWOOD ON 1x3 PLANK ON HISTORIC 1x3 T&G PLANK ON 2x6 FLOOR JOIST @ 24" O.C.
- 1x8 HORIZONTAL LAP SIDING W/ CEDAR SHAKE SIDING ON 2x4 STUDS @ 24" O.C. W/ 1/2" GYPSUM BOARD ON THE INTERIOR SIDE.
- ALL DOORS WERE REPLACED AFTER 1941.
- WINDOWS ARE WOOD FRAME PICTURE W/ INSULATED GLASS, REPLACED AFTER 1941.
- WINDOWS ARE WOOD CASEMENT W/ INSULATED GLASS.
- WINDOWS ARE WOOD DOUBLE HUNG W/ SINGLE PANE GLASS, NO LONGER OPERABLE.
- WINDOWS ARE WOOD DOUBLE HUNG W/ SINGLE PANE GLASS, NO LONGER OPERABLE.

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**WEISENBURG RESIDENCE**  
HISTORIC DISTRICT DESIGN REVIEW

445 PARK AVENUE, PARK CITY, UTAH 84060

PROJECT DESCRIPTION:

**AS-BUILT**  
FLOOR PLANS

REVISIONS:

DATE:  
NOVEMBER 23, 2022

PROJECT NUMBER:  
2007-03

SHEET NUMBER:  
AB.1



3  
SOUTH ELEVATION  
AB.2  
SCALE: 1/8" = 1'-0"



1  
EAST ELEVATION  
AB.2  
SCALE: 1/8" = 1'-0"



4  
NORTH ELEVATION  
AB.12  
SCALE: 1/8" = 1'-0"



2  
WEST ELEVATION  
AB.2  
SCALE: 1/8" = 1'-0"

## KEY NOTES

- ① HATCHED AREA INDICATES LOFT ABOVE, ADDED AFTER 1995.
- ② PROPERTY LINE
- ③ SET BACK LINE
- ④ ASPHALT COMPOSITE SHINGLES ON PLYWOOD SHEATHING ON 2x4 ROOF JOISTS/TRUSS @ 24" O.C.
- ⑤ 1x8 HORIZONTAL LAP SIDING ON 2x4 STUDS @ 24" O.C. W/ 1x12 HORIZONTAL SKIP PLANK ON THE INTERIOR SIDE.
- ⑥ CROSS HATCHED AREA INDICATES NEW PLYWOOD OVER 2x8 FLOOR JOIST @ 12" O.C.
- ⑦ THE SHED ROOF OVER THE REAR ADDITION WAS REPLACED W/ 12" TJI ROOF JOIST @ 24" O.C. AFTER 1995.
- ⑧ FLOOR ASSEMBLY: PLYWOOD OVER HISTORIC 1x3 T&G PLANK ON 2x6 FLOOR JOIST @ 24" O.C.
- ⑨ FLOOR ASSEMBLY: PLYWOOD ON 1x8 PLANK ON HISTORIC 1x3 T&G PLANK ON 2x6 FLOOR JOIST @ 24" O.C.
- ⑩ 1x8 HORIZONTAL LAP SIDING W/ CEDAR SHAKE SIDING ON 2x4 STUDS @ 24" O.C. W/ 1/2" GYPSUM BOARD ON THE INTERIOR SIDE.
- ⑪ ALL DOORS WERE REPLACED AFTER 1941.
- ⑫ WINDOWS ARE WOOD FRAME PICTURE W/ INSULATED GLASS, REPLACED AFTER 1941.
- ⑬ WINDOWS ARE WOOD CASEMENT W/ INSULATED GLASS.
- ⑭ WINDOWS ARE WOOD CASEMENT W/ SINGLE PANE GLASS, NO LONGER OPERABLE.
- ⑮ WINDOWS ARE WOOD DOUBLE HUNG W/ SINGLE PANE GLASS, NO LONGER OPERABLE.

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HISTORIC DISTRICT DESIGN REVIEW  
445 PARK AVENUE, PARK CITY, UTAH 84060

PROJECT DESCRIPTION:  
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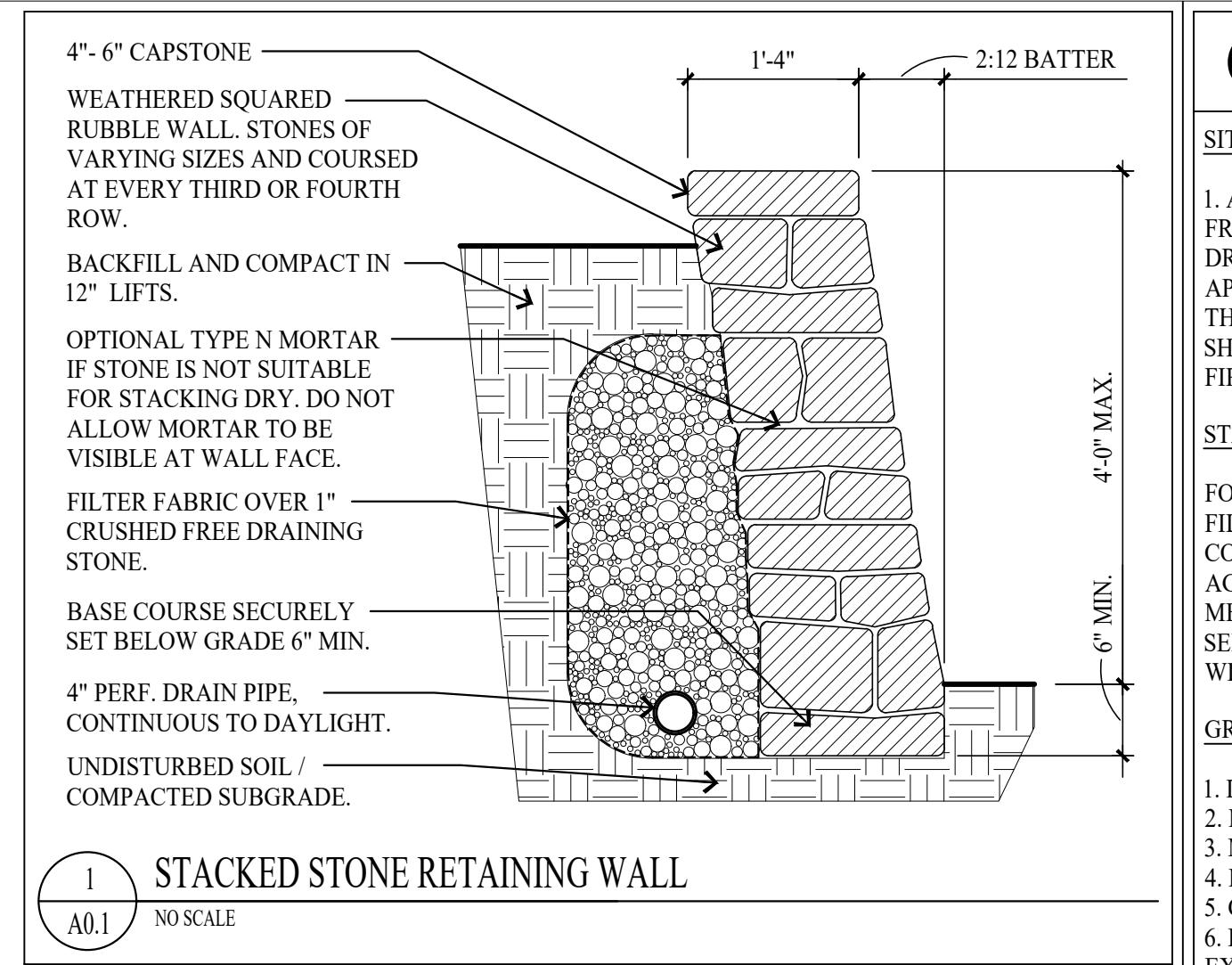
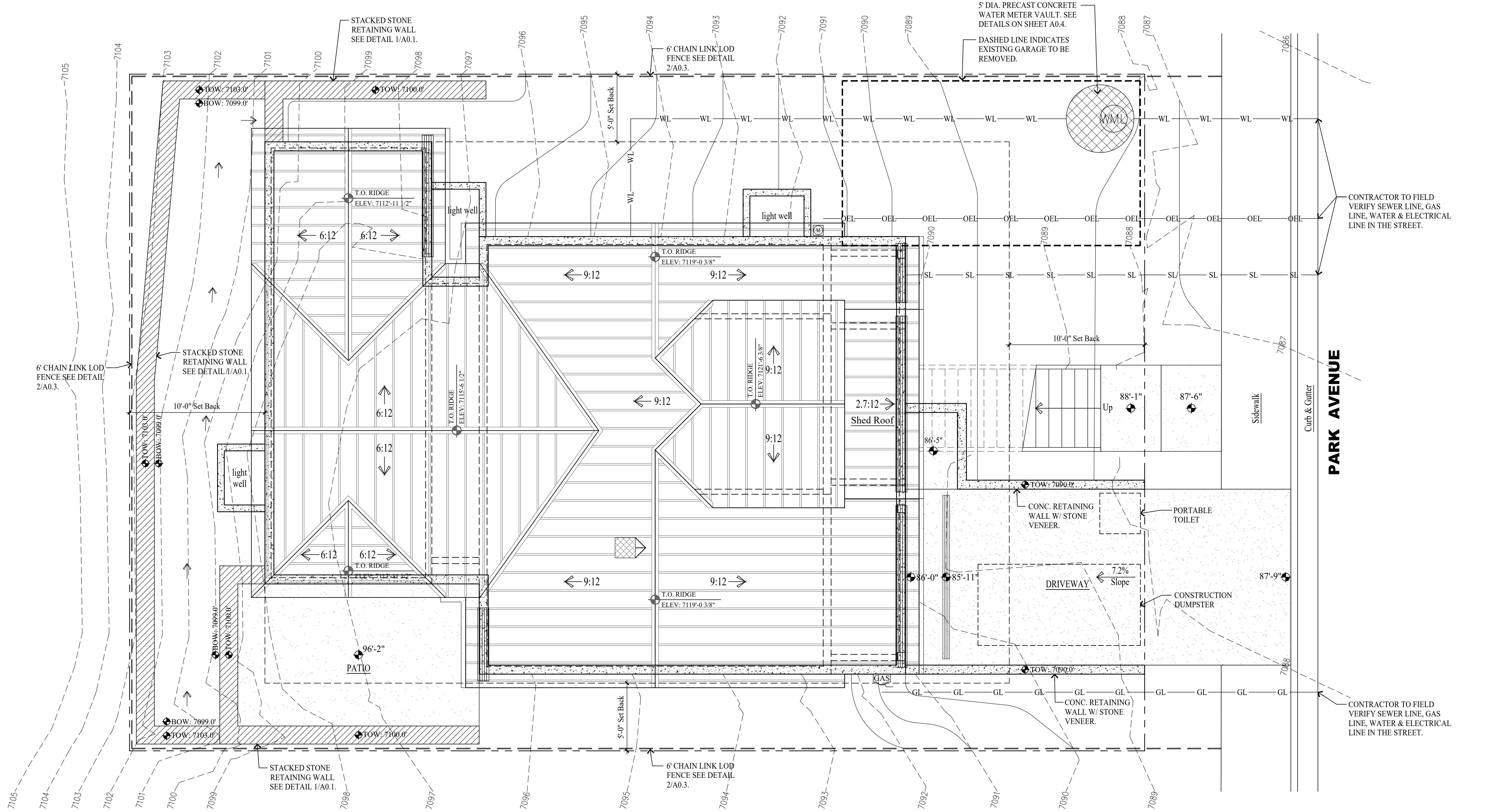
AS-BUILT  
ELEVATIONS

SHEET DESCRIPTION:  
REVISIONS:

DATE:  
NOVEMBER 23, 2022  
PROJECT NUMBER:  
2007-03

SHEET NUMBER:

AB.2  
238



GENERAL NOTES

1. ALL SURFACE WATER SHALL DRAIN AWAY FROM THE HOUSE AT ALL POINTS. DIRECT THE DRAINAGE WATER TO THE STREET OR AN APPROVED DRAINAGE COURSE BUT NOT ONTO THE NEIGHBORING PROPERTIES. THE GRADE SHALL FALL A MINIMUM OF 6" WITHIN THE FIRST 10 FEET. -RC R401.3

2. STABILIZATION CONSTRUCTION ENTRANCE  
FOR A MINIMUM OF 50' FROM ROADWAY, A FILTER FABRIC SHALL BE INSTALLED OVER A COMPACTED SUBGRADE. A 6" LAYER OF 1"-2" AGGREGATE SHALL BE PLACED OVER THIS MEMBRANE. DAILY INSPECTION FOR SEDIMENT BUILD UP AND/OR LOSS OF GRAVEL WILL BE ENFORCED, AND REMEDIED AT ONCE.

3. GRADING NOTES

1. DRAINAGE TO COMPLY WITH IRC CHAPTER 4  
2. MAXIMUM ALTERED SLOPES AT 2:1.  
3. MINIMUM SLOPE FOR DRAINAGE = 2%.  
4. DRAIN AWAY FROM BUILDING.  
5. CONTAIN DRAINAGE ON PROPERTY.  
6. BOULDER RETAINING WALLS NOT TO EXCEED 4'-0" EXPOSED HEIGHT.  
7. EXCAVATION NOT TO EXCEED 2:1 SLOPE WITH OUT A SOILS REPORT.

4. UTILITY NOTES

1. ALL UTILITY LINES TO BE UNDERGROUND.  
2. ABOVE GRADE UTILITY BOX TO BE IN SCREENED LOCATION.

5. SNOW REMOVAL

SNOW PLOWED FROM DRIVE SHALL NOT BE PUSHED ONTO THE STREET.

## LEGEND

- WML: WATER MANHOLE LID
- SML: SEWER MANHOLE LID
- EM: ELECTRIC METER BOX
- GAS: GAS METER
- W: WATER VALVE
- WM: WATER METER
- SDM: STORM DRAIN MANHOLE
- POL: POWER POLE
- SL: STREET LIGHT
- DE: DATUM ELEVATION
- FH: FIRE HYDRANT
- TB: TELECOM BOX
- EB: ELECTRICAL BOX
- SC: SEWER CLEAN OUT
- LD: LOD FENCE
- SD: SURFACE DRAINAGE FLOW
- EC: EXISTING CONTOUR LINE
- NC: NEW CONTOUR LINE
- PL: PROPERTY LINE
- SB: SET BACK LINE
- FL: FENCE LINE
- WL: WATER LINE
- SL: SEWER LINE
- GL: GAS LINE
- OEL: OVERHEAD ELECTRICAL LINE

## ARCHITECTURAL SITE PLAN

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WEISENBURG RESIDENCE  
HISTORIC DISTRICT DESIGN REVIEW  
445 PARK AVENUE, PARK CITY, UTAH 84060

DATE: NOVEMBER 23, 2022

PROJECT NUMBER: 2007-03

SHEET NUMBER: A0.1

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BUILDING SHALL COMPLY WITH THE PROVISIONS IN THE (WU) WILDLAND - URBAN INTERFACE CODE AS ADOPTED BY THE STATE OF UTAH AND AMENDED BY PARK CITY PER LMC 11-21.

1. Section 603.5, is added and shall read as follows:

603.5 Home Ignition Zone.

603.5.1 Purpose. All structures must meet the following wildfire preparation requirements in regards to vegetation:

603.5.2 Ignition Zones. Areas around the structure shall be classified as Immediate (0-5 feet from the structure), Intermediate (5 to 30 feet from the structure), and Extended (30 to 100\* feet from the structure).

603.5.2.1 Immediate Ignition Zone. The immediate Ignition Zone shall extend from zero (0) to five(5) feet from the structure, any overhang, or deck attached to the structure and shall meet the following requirements:

1. All dead and dying vegetation must be removed from within five (5) feet of the structure.
2. All vegetation must be on the approved list (Refer to Municipal Code Section 14-1-5 (Also see 2006 Utah Wildland Urban Interface Code Appendix B).
3. All trees must be trimmed so as to be no closer than 10 feet from an active wood burning chimney. Distance from natural gas direct vent shall follow manufacturer recommendations.

603.5.2.2 Intermediate Ignition Zone. The Intermediate Ignition Zone shall extend from the edge of the Immediate Ignition Zone to a distance not to exceed 30 feet, which may include an area outside the established LOD and shall meet the following requirements:

1. All vegetation in this zone must be on the approved list. See Municipal Code Section 14-1-5 (Also see 2006 Utah Wildland Urban Interface Code Appendix B).
2. All dead and dying vegetation shall be removed.
3. Grasses must be kept to a maximum of 4 inches in height above ground.
4. Vegetation under trees shall be removed so as to preclude the laddering effect of a ground fire from spreading into the tree crown.
5. Trees taller than 10 feet and less than 15 feet must have all branches removed from within four (4) feet of the ground as measured from the highest point of the ground below the canopy of the tree.
6. Trees greater than 15 feet must have all branches removed from within six (6) feet of the ground as measured from the highest point of the ground below the canopy of the tree.
7. Trees and shrubs must be clustered with the canopies of the clusters being no closer than 18 feet to the next closest cluster.
8. No single tree cluster shall exceed five (5) trees or cover more than 15% of the Intermediate Ignition Zone, whichever is lesser.

Exception: Structures meeting all of the requirements labeled in sub-section C items 1 through 4 and at least 3 of the items labeled 5 through 9 listed in Section 603.4.3 are not required to meet items 5 through 8 above. Notwithstanding any exception, all landscaping in the Intermediate Ignition Zone must be such that a ground fire is not likely to spread into the tree canopy.

603.5.2.3 Extended Ignition Zone. The Extended Ignition Zone shall extend from the edge of the Intermediate Ignition Zone to a distance not to exceed 100 feet, which may include an area outside of the established LOD, and shall meet the following requirements:

1. All dead and dying vegetation shall be removed.
2. Small conifers growing between trees may be removed in the context of clumping, clustering, and thinning, in accordance with Section 603.4.
3. Trees greater than 15 feet must have all branches removed from within six (6) feet of the ground as measured from the highest point of the ground below the canopy of the tree.
4. Trees and shrubs must be clustered with the canopies of the clusters being no closer than 12 feet to the next closest cluster.
5. No single tree cluster shall exceed 5 trees or cover more than 25% of the Intermediate Ignition Zone, whichever is lesser.

6. Exception Structures meeting all of the items listed in Section 603.4 are not required to meet items 3 through 5 above. Notwithstanding any exception, all landscaping in the Extended Ignition Zone must be such that a ground fire is not likely to spread into the tree canopy.

## PLANT SCHEDULE

SYMBOL	KEY	QUANTITY	COMMON NAME	SCIENTIFIC NAME	SIZE	SPACING	COMMENTS
DECIDUOUS TREES							
	A	3	Rocky Mtn. Maple	Acer Glabrum	3" Dia.	3'-8"	
	B	6	Aspen	Populus tremuloides	3" Dia.	6'-10'	
SHRUBS							
	C	8	Red twig dogwood	Cornus sericea "baileyi"	5 Gal.		Spacing as noted
	D	5	Red chokeberry	Aronia arbutifolia	5 Gal.		Spacing as noted
	E	9	Rose of Sharon	Hibiscus Syriacus	5 Gal.		Spacing as noted
GROUND COVER AND HYDROSEEDING							
	F	20	Mountain Lover	Pachistima Myrsinifolia	4" Pots	12"-18"	Distribute Equally
	G	20	Creeping Mahonia	Mahonia Repens	1 Gal.	12"-18"	Distribute Equally
	H	315 S/F	Wood Chips		Small	3" Thick Layer	
	I	1225 S/F	Native Grass Seed Mix		1 lb/1500	Hydroseed	See seed mix below

### NATIVE GRASS SEED MIX

The seed mix shall be utilized in areas specified for native grasses. This mixture shall be applied at a sufficient rate so that germination and subsequent coverage reaches 80% in a representative 10'x10' area. If coverage does not reach 80% reseeding must occur. Apply at a rate of 80 lbs./ acre on the following percentages:

20% Crested Wheatgrass, 10% Streambank Wheatgrass, 20% Pubescent Wheatgrass, 15% Perennial Ryegrass, 15% Mountain Bromegrass, 10% Indian Ryegrass, 10% Alpine Bluegrass.

\* In addition, add 10 lbs./ acre each of Linum lewisii and Penstemon Eatoni. with native grass seed mixture.

## GENERAL NOTES

### PLANTING NOTES:

1. CONTRACTOR TO VERIFY LOCATION OF ALL UTILITIES PRIOR TO INITIATION OF EXCAVATION OR PLANTING OPERATIONS. ANY DAMAGE TO EXISTING UTILITIES ON SITE OR ADJACENT PROPERTY SHALL BE CONTRACTOR'S RESPONSIBILITY.
2. ALL PLANT MATERIAL SHALL CONFORM TO CURRENT AMERICAN ASSOCIATION OF NURSERYMAN'S STANDARD SPECIFICATIONS.
3. ALL PLANT MATERIAL SHALL BE INSTALLED AS PER DRAWINGS, DETAILS, AND SPECIFICATIONS.
4. CONTRACTOR SHALL VERIFY ALL QUANTITIES. IN CASE OF A DISCREPANCY, THE ILLUSTRATED LOCATIONS SHALL DICTATE COUNT.
5. CONTRACTOR SHALL COORDINATE ALL PLANTING WITH IRRIGATION CONTRACTOR, AS NEEDED.
6. IN THE EVENT OF A DISCREPANCY NOTIFY THE ARCHITECT OR OWNER IMMEDIATELY.
7. NO SUBSTITUTIONS SHALL BE ALLOWED WITHOUT WRITTEN PERMISSION OF THE ARCHITECT OR OWNER.
8. SHRUB BEDS SHALL RECEIVE 6" OF TOPSOIL.
9. ALL SHRUB BEDS SHALL HAVE 3" OF DECOMPOSED BARK MULCH INSTALLED.
10. SHRUB BED EDGING SHALL BE PRESSURE TREATED WOOD OR "TREX" EDGING. IT SHALL SEPARATE ALL SHRUB BEDS/NATIVE GRASS LOCATIONS.
11. ALL PLANTS AND ALL PLANT STAKES SHALL BE SET PLUMB.
12. ALL ROOT WRAPPING MATERIAL MADE OF SYNTHETICS OR PLASTICS SHALL BE REMOVED AT TIME OF PLANTING AND PROPERLY DISCARDED.
13. NO BARE ROOT STOCK SHALL BE USED.

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WEISENBURG RESIDENCE  
HISTORIC DISTRICT DESIGN REVIEW  
445 PARK AVENUE, PARK CITY, UTAH 84060

LANDSCAPE PLAN

SHEET DESCRIPTION:

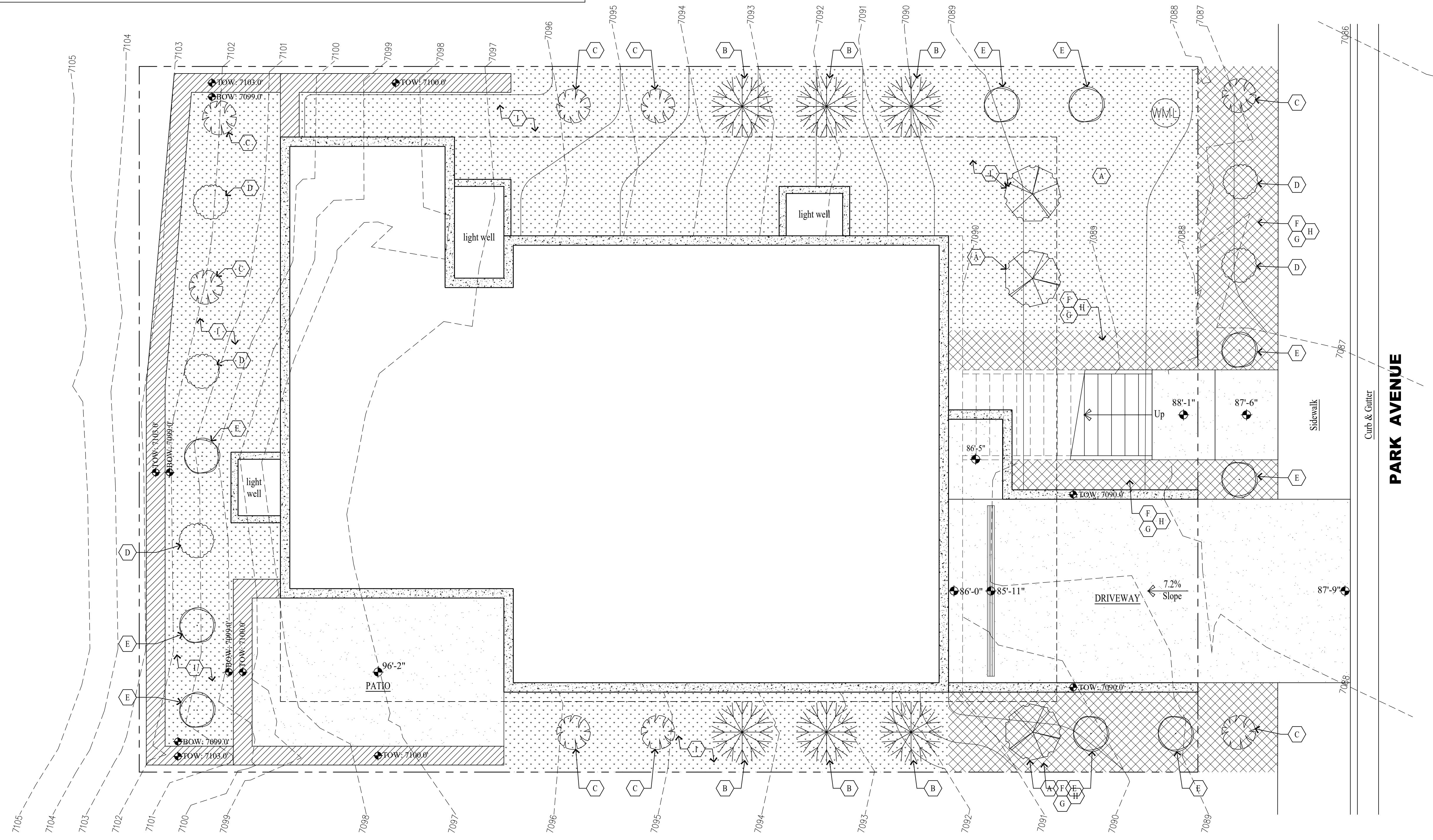
REVISIONS:

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2007-03

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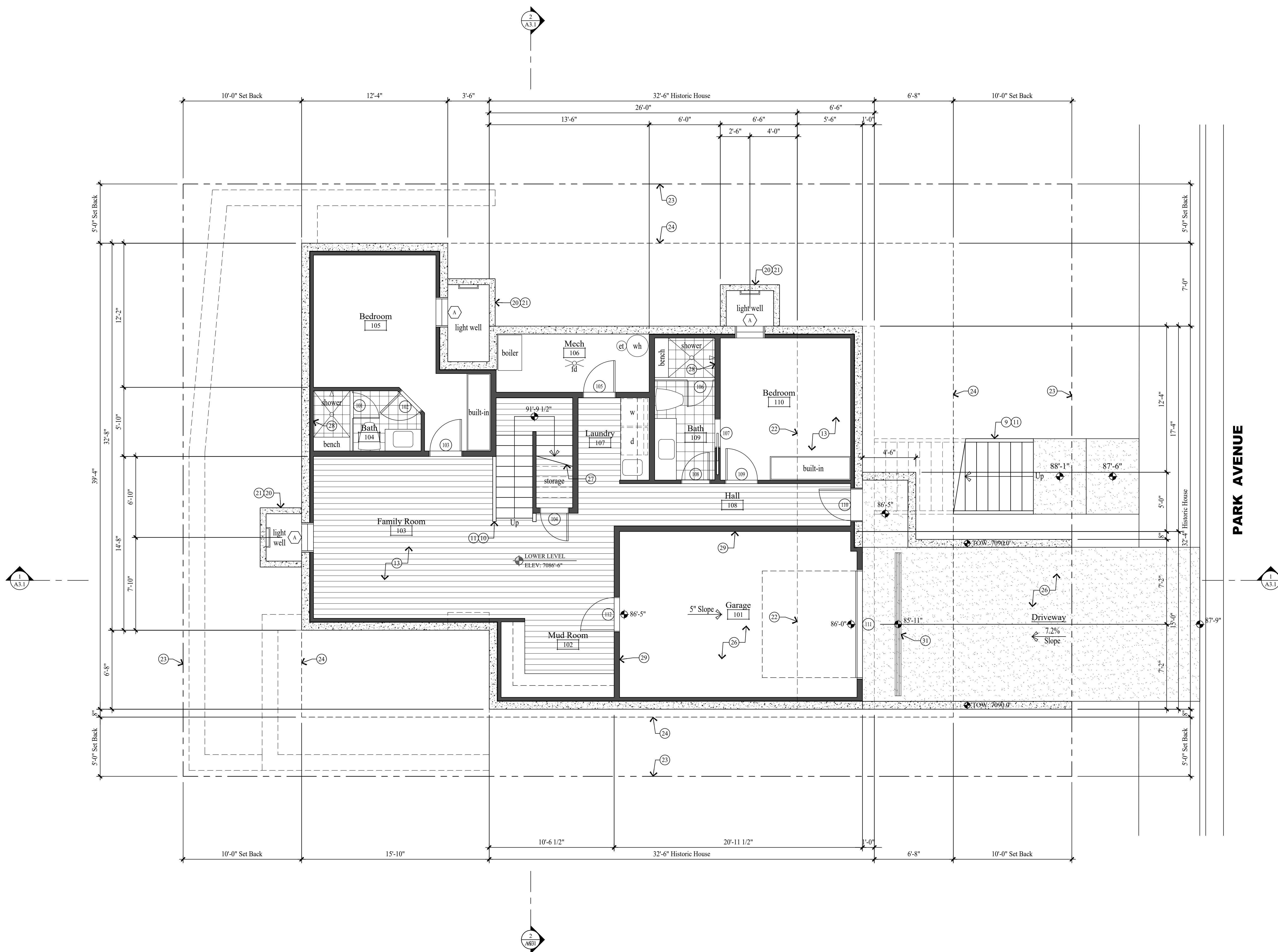
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240



LANDSCAPE PLAN

SCALE: 1/4" = 1'-0"

0' 5' 10'  
GRAPHIC SCALE



LOWER LEVEL PLAN  
SCALE: 1/4" = 1'-0"

## GENERAL NOTES

NEW CONCRETE WALL  
 EXISTING 2x FRAMED WALL  
 NEW 2x FRAMED WALL

1. ALL DIMENSIONS ARE APPROXIMATE AND ARE TO BE FIELD VERIFIED PRIOR TO ANY CONSTRUCTION.

2. EXTERIOR WALLS TO BE 2x6 FRAMING W/ BIB INSULATION R-23 - TYP. ALL INTERIOR WALLS TO BE 2x4 FRAMING, U.N.O. W/ BIB INSULATION R-15 - TYP. ALL INTERIOR PLUMBING AND BEARING WALLS TO BE 2x6 FRAMING, U.N.O. W/ BIB INSULATION R-23 - TYP. ALL FLOOR JOISTS TO BE 9 1/2" TJI FRAMING U.N.O. W/ BIB INSULATION R-38 - TYP. ROOF JOISTS TO BE 7 1/4" LVL FRAMING U.N.O. W/ 7" CLOSED CELL FOAM INSULATION R-38 - TYP. AND TO BE 9 1/2" TJI FRAMING U.N.O. W/ BIB INSULATION R-38 - TYP.

3. FIRE SPRINKLERS TO BE ON THE WARM SIDE OF THE BUILDING ENVELOPE. ANTIFREEZE WILL NO LONGER BE ALLOWED IN FIRE SPRINKLER SYSTEMS.

4. AIR LEAKAGE: THE BUILDING THERMAL ENVELOPE SHALL BE CONSTRUCTED TO LIMIT AIR LEAKAGE IN ACCORDANCE WITH SECTIONS N102.4.1 - N102.4.4.

5. HOME HARDENING SHALL COMPLY WITH THE WILDLAND - URBAN INTERFACE CODE AS ADOPTED BY THE STATE OF UTAH AND AMENDED BY PARK CITY PER LMC 11-21, H.6034

## KEY NOTES

- ① CLASS A NON-REFLECTIVE STANDING SEAM METAL ROOF. 24 GA. METAL ROOF TO BE ICC-ES APPROVED. ON ICE & WATER MEMBRANE ON 5/8" EXT. SHEATHING ON ROOF JOIST - SEE STRUCT. FOR SIZE & SPACING. ROOF MATERIAL SHALL COMPLY WITH THE WILDLAND - URBAN INTERFACE CODE.
- ② METAL RIDGE VENT.
- ③ ROOF CRICKET/OVER-BUILD. CONTRACTOR TO FIELD VERIFY HEIGHT AND LOCATION.
- ④ HISTORIC MASONRY CHIMNEY TO BE REUSED AND REBUILT FROM ROOF STRUCTURE UP. SEE STRUCTURAL FOR SUPPORT. SEE DETAIL 16-A.2 FOR FLASHING.
- ⑤ 1 1/2" x 3 1/2" CONTINUOUS METAL DRIP EDGE.
- ⑥ 1x CEDAR SOFFIT, VENTED - PAINT/STAIN.
- ⑦ 1x4 ON 1x10 BUILT-UP FASCIA - PAINT/STAIN.
- ⑧ 1x BUILT-UP FASCIA TO MATCH EXISTING HISTORIC TRIM - PAINTED.
- ⑨ 36" HIGH RAILING: 2x SHAPED TOP RAIL W/ 2x2 BALLAST SPACED LESS THAN 4" W/ 2x4 BOTTOM RAIL. MATCH EXISTING - PAINTED.
- ⑩ 36" HIGH RAILING: 2x SHAPED HARDWOOD CONTINUOUS TOP CAP W/ 3/8" DIA. STEEL CABLE, HORIZONTAL, SPACED LESS THAN 4". THROUGH 3" x 3" VERTICAL TUBE STEEL.
- ⑪ FOR TYPICAL STAIRWAY, HANDRAILING AND GUARDRAILING NOTES & DETAILS ON SEE SHEET A.5.1.
- ⑫ HYDRAULIC HEATING STAPLE UP SYSTEM ON 3/4" PLYWOOD ON FLOOR JOIST - SEE STRUCTURAL FOR SIZE AND SPACING.
- ⑬ 4" REINFORCED CONCRETE SLAB W/ HYDRAULIC HEATING ON 2" RIGID INSULATION (CONTINUOUS) ON 6 MIL POLYETHYLENE VAPOR RETARDER (JOINTS TO LAP 6" MIN) ON 4" GRAVEL BASE CLEARED/GRADED.
- ⑭ DECK: REINFORCED WATERPROOF MEMBRANE ON RIGID INSULATION SLOPED 3% ON 3/4" PLYWOOD ON ROOF JOIST.
- ⑮ ENTRY PORCH: 2x6 TREX DECKING ON 2x P.T. TAPERED SLEEPERS ON REINF. WATERPROOF MEMBRANE ON 3/4" EXTERIOR PLYWOOD ON 2x P.T. TAPERED DECK JOIST - SEE STRUCTURAL FOR SIZE AND SPACING.
- ⑯ STACKED STONE RETAINING WALL, NOT TO EXCEED 4'-0" HIGH.
- ⑰ 6x6 COLUMN - PAINT/STAIN.
- ⑱ SNOW RETENTION BARS: S-5 X-GARD 2.0 OR EQUAL, AND BYLIN SNOWMELT SYSTEM AT ALL EAVES AND VALLEYS - TYP.
- ⑲ GUTTERS AND DOWNSPOUTS TO TIE INTO EXISTING FRENCH DRAIN.
- ⑳ CONCRETE WINDOW WELL W/ EGRESS LADDER.
- ㉑ ALUMINUM GRATE OVER CONCRETE WINDOW WELL TO BE HINGED FOR EGRESS ACCESS.
- ㉒ DASHED LINES INDICATES WALL/BEAM ABOVE PROPERTY LINE.
- ㉓ PROPERTY LINE.
- ㉔ SET BACK LINE.
- ㉕ HEATILATOR "CRAVE 6048-C" DIRECT VENT FIREPLACE, FRAME ON 10" PLATFORM. SEALED GAS APPLIANCE APPROVED FOR SLEEPING AREAS. ANSI Z21.88-2019.
- ㉖ 4" REINFORCED CONCRETE PATIO / GARAGE / DRIVEWAY ON 4" GRAVEL BASE.
- ㉗ ENCLOSED ACCESSIBLE SPACE UNDER STAIRS SHALL HAVE WALLS, UNDER-STAIR SURFACE AND ANY SOFFITS PROTECTED ON THE ENCLOSED SIDE WITH 1/2" GYPSUM BOARD.
- ㉘ TUBS AND SHOWERS WITH TILED WALLS REQUIRE A PORTLAND CEMENT APPLICATION, FIBER-CEMENT OR GLASS MAT GYP. BACKER.
- ㉙ 5/8" TYPE "X" ON GARAGE CEILING AND WALL SEPARATING THE GARAGE AND LIVING SPACE.
- ㉚ 6x6 COLUMN WRAPPED IN 1x TRIM TO MATCH EXISTING. PAINT/STAIN.
- ㉛ POLYCAST TRENCH DRAIN SYSTEM OR EQUAL. TIE INTO GRAVEL SUMP.

## LOWER LEVEL PLAN

PROJECT DESCRIPTION: WEISENBURG RESIDENCE  
HISTORIC DISTRICT DESIGN REVIEW

P.O. Box 1674, 614 Main Street, Suite 302, Park City, Utah 84060  
Tel: 435-649-7263, E-mail: degrayarch@jawsoffice.net

DATE: NOVEMBER 23, 2022

PROJECT NUMBER: 2007-03

SHEET NUMBER: A1.1

## GENERAL NOTES

NEW CONCRETE WALL  
EXISTING 2x FRAMED WALL  
NEW 2x FRAMED WALL

1. ALL DIMENSIONS ARE APPROXIMATE AND ARE TO BE FIELD VERIFIED PRIOR TO ANY CONSTRUCTION.
2. EXTERIOR WALLS TO BE 2x6 FRAMING W/ BIB INSULATION R-23 - TYP. ALL INTERIOR WALLS TO BE 2x4 FRAMING, U.N.O. W/ BIB INSULATION R-15 - TYP. ALL INTERIOR PLUMBING AND BEARING WALLS TO BE 2x6 FRAMING, U.N.O. W/ BIB INSULATION R-23 - TYP. ALL FLOOR JOIST TO BE 9 1/2" TJI FRAMING U.N.O. W/ BIB INSULATION R-38 - TYP. ROOF JOISTS TO BE 7 1/4" LVL FRAMING U.N.O. W/ 7" CLOSED CELL FOAM INSULATION R-38 - TYP. AND TO BE 9 1/2" TJI FRAMING U.N.O. W/ BIB INSULATION R-38 - TYP.

3. FIRE SPRINKLERS TO BE ON THE WARM SIDE OF THE BUILDING ENVELOPE. ANTIFREEZE WILL NO LONGER BE ALLOWED IN FIRE SPRINKLER SYSTEMS.

4. AIR LEAKAGE: THE BUILDING THERMAL ENVELOPE SHALL BE CONSTRUCTED TO LIMIT AIR LEAKAGE IN ACCORDANCE WITH SECTIONS N1102.4.1 - N1102.4.4.

3. HOME HARDENING SHALL COMPLY WITH THE WILDLAND - URBAN INTERFACE CODE AS ADOPTED BY THE STATE OF UTAH AND AMENDED BY PARK CITY PER LMC 11-21, H 603.4

# KEY NOTES

- 1 CLASS A NON-REFLECTIVE STANDING SEAM METAL ROOF. 24 GA. METAL ROOF TO BE ICC-ES APPROVED. ON ICE & WATER MEMBRANE ON 5/8" EXT. SHEATHING ON ROOF JOIST - SEE STRUCT. FOR SIZE & SPACING. ROOF MATERIAL SHALL COMPLY WITH THE WILDLAND - URBAN INTERFACE CODE.
- 2 METAL RIDGE VENT.
- 3 ROOF CRICKET/OVER-BUILD, CONTRACTOR TO FIELD VERIFY HEIGHT AND LOCATION.
- 4 HISTORIC MASONRY CHIMNEY TO BE REUSED AND REBUILT FROM ROOF STRUCTURE UP. SEE STRUCTURAL FOR SUPPORT. SEE DETAIL 17/A5.2 FOR FLASHING.
- 5 1 1/2" x 3 1/2" CONTINUOUS METAL DRIP EDGE.
- 6 1x CEDAR SOFFIT, VENTED - PAINT/STAIN.
- 7 1x4 ON 1x10 BUILT-UP FASCIA - PAINT/STAIN.
- 8 1x BUILT-UP FASCIA TO MATCH EXISTING HISTORIC TRIM - PAINTED.
- 9 36" HIGH RAILING: 2x4 SHAPED TOP RAIL W/ 2x2 BALLAST SPACED LESS THAN 4" W/ 2x4 BOTTOM RAIL. MATCH EXISTING - PAINTED.
- 10 36" HIGH RAILING: 2x SHAPED HARDWOOD CONTINUOUS TOP CAP. W/ 3/8" DIA. STEEL CABLE, HORIZONTAL, SPACED LESS THAN 4". THROUGH 3"x 3" VERTICAL TUBE STEEL.
- 11 FOR TYPICAL STAIRWAY, HANDRAILING AND GUARDRAILING NOTES & DETAILS ON SEE SHEET A5.1.
- 12 HYDRAUNIC HEATING STAPLE UP SYSTEM ON 3/4" PLYWOOD ON FLOOR JOIST - SEE STRUCTURAL FOR SIZE AND SPACING.
- 13 4" REINFORCED CONCRETE SLAB W/ HYDRAUNIC HEATING ON 2" RIGID INSULATION (CONTINUOUS) ON 6 MIL POLYETHYLENE VAPOR RETARDER (JOINTS TO LAP 6" MIN.) ON 4" GRAVEL BASE CLEANED/GRADED.
- 14 DECK: REINFORCED WATERPROOF MEMBRANE ON RIGID INSULULATION SLOPED 3% ON 3/4" PLYWOOD ON ROOF JOIST.
- 15 ENTRY PORCH: 2x6 TREX DECKING ON 2x P.T. TAPERED SLEEPERS ON REINF. WATERPROOF MEMBRANE ON 3/4" EXTERIOR PLYWOOD ON 2x P.T. TAPERED DECK JOIST - SEE STRUCTURAL FOR SIZE AND SPACING.
- 16 STACKED STONE RETAINING WALL, NOT TO EXCEED 4'-0" HIGH.
- 17 6x6 COLUMN - PAINT/STAIN.
- 18 SNOW RETENTION BARS; S-5 X-GARD 2.0 OR EQUAL. AND BYLIN SNOWMELT SYSTEM AT ALL EAVES AND VALLEYS - TYP.
- 19 GUTTERS AND DOWNSPOUTS TO TIE INTO EXISTING FRENCH DRAIN.
- 20 CONCRETE WINDOW WELL W/ EGRESS LADDER.
- 21 ALUMINUM GRATE OVER CONCRETE WINDOW WELL TO BE HINGED FOR EGRESS ACCESS.
- 22 DASHED LINES INDICATES WALL/BEAM ABOVE.
- 23 PROPERTY LINE.
- 24 SET BACK LINE.
- 25 HEATILATOR "CRAVE 6048-C" DIRECT VENT FIREPLACE. FRAME ON 10" PLATFORM. SEALED GAS APPLIANCE APPROVED FOR SLEEPING AREAS. ANSI Z21.88-2019.
- 26 4" REINFORCED CONCRETE PATIO / GARAGE / DRIVEWAY ON 4" GRAVEL BASE.
- 27 ENCLOSED ACCESSIBLE SPACE UNDER STAIRS SHALL HAVE WALLS, UNDER-STAIR SURFACE AND ANY SOFFITS PROTECTED ON THE ENCLOSED SIDE WITH 1/2" GYPSUM BOARD.
- 28 TUBS AND SHOWERS WITH TILED WALLS REQUIRE A PORTLAND CEMENT APPLICATION, FIBER-CEMENT OR GLASS MAT GYP. BACKER.
- 29 5/8" TYPE "X" ON GARAGE CEILING AND WALL SEPARATING THE GARAGE AND LIVING SPACE.
- 30 6x6 COLUMN WRAPPED IN 1x TRIM TO MATCH EXISTING. PAINT/STAIN.
- 31 POLYCAST TRENCH DRAIN SYSTEM OR EQUAL, TIE INTO GRAVEL SUMP.

# MAIN LEVEL PLAN

PROJECT DESCRIPTION: WEISENBURG R  
HISTORIC DISTRICT DH

# Jonathan DeGray

# Jonathan DeGray

A r c h i t e c t

# WEISENBURG RESIDENCE

DATE:  
NOVEMBER 23, 2022

PROJECT NUMBER:  
2007-03

SHEET NUMBER:

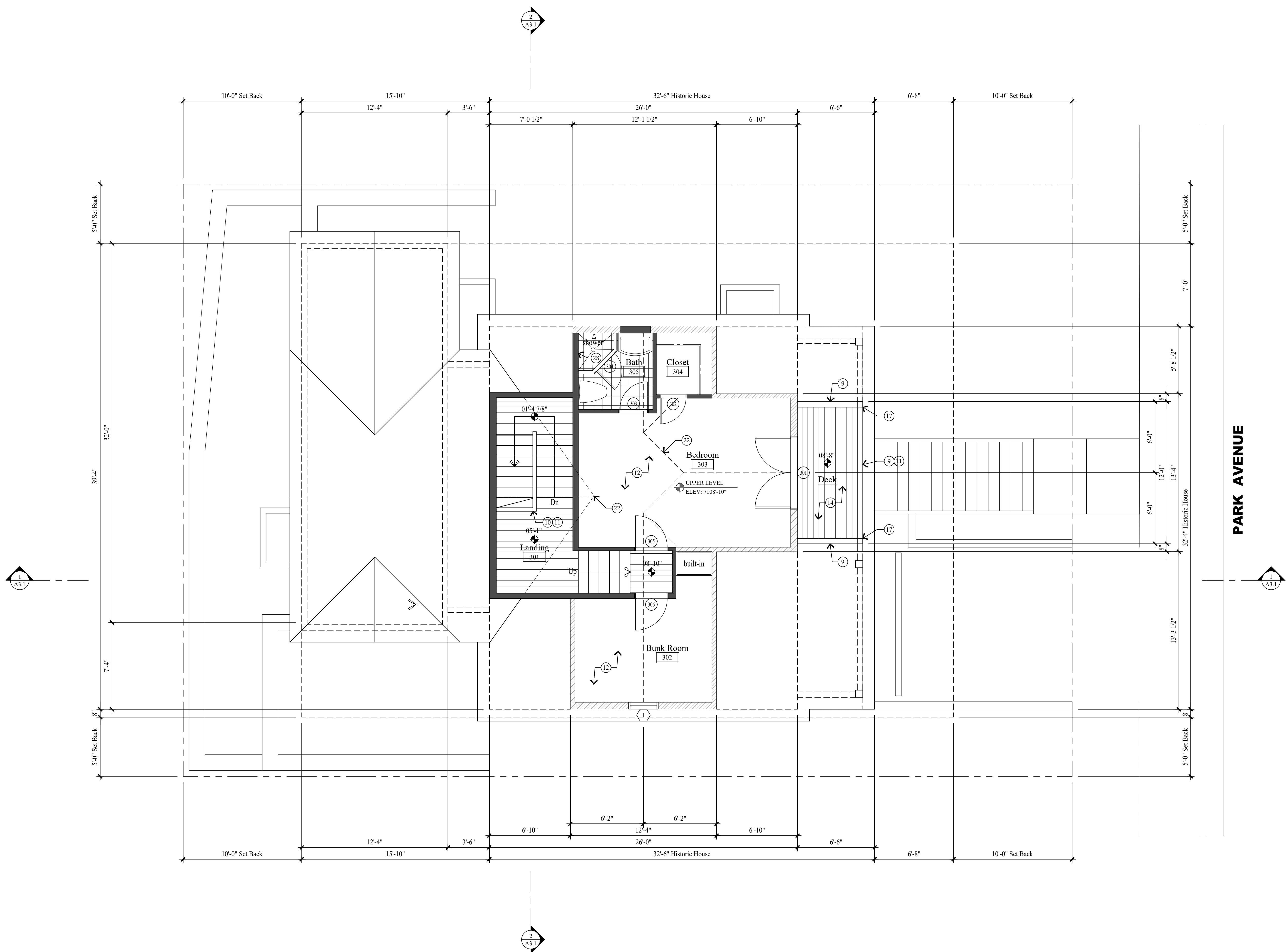
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Page 1 of 1

# MAIN LEVEL PLAN

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## GENERAL NOTES

NEW CONCRETE WALL  
EXISTING 2x FRAMED WALL  
NEW 2x FRAMED WALL

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## KEY NOTES

1. CLASS A NON-REFLECTIVE STANDING SEAM METAL ROOF. 24 GA. METAL ROOF TO BE ICC-ES APPROVED. ON ICE & WATER MEMBRANE ON 5/8" EXT. SHEATHING ON ROOF JOIST - SEE STRUCT. FOR SIZE & SPACING. ROOF MATERIAL SHALL COMPLY WITH THE WILDLAND - URBAN INTERFACE CODE.
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5. 1 1/2" x 3 1/2" CONTINUOUS METAL DRIP EDGE.
6. 1x CEDAR SOFFIT, VENTED - PAINT/STAIN.
7. 1x4 ON 1x10 BUILT-UP FASCIA - PAINT/STAIN.
8. 1x BUILT-UP FASCIA TO MATCH EXISTING HISTORIC TRIM - PAINTED.
9. 36" HIGH RAILING: 2x SHAPED TOP RAIL W/ 2x2 BALLAST SPACED LESS THAN 4" W/ 2x4 BOTTOM RAIL. MATCH EXISTING - PAINTED.
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11. FOR TYPICAL STAIRWAY, HANDRAILING AND GUARDRAILING NOTES & DETAILS ON SEE SHEET A5.1.
12. HYDRAULIC HEATING STAPLE UP SYSTEM ON 3/4" PLYWOOD ON FLOOR JOIST - SEE STRUCTURAL FOR SIZE AND SPACING.
13. 4" REINFORCED CONCRETE SLAB W/ HYDRAULIC HEATING ON 2" RIGID INSULATION (CONTINUOUS) ON 6 MIL POLYETHYLENE VAPOR RETARDER (JOINTS TO LAP 6" MIN) ON 4" GRAVEL BASE CLEARED/GRADED.
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18. SNOW RETENTION BARS: S-5 X-GARD 2.0 OR EQUAL, AND BYLIN SNOWMELT SYSTEM AT ALL EAVES AND VALLEYS - TYP.
19. GUTTERS AND DOWNSPOUTS TO TIE INTO EXISTING FRENCH DRAIN.
20. CONCRETE WINDOW WELL W/ EGRESS LADDER.
21. ALUMINUM GRATE OVER CONCRETE WINDOW WELL TO BE HINGED FOR EGRESS ACCESS.
22. DASHED LINES INDICATES WALL/BEAM ABOVE PROPERTY LINE.
23. SET BACK LINE.
24. HEATILATOR "CRAVE 6048-C" DIRECT VENT FIREPLACE, FRAME ON 10" PLATFORM, SEALED GAS APPLIANCE APPROVED FOR SLEEPING AREAS. ANSI Z21.88-2019.
25. 4" REINFORCED CONCRETE PATIO / GARAGE / DRIVEWAY ON 4" GRAVEL BASE.
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29. 6x6 COLUMN WRAPPED IN 1x TRIM TO MATCH EXISTING. PAINT/STAIN.
30. POLYCAST TRENCH DRAIN SYSTEM OR EQUAL, TIE INTO GRAVEL SUMP.

UPPER LEVEL PLAN  
LOW ROOF PLAN

SHEET DESCRIPTION

REVISIONS

DATE: NOVEMBER 23, 2022

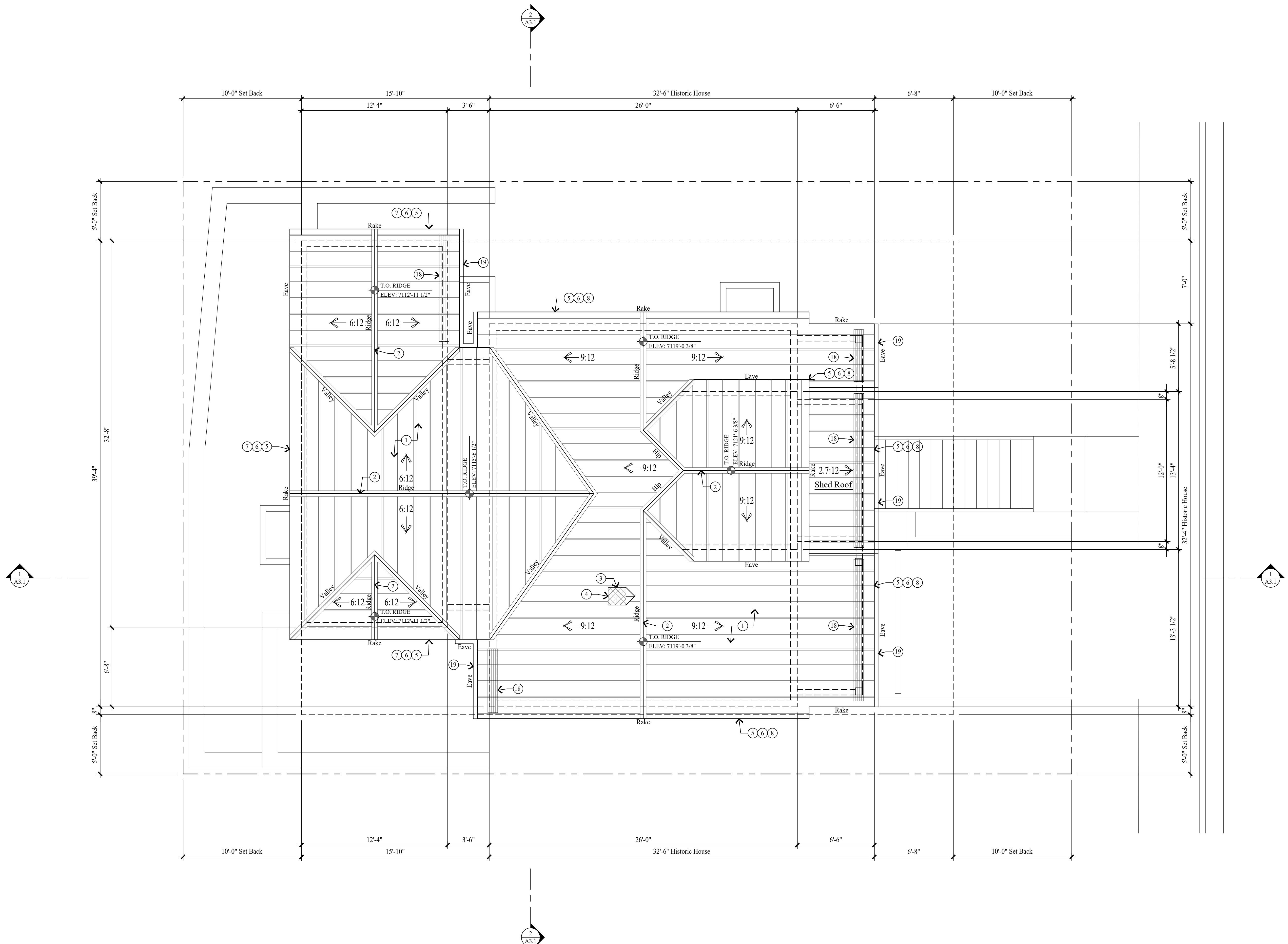
PROJECT NUMBER: 2007-03

SHEET NUMBER: A1.3

Jonathan DeGray  
Architect

P.O. Box 1674, 614 Main Street, Suite 302, Park City, Utah 84060  
Tel: 435-649-7263, E-mail: degrayarch@jwestoffice.net

## GENERAL NOTES





# ROOF PLAN

SCALE: 1/4" = 1'-0"

Project  
North

ALL DIMENSIONS ARE APPROXIMATE AND ARE TO FIELD VERIFIED PRIOR TO ANY CONSTRUCTION.

EXTERIOR WALLS TO BE 2x6 FRAMING W/ BIB INSULATION R-23 - TYP. ALL INTERIOR WALLS TO BE 4 FRAMING, U.N.O. W/ BIB INSULATION R-15 - TYP. ALL INTERIOR PLUMBING AND BEARING WALLS TO BE 2x6 FRAMING, U.N.O. W/ BIB INSULATION R-23 - TYP. ALL FLOOR JOIST TO BE 9 1/2" TJI FRAMING U.N.O. W/ BIB INSULATION R-38 - TYP. ROOF JOISTS TO BE 7 1/4" LVL FRAMING U.N.O. W/ 7" CLOSED CELL INSULATION R-38 - TYP. AND TO BE 9 1/2" TJI FRAMING U.N.O. W/ BIB INSULATION R-38 - TYP.

FIRE SPRINKLERS TO BE ON THE WARM SIDE OF THE BUILDING ENVELOPE. ANTIFREEZE WILL NO LONGER BE ALLOWED IN FIRE SPRINKLER SYSTEMS.

AIR LEAKAGE: THE BUILDING THERMAL ENVELOPE SHALL BE CONSTRUCTED TO LIMIT AIR LEAKAGE IN ACCORDANCE WITH SECTIONS N1102.4.1 N1102.4.4.

HOME HARDENING SHALL COMPLY WITH THE WILDLAND - URBAN INTERFACE CODE AS ADOPTED BY THE STATE OF UTAH AND AMENDED BY PARK CITY PER IC 11-21, H 603.4

## KEY NOTES

- CLASS A NON-REFLECTIVE STANDING SEAM METAL ROOF. 24 GA. METAL ROOF TO BE ICC-ES APPROVED. ON ICE & WATER MEMBRANE ON 5/8" EXT. SHEATHING ON ROOF JOIST - SEE STRUCT. FOR SIZE & SPACING. ROOF MATERIAL SHALL COMPLY WITH THE WILDLAND - URBAN INTERFACE CODE.
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- 1x4 ON 1x10 BUILT-UP FASCIA - PAINT/STAIN.
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- 6x6 COLUMN WRAPPED IN 1x TRIM TO MATCH EXISTING. PAINT/STAIN.
- POLYCAST TRENCH DRAIN SYSTEM OR EQUAL, TURF TO STONE TRENCH DRAIN.

NOVEMBER 23, 2022

PROTECT NUMBER:

SHEET NUMBER:

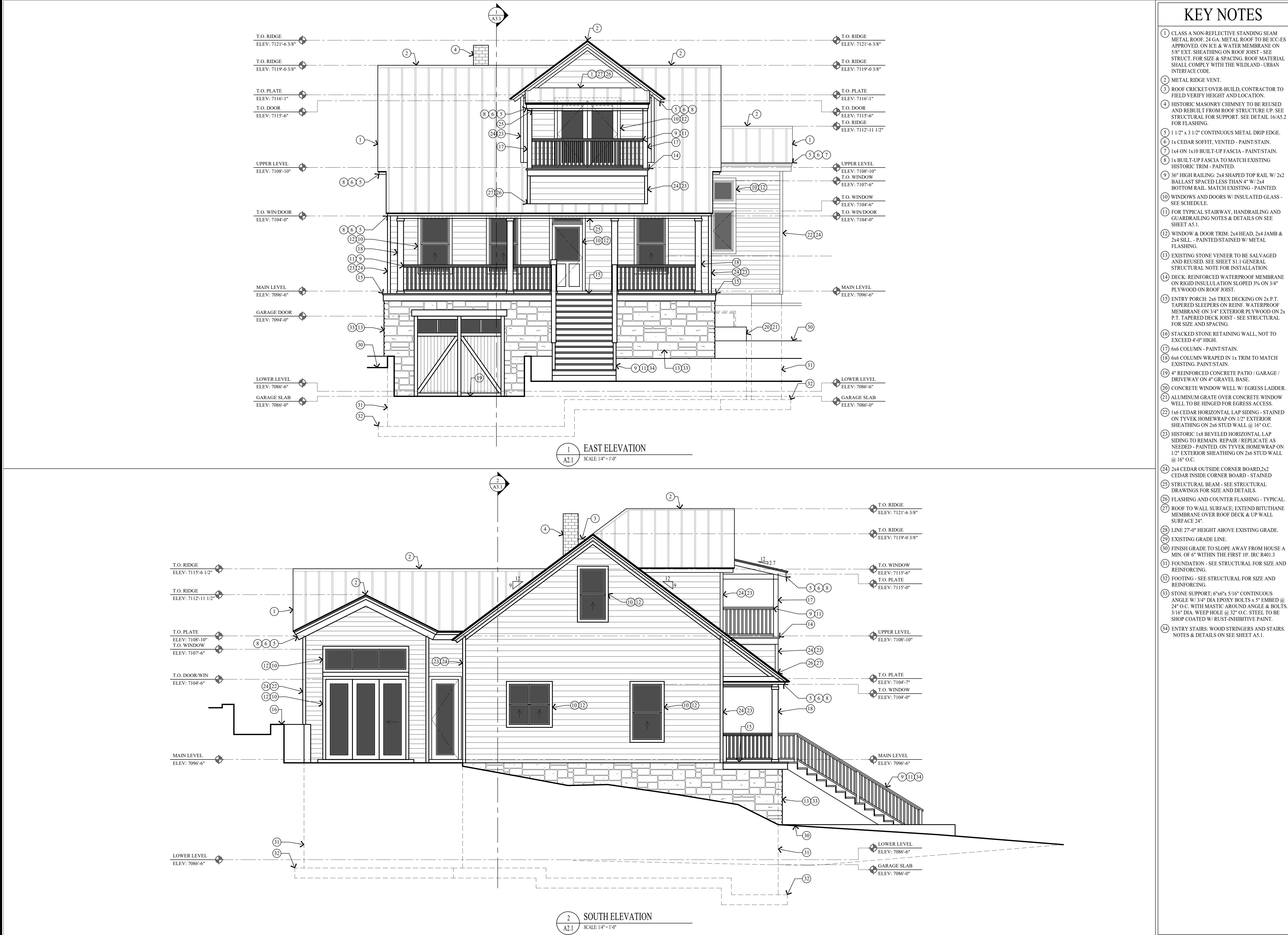
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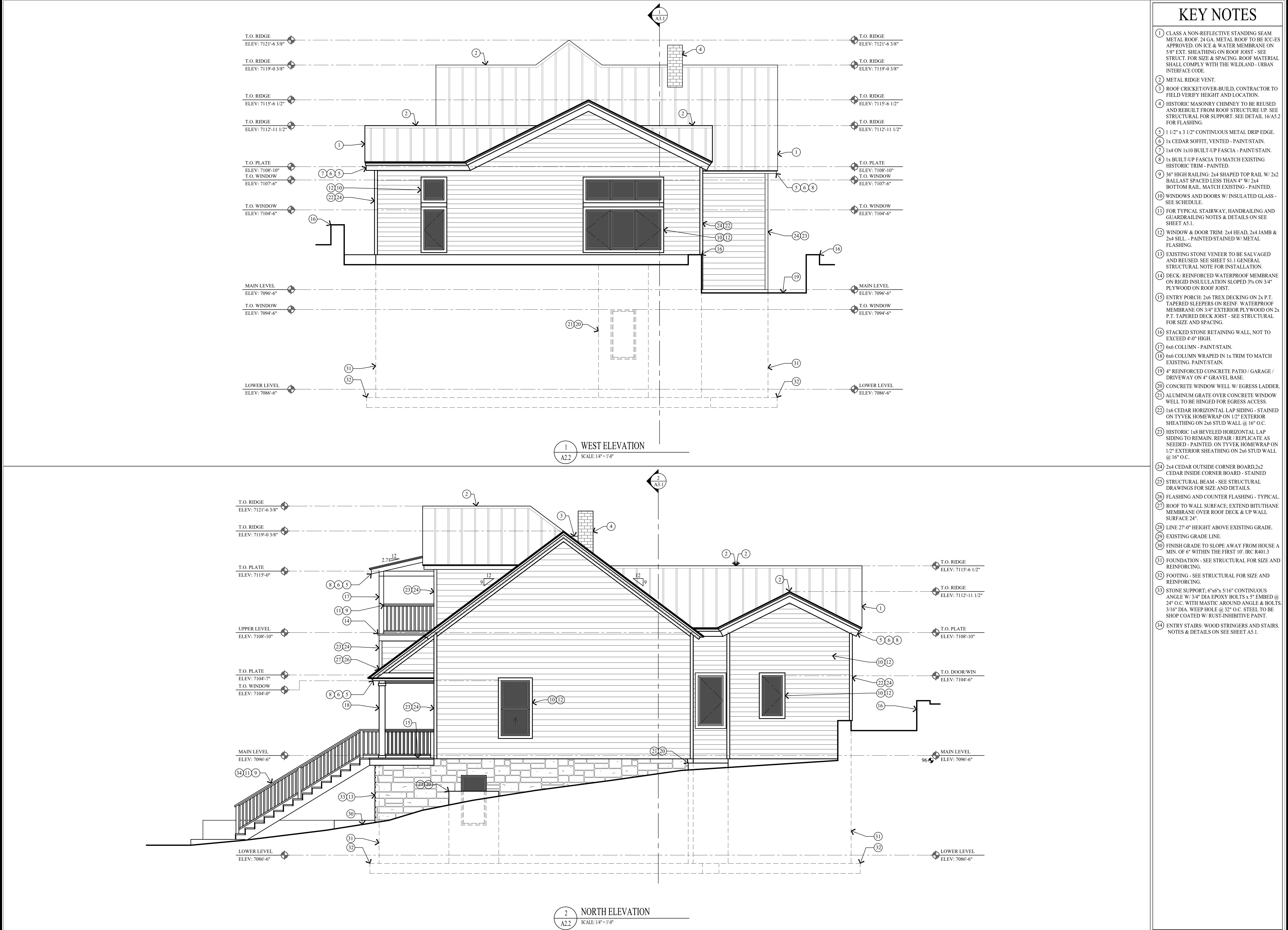
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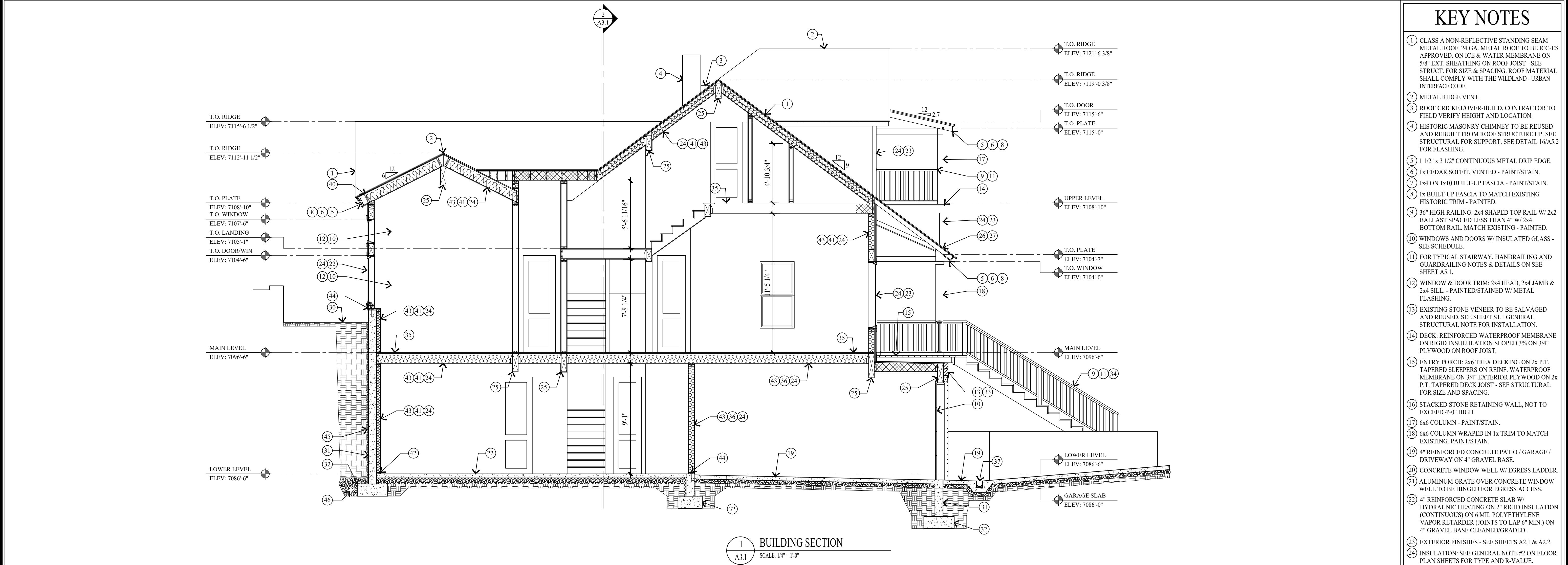
2

# Jonathan DeGray

## Architect







**Jonathan DeGray**  
Architect

P.O. Box 1674, 614 Main Street, Suite 302, Park City, Utah 84060  
Tel: 435-649-7263, E-mail: degrayarch@westoffice.net

**WEISENBURG RESIDENCE**  
HISTORIC DISTRICT DESIGN REVIEW  
445 PARK AVENUE, PARK CITY, UTAH 84060

## BUILDING SECTIONS

SHEET DESCRIPTION

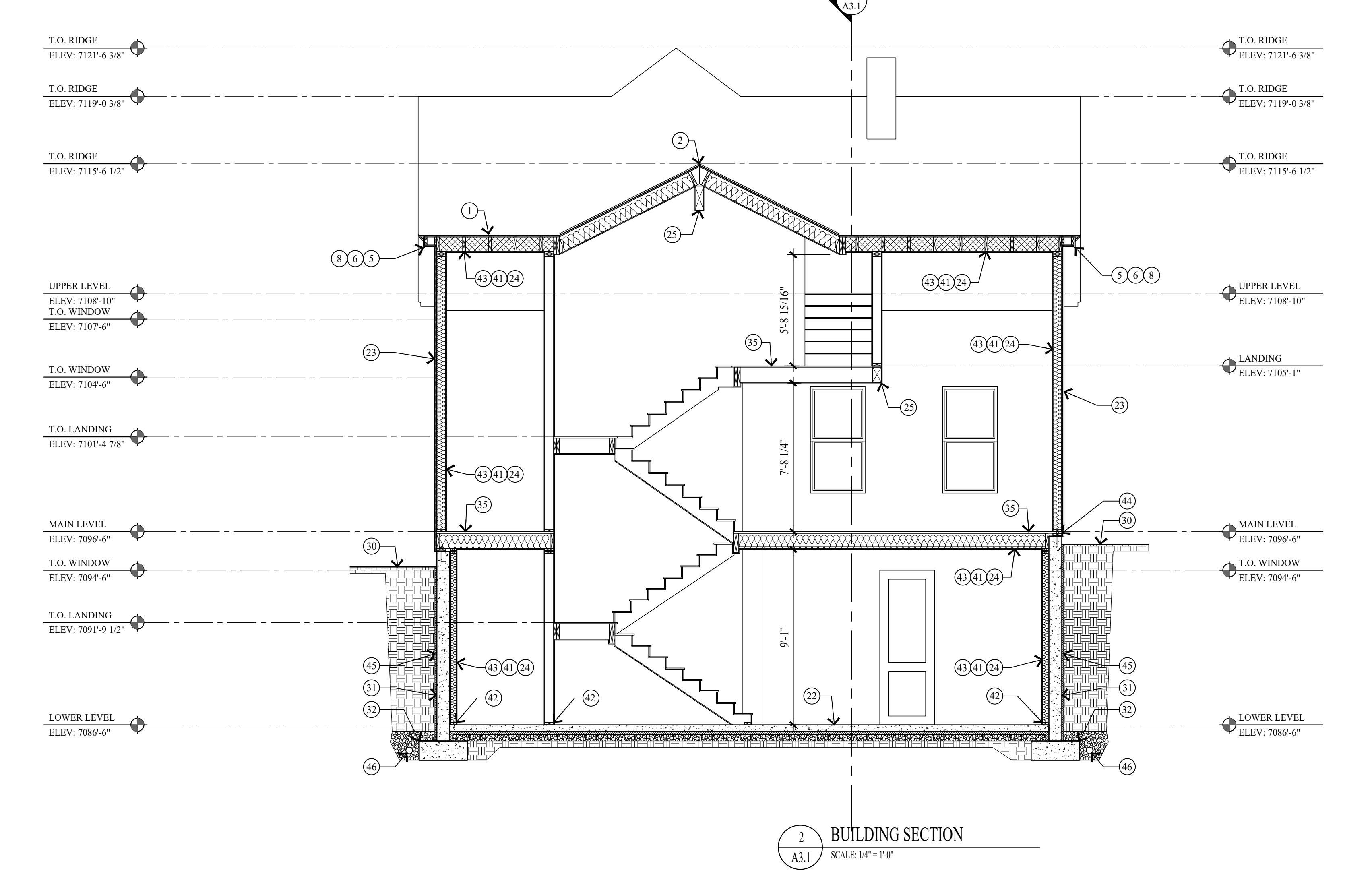
REVISIONS

DATE: NOVEMBER 23, 2022

PROJECT NUMBER: 2007-03

SHEET NUMBER:

**A3.1**



ARCHITECTURAL NOTES:

1. ALL WORKS SHALL COMPLY WITH THE 2015 INTERNATIONAL RESIDENTIAL CODE. STRUCTURAL SHALL COMPLY WITH THE 2015 INTERNATIONAL BUILDING CODE.

2. ALL SUBMITTALS AND CHANGES TO PLANS SHALL BE APPROVED BY THE ARCHITECT PRIOR TO BEING SUBMITTED TO THE BUILDING OFFICIAL FOR APPROVAL. ENGINEER TO APPROVE ALL STRUCTURAL CHANGES.

3. HABITABLE ROOMS, HALLWAYS, CORRIDORS, LAUNDRY ROOMS AND BASEMENTS SHALL HAVE A CEILING HEIGHT NOT LESS THAN 7 FEET MEASURED FROM THE FINISHED FLOOR TO THE FINISHED CEILING. BATHROOMS CAN BE AT 6'-8", NOT MORE THAN 50% OF THE REQUIRED FLOOR AREA IS PERMITTED TO HAVE A SLOPED CEILING LESS THAN 7 FT. WITH NO PORTION OF THE REQUIRED FLOOR AREA LESS THAN 5 FT. IN HEIGHT. -IRC R305

4. ASPHALT SHINGLES SHALL NOT BE INSTALLED ON ROOFS HAVING A SLOPE LESS THAN 4 TO 12 UNLESS DOUBLE UNDERLAYMENT IS INSTALLED IN ACCORDANCE WITHIRC SECTION R905.2.7

5. ICE BARRIER THAT CONSISTS OF TWO LAYERS OF UNDERLAYMENT CEMENTED TOGETHER OR OF A SELF-ADHERING POLYMER MODIFIED BITUMEN SHEET, SHALL BE USED IN LIEU OF NORMAL UNDERLAYMENT AND EXTEND FROM THE LOWEST EDGES OF ALL ROOF SURFACES TO A POINT AT LEAST 24 INCHES INSIDE THE EXTERIOR WALL LINE OF THE BUILDING. -IRC R905.2.7.1

6. EXTERIOR WALLS SHALL PROVIDE THE BUILDING WITH A WEATHER-RESISTANT EXTERIOR WALL ENVELOPE. THE EXTERIOR WALL ENVELOPE SHALL INCLUDE FLASHING. R703.1

7. APPROVED CORROSION-RESISTANT FLASHING SHALL BE APPLIED SINGLE-FASHION IN A MANNER TO PREVENT ENTRY OF WATER INTO THE WALL CAVITY OR PENETRATION OF WATER TO THE BUILDING STRUCTURAL FRAMING COMPONENTS. SELF-ADHERED MEMBRANES USED AS FLASHING SHALL COMPLY WITH AAMA 711. THE FLASHING SHALL EXTEND TO THE SURFACE OF THE EXTERIOR WALL FINISH. APPROVED CORROSION-RESISTANT FLASHING AT ALL OF THE

A. EXTERIOR WINDOW AND DOOR OPENINGS. FLASHING AT EXTERIOR WINDOW AND DOOR OPENINGS SHALL EXTEND TO THE SURFACE OF THE EXTERIOR WALL FINISH OR TO THE WATER-RESISTIVE BARRIER FOR SUBSEQUENT DRAINAGE.

B. AT THE INTERSECTION OF CHIMNEYS OR OTHER MASONRY CONSTRUCTION WITH FRAME OR STUCCO WALLS, WITH PROJECTING LIPS ON BOTH SIDES OF THE OPENINGS AND SILLS.

C. UNFINISHED ENDS OF MASONRY, WOOD OR METAL COPINGS AND SILLS.

D. CONTINUOUSLY ABOVE A PROJECTING WOOD TRIM.

E. WHERE EXTERIOR PORCHES, DECKS OR STAIRS ATTACH TO A WALL OR FLOOR ASSEMBLY OF WOOD-FRAME CONSTRUCTION.

F. AT WALL AND ROOF INTERSECTIONS.

G. AT BUILT-IN GUTTERS. IRC R703.8

8. ELEVATORS, WHERE PROVIDED, PASSENGER ELEVATORS, LIMITED USE OR LIMITED APPLICATION ELEVATORS OR PRIVATE RESIDENCE ELEVATORS SHALL COMPLY WITH ASME A17.1. IRC R321.1

FRAMING NOTES:

1. PROTECTION OF WOOD AND WOOD BASED PRODUCTS FROM DECAY SHALL BE PROVIDED IN THE FOLLOWING LOCATIONS THE USE OF NATURALLY DURABLE WOOD OR WOOD THAT IS PRESERVATIVE-TREATED IN ACCORDANCE WITH AWPA U1 FOR THE SPECIES, PRODUCT, PRESERVATIVE AND END USE.

A. WOOD JOISTS OR THE BOTTOM OF A WOOD STRUCTURAL FLOOR WHEN CLOSER THAN 18 INCHES OR WOOD GIRDERS WHEN CLOSER THAN 12 INCHES TO THE EXPOSED GROUND IN CRAWL SPACES OR UNEXCAVATED AREA LOCATED WITHIN THE PERIPHERY OF THE BUILDING FOUNDATION.

B. ALL WOOD FRAMING MEMBERS THAT REST ON CONCRETE OR MASONRY EXTERIOR FOUNDATION WALLS AND ARE LESS THAN 8 INCHES FROM THE EXPOSED GROUND.

C. SILLS AND SLEEPERS ON A CONCRETE OR MASONRY SLAB THAT IS IN DIRECT CONTACT WITH THE GROUND UNLESS SEPARATED FROM SUCH SLAB BY AN IMPERVIOUS MOISTURE BARRIER.

D. THE END OF WOOD GIRDERS ENTERING EXTERIOR MASONRY OR CONCRETE WALLS HAVING CLEARANCES OF LESS THAN 1/2 INCH ON TOPS, SIDES AND ENDS.

E. WOOD SIDING, SHEATHING AND WALL FRAMING ON THE EXTERIOR OF A BUILDING HAVING A CLEARANCE OF LESS THAN 6 INCHES FROM THE GROUND OR LESS THAN 2 INCHES MEASURED VERTICALLY FROM CONCRETE STEPS, PORCH SLABS, PATIO SLABS, AND SIMILAR HORIZONTAL SURFACES EXPOSED TO THE WEATHER.

F. WOOD STRUCTURAL MEMBERS SUPPORTING MOISTURE-PERMEABLE FLOORS OR ROOFS THAT ARE EXPOSED TO THE WEATHER, SUCH AS CONCRETE OR MASONRY SLABS, UNLESS SEPARATED FROM SUCH FLOORS OR ROOFS BY AN IMPERVIOUS MOISTURE BARRIER.

G. WOOD FURNING STRIPS OR OTHER WOOD FRAMING MEMBERS ATTACHED DIRECTLY TO THE EXTERIOR OF EXTERIOR MASONRY WALLS OR CONCRETE WALLS BELOW GRADE EXCEPT WHERE AN APPROVED VAPOR RETARDER IS APPLIED BETWEEN THE WALL AND THE FURNING STRIPS OR FRAMING MEMBERS. -IRC R317.1

2. ACCESSIBLE BELOW-FLOOR AREAS SHALL BE PROVIDED WITH A MINIMUM 18" X 24" ACCESS OPENING. IRC R408.4. FOR ACCESS TO MECHANICAL EQUIPMENT IN THESE AREAS SEEIRC M1305.1.4

3. PROVIDE A MINIMUM 22" X 30" ATTIC ACCESS IN A HALLWAY OR OTHER READILY ACCESSIBLE LOCATION. -IRC R807.1. SEE M1305.1.3 FOR ACCESS TO FURNACES AND OTHER MECHANICAL EQUIPMENT IN ATTIC.

4. PROVIDE 24" ON-CENTER BLOCKING FOR VERTICAL SIDING. -IRC TABLE R703.4 FOOTNOTE j.

5. PROVIDE ROOF SHEATHING RATING AND NAILING SCHEDULE AS PER ENGINEERING DESIGN, OR MINIMUM 5/8", 40/20 RATING IF NO PROFESSIONAL DESIGN IS PROVIDED.

STAIRWAY/HANDRAILING/GUARDRAILING NOTES:

1. STAIRWAYS SHALL NOT BE LESS THAN 36 INCHES IN CLEAR WIDTH AT ALL POINTS ABOVE THE PERMITTED HANDRAIL HEIGHT AND BELOW THE REQUIRED HEADROOM HEIGHT. HANDRAILS SHALL NOT PROJECT MORE THAN 4.5 INCHES ON EITHER SIDE OF STAIRWAY AND THE MINIMUM CLEAR WIDTH OF THE STAIRWAY AT AND BELOW THE HANDRAIL HEIGHT, INCLUDING TREADS AND LANDINGS, SHALL NOT BE LESS THAN 31 1/2 INCHES WHERE A HANDRAIL IS INSTALLED ON ONE SIDE AND 27 INCHES WHERE HANDRAILS ARE PROVIDED ON BOTH SIDES. -IRC R311.7.1

2. THE MINIMUM HEADROOM IN ALL PARTS OF THE STAIRWAY SHALL NOT BE LESS THAN 6 FEET 8 INCHES MEASURED VERTICALLY FROM THE SLOPED LINE ADJOINING THE TREAD NOISING OR FROM THE FLOOR SURFACE OF THE LANDING OR PLATFORM ON THAT PORTION OF THE STAIRWAY. -IRC R311.7.2

3. THE MAXIMUM RISER HEIGHT SHALL BE 7 1/2 INCHES. THE RISER SHALL BE MEASURED VERTICALLY BETWEEN LEADING EDGES OF THE ADJACENT TREADS. THE GREATEST RISER HEIGHT WITHIN ANY FLIGHT OF STAIRS SHALL NOT EXCEED THE SMALLEST BY MORE THAN 1/8 INCH. -IRC R311.7.4.1

4. THE MINIMUM TREAD DEPTH SHALL BE 10 INCHES. THE TREAD DEPTH SHALL BE MEASURED HORIZONTALLY BETWEEN THE VERTICAL PLANES OF THE FOREMOST PROJECTION OF ADJACENT TREADS AND AT A RIGHT ANGLE TO THE TREADS LEADING EDGE. THE GREATEST TREAD DEPTH WITHIN ANY FLIGHT OF STAIRS SHALL NOT EXCEED THE SMALLEST BY MORE THAN 1/8 INCH. CONSISTENTLY SHAPED WINDERS AT THE WALKLINE SHALL BE ALLOWED WITHIN THE SAME FLIGHT OF STAIRS AS RECTANGULAR TREADS AND DO NOT HAVE TO BE WITHIN 1/8 INCH OF THE RECTANGULAR TREAD DEPTH.

WINDER TREADS SHALL HAVE MINIMUM TREAD DEPTH OF 10 INCHES MEASURED BETWEEN THE VERTICAL PLANES OF THE FOREMOST PROJECTION OF ADJACENT TREADS AT THE INTERSECTIONS WITH THE WALKLINE. WINDER TREADS SHALL HAVE MINIMUM TREAD DEPTH OF 6 INCHES AT ANY POINT WITHIN THE CLEAR WIDTH OF STAIR. WITHIN ANY FLIGHT OF STAIRS, THE GREATEST WINDER TREAD DEPTH AT THE WALKLINE SHALL NOT EXCEED THE SMALLEST WINDER TREAD BY MORE THAN 1/8 INCH. -IRC R311.7.4.2

5. THE WIDTH OF EACH LANDING SHALL NOT BE LESS THAN THE WIDTH OF THE STAIRWAY SERVED. LANDINGS SHALL HAVE A MINIMUM DIMENSION OF 36 INCHES MEASURED IN THE DIRECTION OF TRAVEL. -IRC R311.7.5

6. HANDRAIL HEIGHT, MEASURED VERTICALLY FROM THE SLOPED PLANE ADJOINING THE TREAD NOISING, OR FINISH SURFACE OF THE RAMP SLOPE, SHALL NOT BE LESS THAN 34 INCHES AND NOT MORE THAN 38 INCHES. -IRC R311.7.7.1

7. HANDRAILS FOR STAIRWAYS SHALL BE CONTINUOUS FOR THE FULL LENGTH OF THE FLIGHT, FROM A POINT DIRECTLY ABOVE THE TOP RISER OF THE FLIGHT TO A POINT DIRECTLY ABOVE THE LOWEST RISER OF THE FLIGHT. HANDRAIL ENDS SHALL BE RETURNED OR SHALL TERMINATE IN WALL POSTS OR SAFETY TERMINALS. HANDRAILS ADJACENT TO A WALL SHALL HAVE A SPACE OF NOT LESS THAN 1 1/2 INCH BETWEEN THE WALL AND THE HANDRAILS.

EXCEPTIONS:

1. HANDRAILS SHALL BE PERMITTED TO BE INTERRUPTED BY A NEWL POST AT THE TURN.

2. THE USE OF A VOLUTE, TURNOUT, STARTING EASING OR STARTING NEWL SHALL BE ALLOWED OVER THE LOWEST TREAD. -IRC R311.7.7.2

8. ALL REQUIRED HANDRAILS SHALL BE OF ONE OF THE FOLLOWING TYPES OR PROVIDE EQUIVALENT GRASPABILITY.

TYPE I: HANDRAILS WITH CIRCULAR CROSS SECTION SHALL HAVE AN OUTSIDE DIAMETER OF 1 1/2 INCHES AND NOT GREATER THAN 2 INCHES. IF THE HANDRAIL IS NOT CIRCULAR, IT SHALL HAVE A PERIMETER DIMENSION OF AT LEAST 4 INCHES AND NOT GREATER THAN 6 1/2 INCHES WITH A MAXIMUM CROSS SECTION OF DIMENSION OF 2 1/2 INCHES. EDGES SHALL HAVE A MINIMUM RADIUS OF 0.01 INCH.

TYPE II: HANDRAILS WITH A PERIMETER GREATER THAN 6 1/2 INCHES SHALL HAVE A GRASPABLE FINGER RECESS AREA ON BOTH SIDES OF THE PROFILE. THE FINGER RECESS SHALL BEGIN WITHIN A DISTANCE OF 1/8 INCH MEASURED VERTICALLY FROM THE TALLEST PORTION OF THE PROFILE AND ACHIEVE A DEPTH OF AT LEAST 1/8 INCH WITHIN 1/8 INCH BELOW THE WIDEST PORTION OF THE PROFILE. THE REQUIRED DEPTH SHALL CONTINUE FOR AT LEAST 1/8 INCH TO A LEVEL THAT IS NOT LESS THAN 1 1/2 INCHES BELOW THE TALLEST PORTION OF THE PROFILE. THE MINIMUM WIDTH OF THE HANDRAIL ABOVE THE RECESS SHALL BE 1 1/2 INCHES TO MAXIMUM OF 2 1/2 INCHES. EDGES SHALL HAVE A MINIMUM RADIUS OF 0.10 INCH. -IRC R311.7.7.3

9. GUARDS SHALL BE LOCATED ALONG OPEN-SIDED WALKING SURFACES, INCLUDING STAIRS, RAMPS AND LANDINGS, THAT ARE LOCATED MORE THAN 30 INCHES MEASURED VERTICALLY TO THE FLOOR OR GRADE BELOW AT ANY POINT WITHIN 36 INCHES HORIZONTALLY TO THE EDGE OF THE OPEN SIDE. -IRC R312.1

10. GUARDS SHALL NOT BE LESS THAN 36 INCHES HIGH MEASURED VERTICALLY ABOVE THE ADJACENT WALKING SURFACE, ADJACENT FIXED SEATING OR THE LINE CONNECTING THE LEADING EDGES OF THE TREADS. -IRC R312.2

11. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3

12. STAIR TREAD NOISING: THE RADIUS OF CURVATURE AT THE LEADING EDGE OF THE TREAD SHALL BE NO GREATER THAN 9/16 INCH. A NOISING NOT LESS THAN 1/4 INCH BUT NOT MORE THAN 1 1/2 INCHES SHALL BE PROVIDED ON STAIRWAYS WITH SOLID RISERS. THE GREATEST NOISING PROJECTION SHALL NOT EXCEED THE SMALLEST NOISING PROJECTION BY MORE THAN 3/8 INCH BETWEEN TWO STORIES, INCLUDING THE NOISING AT THE LEVEL OF FLOORS AND LANDINGS. BEVELING OF NOISING SHALL NOT EXCEED 1/8 INCH. RISERS SHALL BE VERTICAL OR SLOPED FROM THE UNDERSIDE OF THE LEADING EDGE OF THE TREAD ABOVE AT AN ANGLE NOT MORE THAN 30 DEGREES (0.51 RAD) FROM THE VERTICAL. OPEN RISERS ARE PERMITTED, PROVIDED THAT THE OPENING BETWEEN TREADS DOES NOT PERMIT THE PASSAGE OF A 4 1/4 INCH DIAMETER SPHERE. (UTAH STATE AMENDMENT) EXCEPTIONS.

A. A NOISING IS NOT REQUIRED WHERE THE TREAD DEPTH IS A MINIMUM OF 10 INCHES.

B. THE OPENING BETWEEN ADJACENT TREADS IS NOT LIMITED ON STAIRS WITH A TOTAL RISE OF 30 INCHES OR LESS. NOTE: THIS MEANS THAT CONCRETE STAIRS, WITHOUT NOISING, MUST HAVE A TREAD DEPTH OF 10 INCHES.

13. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3

14. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3

15. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3

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18. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3

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21. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3

22. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3

23. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3

24. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3

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27. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3

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32. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3

33. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3

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35. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3

36. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3

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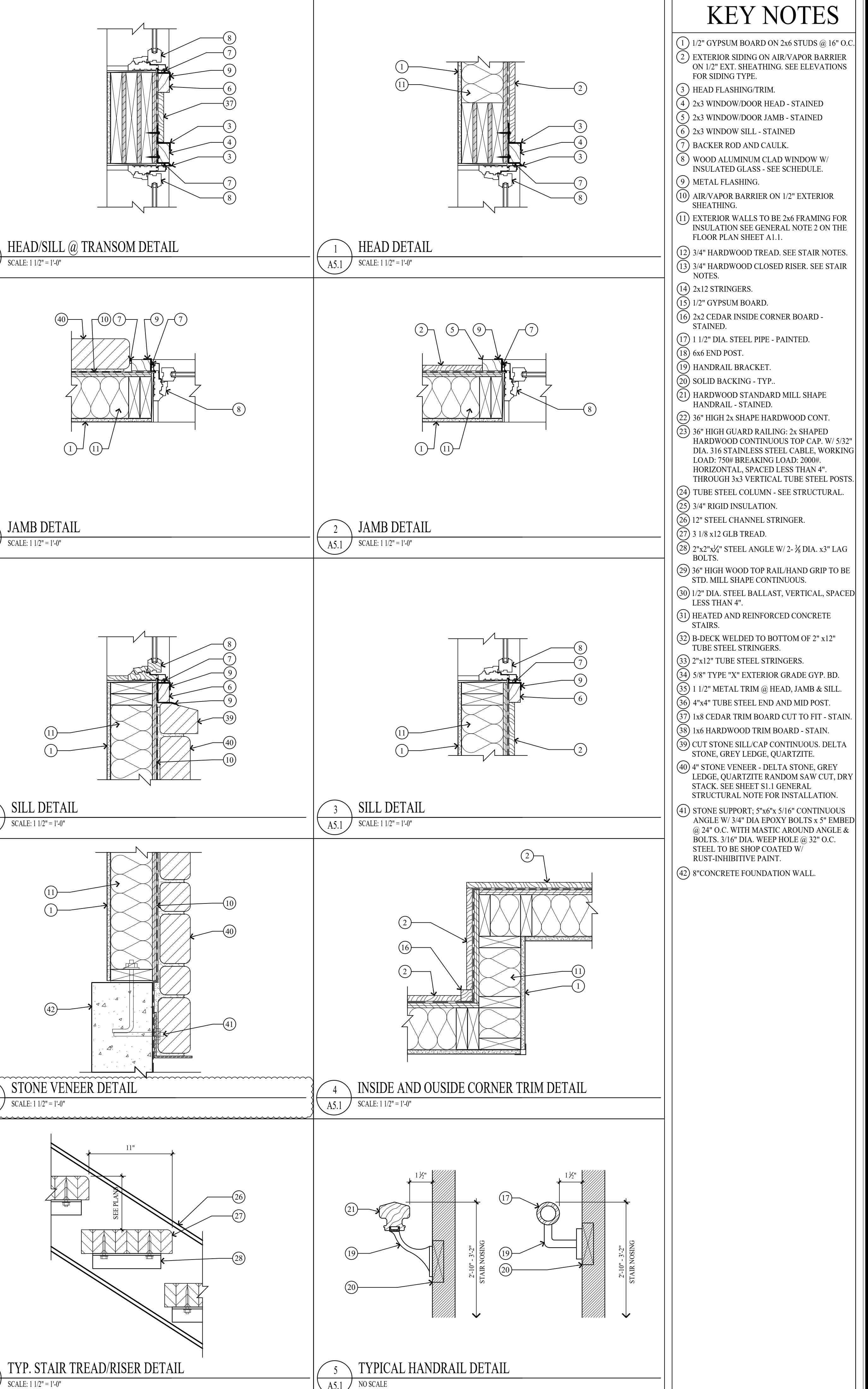
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41. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3

42. GUARDS SHALL NOT HAVE OPENINGS FROM THE WALKING SURFACE TO THE REQUIRED GUARD HEIGHT WHICH ALLOW PASSAGE OF A SPHERE 4 INCHES IN DIAMETER. -IRC R312.3





ROOM FINISH SCHEDULE											
ROOM	FLOOR		WALLS			CEILING		REMARKS			
	NO.	NAME	MATL	BASE	NORTH	EAST	SOUTH	WEST	HEIGHT	MATL	
LOWER LEVEL											
101	GARAGE	CONCRETE	WOOD	GYP	GYP	GYP	VARIES	GYP	5/8" TYPE "X" GYPSUM BOARD		
102	MUD ROOM	WOOD	WOOD	GYP	GYP	GYP	GYP	GYP			
103	FAMILY ROOM	WOOD	WOOD	GYP	GYP	GYP	9-1/4"	GYP			
104	BATH	TILE	TILE	GYP	GYP	GYP	9-1/4"	GYP			
105	BEDROOM	CARPET	WOOD	GYP	GYP	GYP	9-1/4"	GYP			
106	MECH	CONCRETE	WOOD	GYP	GYP	GYP	9-1/4"	GYP			
107	LAUNDRY	WOOD	WOOD	GYP	GYP	GYP	9-1/4"	GYP			
108	HALL	WOOD	WOOD	GYP	GYP	GYP	GYP	GYP			
109	BATH	TILE	TILE	GYP	GYP	GYP	9-1/4"	GYP			
110	BEDROOM	CARPET	WOOD	GYP	GYP	GYP	9-1/4"	GYP			
MAIN LEVEL											
201	BATH	TILE	TILE	GYP	GYP	GYP	GYP	11-5 1/4"	GYP		
202	LIVING ROOM	WOOD	WOOD	GYP	GYP	GYP	GYP	11-5 1/4"	GYP		
203	DINING ROOM	WOOD	WOOD	GYP	GYP	GYP	GYP	11-5 1/4"	GYP		
204	KITCHEN	WOOD	WOOD	GYP	GYP	GYP	GYP	11-5 1/4"	GYP		
205	HAIL	WOOD	WOOD	GYP	GYP	GYP	GYP	8-11 1/2"	GYP		
206	MST BEDROOM	CARPET	WOOD	GYP	GYP	GYP	VARIES	GYP			
207	MST CLOSET	CARPET	WOOD	GYP	GYP	GYP	VARIES	GYP			
208	MST BATH	TILE	TILE	GYP	GYP	GYP	VARIES	GYP			
UPPER LEVEL											
301	LANDING	WOOD	WOOD	GYP	GYP	GYP	VARIES	GYP			
302	BUNK ROOM	CARPET	WOOD	GYP	GYP	GYP	VARIES	GYP			
303	BED ROOM	CARPET	WOOD	GYP	GYP	GYP	VARIES	GYP			
304	CLOSET	CARPET	WOOD	GYP	GYP	GYP	VARIES	GYP			
305	BATH	TILE	TILE	GYP	GYP	GYP	VARIES	GYP			

WINDOW SCHEDULE												
MARK	SIZE		TYPE	FRAME MAT'L	EXTERIOR FINISH	INTERIOR FINISH	GLAZING	REMARKS	LOWER LEVEL			
	WIDTH	HEIGHT							WIDTH	HEIGHT	THICK.	DOOR MAT'L
A	2'-0"	5'-0"	CASEMENT	WOOD ALUM CLAD	MANUFACTURE	STAIN & VARNISH	INSULATED-LOW E					
B	2'-10"	5'-6"	DOUBLE HUNG	WOOD	STAIN & VARNISH	STAIN & VARNISH	INSULATED-LOW E					
C	4'-0"	4'-0"	DOUBLE HUNG	WOOD	STAIN & VARNISH	STAIN & VARNISH	INSULATED-LOW E	(1) 2'-0" x 4'-0" DOUBLE HUNG MULLED - SEE ELEVATION				
D	2'-0"	4'-0"	CASEMENT	WOOD ALUM CLAD	MANUFACTURE	STAIN & VARNISH	INSULATED-LOW E					
E	2'-0"	1'-6"	PICTURE	WOOD ALUM CLAD	MANUFACTURE	STAIN & VARNISH	INSULATED-LOW E					
F	7'-6"	4'-0"	CASEMENT	WOOD ALUM CLAD	MANUFACTURE	STAIN & VARNISH	INSULATED-LOW E	(1) 2'-6" x 4'-0" CASEMENT MULLED - SEE ELEVATION				
G	7'-6"	1'-6"	PICTURE	WOOD ALUM CLAD	MANUFACTURE	STAIN & VARNISH	INSULATED-LOW E	(1) 2'-8" x 1'-6" PICTURE MULLED - SEE ELEVATION				
H	8'-0"	1'-6"	PICTURE	WOOD ALUM CLAD	MANUFACTURE	STAIN & VARNISH	INSULATED-LOW E	(1) 2'-8" x 1'-6" PICTURE MULLED - SEE ELEVATION				
I	2'-0"	5'-0"	DOUBLE HUNG	WOOD	STAIN & VARNISH	STAIN & VARNISH	INSULATED-LOW E					

WINDOW NOTES											
1. ALL WINDOWS OPENINGS TO BE FIELD VERIFIED BY CONTRACTOR BEFORE INSTALLATION.											
2. GLAZING IN HAZARDOUS LOCATION IS REQUIRED TO BE GLAZED WITH SAFETY MATERIAL. IRC SECTION R308.3 AND R308.4.											
3. ALL WINDOWS IN BATHROOMS MUST BE TEMPERED GLASS											
4. TEMPERED GLASS SHALL BE PROVIDED IN: FRAMELESS GLASS DOORS, GLASS IN DOORS, GLASS WITHIN A 24" ARC OF DOORS, GLAZING LESS THAN 60" ABOVE A WALKING SURFACE THAT IS WITHIN 5 FEET STAIRS, OR GLAZING WITHIN 5 FEET OF SPAS OR POOLS. CERTAIN FIXED PANELS, AND SIMILAR GLAZED OPENINGS SUBJECT TO HUMAN IMPACT. IRC R308											
5. EGRESS WINDOWS: FINISH SILL HT. MIN 44" FROM FLOOR MIN. CLEAR OPENING OF 5.7 S/F MIN NET CLEAR OPENING 20" WIDTH AND 24" HT.											
6. ALL WINDOWS TO HAVE A MIN. U-VALUE OF .31											

DOOR SCHEDULE												
MARK	TYPE	SIZE		DOOR MAT'L	DOOR FINISH	FRAME MAT'L	FRAME FINISH	HDWR TYPE	LOWER LEVEL			
		WIDTH	HEIGHT						REMARKS	REMARKS	REMARKS	REMARKS
101	SHOWER	2'-2"	7'-0"	1/2"	GLASS	CLEAR	ALUM	CLEAR	SHOWER	TEMP - EURO GLASS		
102	STYLE & RAIL	2'-4"	8'-0"	1 3/4"	WOOD	STAIN & VARNISH	WOOD	STAIN & VARNISH	PRIVACY			
103	STYLE & RAIL	2'-8"	8'-0"	1 3/4"	WOOD	STAIN & VARNISH	WOOD	STAIN & VARNISH	PRIVACY			
104	STYLE & RAIL	2'-4"	8'-0"	1 3/4"	WOOD	STAIN & VARNISH	WOOD	STAIN & VARNISH	PASSAGE			
105	STYLE & RAIL	2'-8"	8'-0"	1 3/4"	WOOD	STAIN & VARNISH	WOOD	STAIN & VARNISH	PRIVACY			
106	SHOWER	2'-2"	7'-0"	1/2"	GLASS	CLEAR	ALUM	CLEAR	SHOWER	TEMP - EURO GLASS		
107	STYLE & RAIL	2'-4"	8'-0"	1 3/4"	WOOD/GASS	STAIN & VARNISH	WOOD	STAIN & VARNISH	PRIVACY			
108	STYLE & RAIL	2'-4"	8'-0"	1 3/4"	WOOD	STAIN & VARNISH	WOOD	STAIN & VARNISH	PRIVACY			
109	STYLE & RAIL	2'-8"	8'-0"	1 3/4"	WOOD	STAIN						

# PHYSICAL CONDITIONS REPORT

**Detailed Description of Existing Conditions.** Use this page to describe all existing conditions. Number items consecutively to describe all conditions, including building exterior, additions, site work, landscaping, and new construction. Provide supplemental pages of descriptions as necessary for those items not specifically outlined below.

## 1. Site Design

This section should address landscape features such as stone retaining walls, hillside steps, and fencing. Existing landscaping and site grading as well as parking should also be documented. Use as many boxes as necessary to describe the physical features of the site. Supplemental pages should be used to describe additional elements and features.

Element/Feature: \_\_\_\_\_

This involves:  An original part of the building **Aluminum**  
 A later addition **Aluminum** Estimated date of construction: **1950's**

Describe existing feature:

Site design features are minimal. There is a sidewalk leading to the front entry stairs. A small driveway leading to a substandard garage/shed. There are no walls or fences. The existing landscaping is comprised of a few box elder trees and native grasses. The site slopes gently from the street up to the rear for the first 65', gaining 8-10' of elevation, but then kicks up in slope 5-6' in the last 10' of the site.

Describe any deficiencies: Existing Condition:  Excellent  Good  Fair  Poor

The garage/shed are nonhistoric and will be removed

Photo Numbers: 1-13 Illustration Numbers: Site Survey

If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

## 2. Structure

Use this section to describe the general structural system of the building including floor and ceiling systems as well as the roof structure. Supplemental pages should be used to describe additional elements and features.

Element/Feature: \_\_\_\_\_

This involves:  An original part of the building  
 A later addition      Estimated date of construction: 1880

Describe existing feature:

Building is a frame structure, two stories with a basement. The partial foundation is comprised of stacked stone on two sides with CMU on the east side. The building appears to be sitting in the dirt at the rear of the building.

Describe any deficiencies: Existing Condition:  Excellent  Good  Fair  Poor

Building frame appears to have changed little over the years. The frame is substandard and does not meet current code. The foundation also is none code compliant and will need to be reconstructed.

Photo Numbers: 1-13, 21-46      Illustration Numbers: AB-1, AB-2

If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

### 3. Roof

Use this section to describe the roofing system, flashing, drainage such as downspouts and gutters, skylights, chimneys, and other rooftop features. Supplemental pages should be used to describe additional elements and features.

Element/Feature: \_\_\_\_\_

This involves:  An original part of the building  
 A later addition

Estimated date of construction: \_\_\_\_\_

Describe existing feature:

Lap metal panel roofing

The upper level living area in the roof area appears to be an addition at some point. There does not seem to be a logical structural layout to the roof frame. Existing structure will be confirmed at time of interior demo. AluAluminum

Describe any deficiencies: Existing Condition:  Excellent  Good  Fair  Poor

Roofing appears to be at the end of its service life span and needs replacement. Condition of sub-slab is unknown.

Photo Numbers: 1-13 Illustration Numbers: AB-2

If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

#### 4. Chimney

Use this section to describe any existing chimneys. One box should be devoted to each existing chimney. Supplemental pages should be used to describe additional elements and features.

Element/Feature: \_\_\_\_\_

This involves:  An original part of the building  
 A later addition      Estimated date of construction: \_\_\_\_\_

Describe existing feature:

Single brick chimney at the ridge of the home

Describe any deficiencies: Existing Condition:  Excellent  Good  Fair  Poor

Bricks appear to be crumbling. Grout joints are missing.

Photo Numbers: 13      Illustration Numbers: AB-2

If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

## 5. Exterior Walls

Use this section to describe exterior wall construction, finishes, and masonry. Be sure to also document other exterior elements such as porches and porticoes separately. Must include descriptions of decorative elements such as corner boards, fascia board, and trim. Supplemental pages should be used to describe additional elements and features.

Element/Feature: \_\_\_\_\_

This involves:  An original part of the building  
 A later addition

Estimated date of construction: \_\_\_\_\_

Describe existing feature:

Exterior walls are frame. 2x4 @ 24" o.c. assumed. Structure and condition to be confirmed at time of interior demo.

Describe any deficiencies: Existing Condition:  Excellent  Good  Fair  Poor

Structural and thermal capacity of existing envelope is assumed to be none-code compliant.

Photo Numbers: 35-38 Illustration Numbers: \_\_\_\_\_

If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

## 6. Foundation

Use this section to describe the foundation including its system, materials, perimeter foundation drainage, and other foundation-related features. Supplemental pages should be used to describe additional elements and features.

Element/Feature: \_\_\_\_\_

This involves:  An original part of the building  
 A later addition      Estimated date of construction: 1880

Describe existing feature:

Existing basement foundation walls are stacked stone on the north and south walls. The east wall is concrete block with returns to the north and south. This area is newer in appearance. The west wall appears to be sitting in the dirt.

Describe any deficiencies: Existing Condition:  Excellent  Good  Fair  Poor

Foundation is not code compliant and needs to be replaced.

Photo Numbers: 39-46      Illustration Numbers: AB-1

If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

## 7. Porches

Use this section to describe the porches. Address decorative features including porch posts, brackets, railing, and floor and ceiling materials. Supplemental pages should be used to describe additional elements and features.

Element/Feature: \_\_\_\_\_

This involves:  An original part of the building  
 A later addition

Estimated date of construction: 1880

Describe existing feature:

Entry porch railings and supports appear newer. Roof appears original. The detailing is very simple with no detail.

Describe any deficiencies:

Existing Condition:  Excellent  Good  Fair  Poor

Frame will be confirmed at time of exploratory demo. It is assumed to be none code compliant.

Photo Numbers: 1-10

Illustration Numbers: AB-2

If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

## **8. Mechanical System, Utility Systems, Service Equipment & Electrical**

Use this section to describe items such as the existing HVAC system, ventilation, plumbing, electrical, and fire suppression systems. Supplemental pages should be used to describe additional elements and features.

Element/Feature: \_\_\_\_\_

This involves:  An original part of the building

A later addition

Estimated date of construction: 1970's

Describe existing feature:

Systems are old and appear at the end of there life cycle.

Describe any deficiencies:

Existing Condition:  Excellent  Good  Fair  Poor

Mechanical, electrical and plumbing all need to be replaced

Photo Numbers: 39-46

Illustration Numbers: AB-1

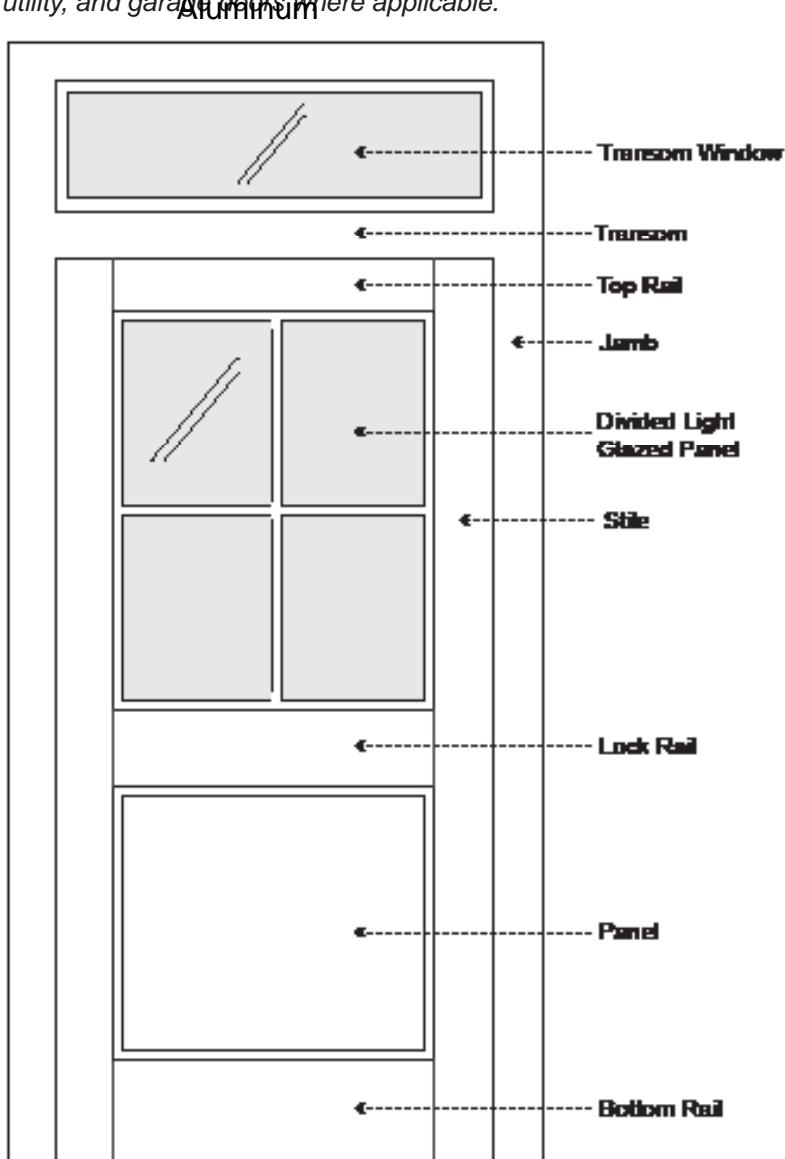
If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

## 9. Door Survey

### Basic Requirements

1. All door openings on the exterior of the structure should be assigned a number and described under the same number in the survey form. Doors in pairs or groupings should be assigned individual numbers. Even those not being replaced should be assigned a number corresponding to a photograph or drawing of the elevation, unless otherwise specified specifically by the planner.
2. Describe the issues and conditions of each exterior door in detail, referring to specific parts of the door. Photographs depicting existing conditions may be from the interior, exterior, or both. Additional close-up photos documenting the conditions should be provided to document specific problem areas.
3. The Planning Department's evaluation and recommendation is based on deterioration/damage to the door unit and associated trim. Broken glass and normal wear and tear are not necessarily grounds for approving replacement.
4. The condition of each door should be documented based on the same criteria used to evaluate the condition of specific elements and features of the historic structure or site: Good, Fair, Poor.

*Don't forget to address service, utility, and garage doors where applicable.*



If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

## Door Survey Form

Total number of door openings on the exterior of the structure: 3

Number of historic doors on the structure: 0

Number of existing replacement/non-historic doors: 3

Number of doors completely missing: 0

*Please reference assigned door numbers based on the Physical Conditions Report.*

Number of doors to be replaced: 2

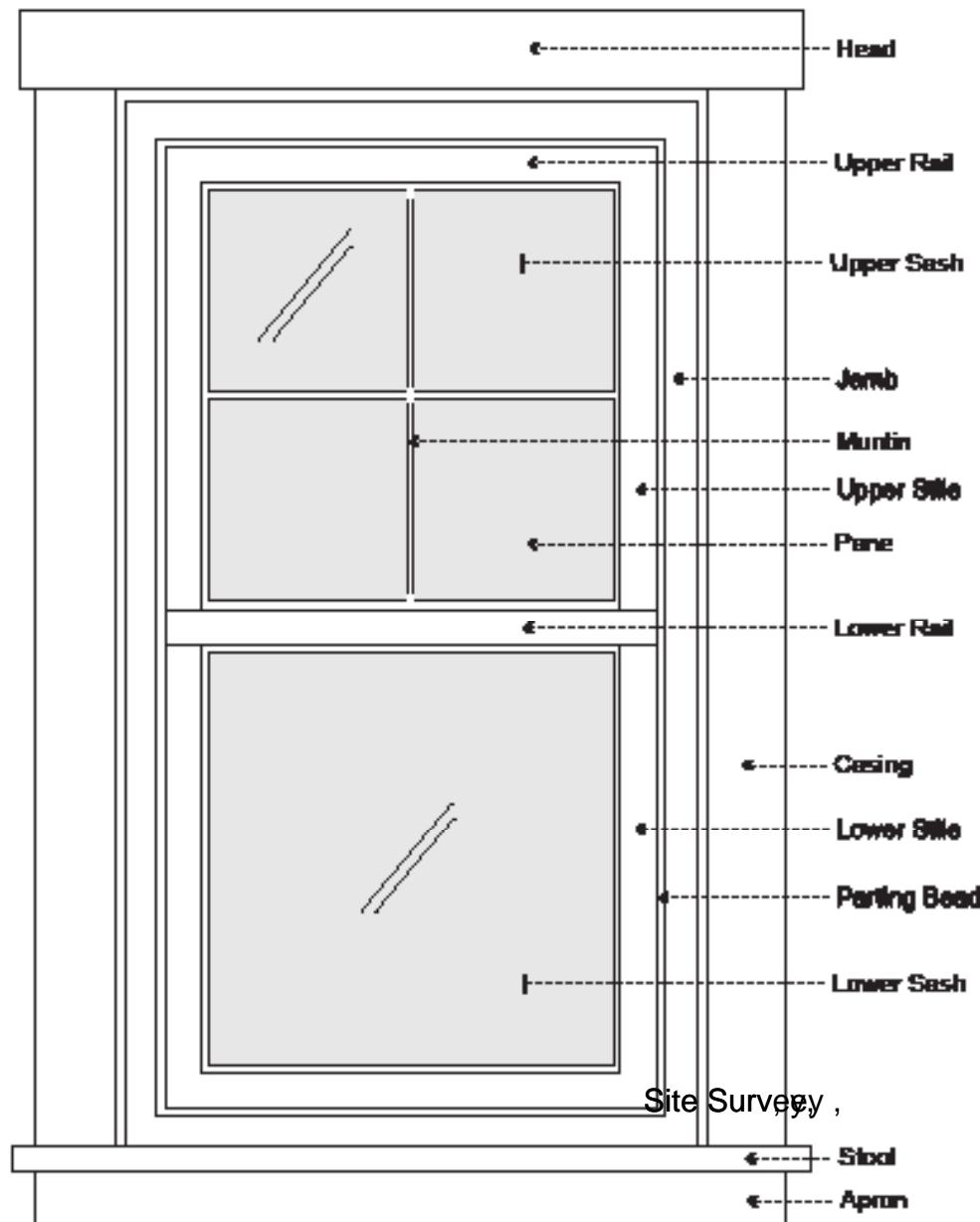
Door #:	Existing Condition (Excellent, Good, Fair, Poor):	Describe any deficiencies:	Photo #:	Historic (50 years or older):
201	Fair	Front Entry Door	4	No
002	Good	Rear Door	13	No
301	Fair	Upper Bedroom	1	No
	Fair			

If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

## 10. Window Survey

### Basic Requirements

1. All window openings on the structure should be assigned a number and described under the same number in the survey form. Windows in pairs or groupings should be assigned individual numbers. Even those not being replaced should be assigned a number corresponding to a photograph or drawing of the elevation, unless otherwise specified specifically by the planner.
2. Describe the issues and conditions of each window in detail, referring to specific parts of the window. Photographs depicting existing conditions may be from the interior, exterior, or both. Additional close-up photos documenting the conditions should be provided to document specific problem areas.
3. The Planning Department's evaluation and recommendation is based on deterioration/damage to the window unit and associated trim. Broken glass and windows that are painted shut alone are not grounds for approving replacement.



If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

## Window Survey Form

Total number of window openings on the exterior of the structure: 11

Number of historic windows on the structure: 1

Number of existing replacement/non-historic windows 10

Number of windows completely missing: 0

*Please reference assigned window numbers based on the Physical Conditions Report.*

Number of windows to be replaced: 7

Window #:	Existing Condition (Excellent, Good, Fair, Poor):	Describe any deficiencies:	Photo #:	Historic (50 years or older):
B1	Fair	Aluminum Slider	5	No
B2	Fair	Aluminum Slider	5	No
B3	Fair	Aluminum Slider	6	No
B4	Fair	Aluminum Slider	10	No
B5	Fair	Aluminum Slider	10	No
I	Fair	Aluminum Slider	10	No
	Fair			

If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

## 11. Interior Photographs

Use this section to describe interior conditions. Provide photographs of the interior elevations of each room. (This can be done by standing in opposite corners of a square room and capturing two walls in each photo.)

Element/Feature: \_\_\_\_\_

This involves:  An original part of the building

A later addition

Estimated date of construction: 1990's

Describe existing feature:

Interior finishes have been updated at some point. Wood base, case, doors and trim all have been refreshed

Describe any deficiencies:

Existing Condition:  Excellent  Good  Fair  Poor

Photo Numbers: 21-38 Illustration Numbers: \_\_\_\_\_

If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

# HISTORIC SITE FORM

UTAH STATE HISTORIC PRESERVATION OFFICE

(10-91)

## 1 IDENTIFICATION

**Name of Property:** Milton and Minerva Thomas House

**Address:** 445 Park Avenue

*Twnshp*

*Range*

*Section:*

**City, County:** Park City, Summit, Utah

*UTM:*

**Current Owner Name:** Wilson T. and Lorilee G. Weisenburg (H/W jt.)

**USGS Map Name & Date:** Park City East

**Current Owner Address:** 5881 Lancefield Drive

**Quad/2011**

Huntington Beach, CA 92649

**Tax Number:** PC-58

**Legal Description (include acreage):** PC 58 LOTS 12 & 13 BLK 4 PARK CITY SURVEY IQC-51 M121-580 M130-746

346-412 1311-409; 0.09 AC

## 2 STATUS/USE

**Property Category**

- building(s)**
- structure**
- site**
- object**

**Evaluation**

- eligible/contributing**
- ineligible/non-contributing**
- out-of-period**

**Use**

- Original Use:** **single dwelling**
- Current Use:** **single dwelling**

## 3 DOCUMENTATION

**Photos: Dates**

- digital: Nov. 2013 (3)**
- prints: 2006 (2), 1983, 1940s**
- historic:**

**Research Sources (check all sources consulted, whether useful or not)**

- abstract of title**
- tax card & photo**
- building permit**
- sewer permit**
- Sanborn Maps**
- obituary index**
- city directories/gazetteers**
- census records**
- biographical encyclopedias**
- newspapers**

**city/county histories**

**personal interviews**

**USHS History Research Center**

**USHS Preservation Files**

**USHS Architects File**

**LDS Family History Library**

**local library: Park City Museum**

**university library(ies):**

**Drawings and Plans**

- measured floor plans**
- site sketch map**
- Historic American Bldg. Survey**
- original plans available at:**
- other:**

**Bibliographical References (books, articles, interviews, etc.)**

Attach copies of all research notes, title searches, obituaries, and so forth.

Boutwell, John Mason and Lester Hood Woolsey. *Geology and Ore Deposits of the Park City District, Utah*. White Paper, Department of the Interior, United States Geological Survey. Washington: Government Printing Office, 1912.

Carter, Thomas and Peter Goss. *Utah's Historic Architecture, 1847-1940*. Salt Lake City: Center for Architectural Studies, Graduate School of Architecture, University of Utah and Utah State Historical Society, 1988.

Hampshire, David, Martha Sonntag Bradley and Allen Roberts. *A History of Summit County*. Coalville, UT: Summit County Commission, 1998.

National Register of Historic Places. Park City Main Street Historic District. Park City, Utah, National Register #79002511.

Peterson, Marie Ross and Mary M. Pearson. *Echoes of Yesterday: Summit County Centennial History*. Salt Lake City: Daughters of Utah Pioneers, 1947.

Pieros, Rick. *Park City: Past & Present*. Park City: self-published, 2011.

Randall, Deborah Lyn. *Park City, Utah: An Architectural History of Mining Town Housing, 1869 to 1907*. Master of Arts thesis, University of Utah, 1985.

Ringholz, Raye Carleson. *Diggings and Doings in Park City: Revised and Enlarged*. Salt Lake City: Western Epics, 1972.

Ringholz, Raye Carleson and Bea Kummer. *Walking Through Historic Park City*. Self-published, 1984.

Thompson, George A., and Fraser Buck. *Treasure Mountain Home: Park City Revisited*. Salt Lake City: Dream Garden Press, 1993.

## 4 ARCHITECTURAL DESCRIPTION

Building Style/Type: hall-parlor type No. Stories: 1.5  
Foundation Material: stone Wall Material(s): wooden drop siding  
Additions: none x minor major (describe below) Alterations: none x minor major (describe below)  
Number of associated outbuildings 0 and/or structures 0.

Briefly describe the principal building, additions or alterations and their dates, and associated outbuildings and structures. Use continuation sheets as necessary.

The house at 445 Park Avenue was described in a 1984 National Register nomination as follows:

"This house is a one and one half story frame hall and parlor house with a gable roof. It is set on a raised stone foundation. The arrangement of openings on the facade is atypical, compared with other examples of this vernacular type. The facades of hall and parlor houses are generally symmetrical with a door centered between windows. The openings of this facade, however, are arranged with two windows on one side of the door and a single window on the other. The asymmetrical arrangement of openings corresponds with the internal division of the floor plan. The two rooms at the front of the house are of unequal size. It is likely that there were originally two rooms of identical size at the back of the house, but that space has been altered to include two small rooms and one large room. The size of the front door has been reduced, but that change is minor. A front porch, which was formed by an extension of the roof edge, spans the facade. It is supported on square columns and has a straight post balustrade. A monumental dormer projects from the roof. Styling of the dormer and evidence of the dormer in an old photograph of the area indicate that it was an in-period addition. It has a gable roof and drop siding that matches the siding of the original building. Fishscale shingles highlight the gable. The shed roof porch attached to the front of the dormer has square posts and a straight post balustrade. The porch is probably a more recent addition than the dormer itself. Every effort was made, however, to create a structure that complements the original building. This house, with the addition of the dormer, reflects a common method of expansion of a simple rectangular house. The top half story of the building was opened up by adding a dormer. In this case, the addition of the dormer is particularly sympathetic with and complementary to the design of the original house. No other major changes are reflected on the exterior of the building, therefore it retains its original character."

The house has remained mostly unchanged since the time of this description; however, there have been a few small modifications. A small pediment has been added to the shed roof of the dormer, and the front door has been replaced with a modern door. The overall form and materiality of the house remains intact and the house retains its historic value.

## 5 HISTORY

Architect/Builder: **unknown**

Date of Construction: **c. 1880**

Historic Themes: Mark themes related to this property with "S" or "C" (S = significant, C = contributing).  
(see instructions for details)

<u>Agriculture</u>	<u>Economics</u>	<u>C</u> <u>Industry</u>	<u>Politics/</u>
<u>C</u> <u>Architecture</u>	<u>Education</u>	<u>Invention</u>	<u>Government</u>
<u>Archeology</u>	<u>Engineering</u>	<u>Landscape</u>	<u>Religion</u>
<u>Art</u>	<u>Entertainment/</u>	<u>Architecture</u>	<u>Science</u>
<u>Commerce</u>	<u>Recreation</u>	<u>Law</u>	<u>Social History</u>
<u>Communications</u>	<u>Ethnic Heritage</u>	<u>Literature</u>	<u>Transportation</u>
<u>Community Planning</u> & Development	<u>Exploration/</u>	<u>Maritime History</u>	<u>C</u> <u>Other: Mining</u>
<u>Conservation</u>	<u>Settlement</u>	<u>Military</u>	
	<u>Health/Medicine</u>	<u>Performing Arts</u>	

Write a chronological history of the property, focusing primarily on the original or principal owners & significant events. Explain and justify any significant themes marked above. Use continuation sheets as necessary.

The history of this house was described in the 1984 National Register nomination form as follows:

"Built c. 1880, the Milton and Minerva Thomas House at 445 Park is architecturally significant as one of 76 extant hall and parlor houses in Park City, 22 of which are included in this nomination. The hall and parlor house, the earliest house type to be built in Park City, and one of the three most common house types that were built during the early period of Park City's mining boom era, significantly contributes to the character of the residential area."

This house was built by at least 1889, as indicated by the Sanborn Insurance Maps, having probably been built in the late 1870s by Milton and Minerva Thomas. Although the Thomases did not receive legal title to the property until 1882, it was not unusual during the early decades of Park City's settlement for individuals to build their houses on land which they had obtained through informal rather than legal transactions. 1880 census records indicate that the Thomases were living in this neighborhood at that time, so it is possible that this house was built and being used by them before 1880. Milton was a native of Texas (b. c.1849) and a miner, and Minerva was a Utah native (b. 1860). They had at least two children while living in this house.

The Thomases sold this house in 1884 to Thomas and Rebecca Cupid, who lived here for only one year. Thomas served for many years as a U.S. deputy sheriff in Park City. Henry Newell bought this house in 1885 and owned it until 1897. His relatively long length of residence apparently prompted townsfolk to refer to this as the "Newell residence." Henry was a butcher from New York. It was under Newell's ownership, perhaps, that the large dormer was added to the roof of the house.

Other owners of the house include Alfred Thompson (1897-1901), who apparently rented it out, Mathias Jurgensen (1901-05), M.D. Hurlburt (1905-20), and Julius Olsen and family (1920-38)."

Further research has uncovered more information regarding several of the other owners and occupants of this house. No information could be found on Alfred Thompson or Mathias Jurgensen. M.D. Hurlburt owned a drug store that was destroyed in the fire of 1898, but was rebuilt by 1899; that is all that is known of him.

Julius Olsen appears on the 1920 census, living in this house with his wife Clara, and their daughter Grace. He was originally from Norway, and worked as a machinist for a mine. He transferred the property to Lawrence Olsen in 1926, but it is unknown what their relationship was. Lawrence Olsen owned and occupied the house during the 1930 census, with his wife Stena and their daughter. He also had a family renting a part of the property, William and Cecil King and their two daughters. Lawrence worked as a tinner, and was at one time a bishop in the LDS Church. William King worked as a salesman for a clothing store, but nothing else is known of him or his family.

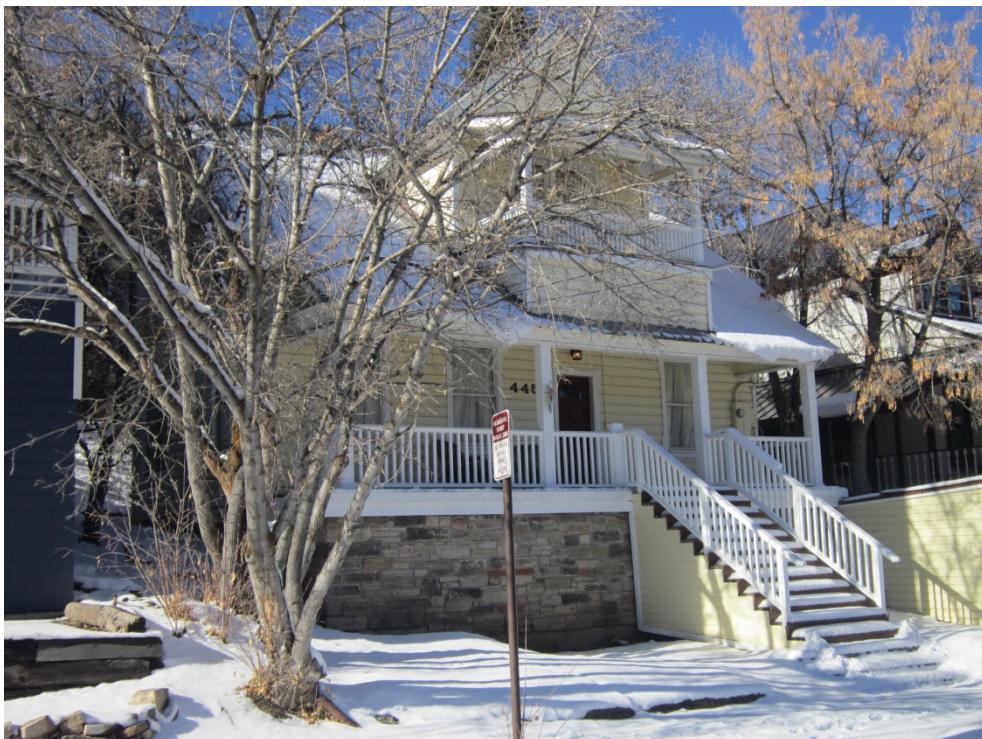
The house was still owned by the Olsen's during the 1940 census, but it appears that they rented it out during that time. It was occupied by John Yriondo and his wife Utahna. John worked as a miner, but no other information could be found on him or Utahna. Stena Olsen continued to own the house until 1947. The property has changed hands several times since the historic period, and is currently owned by Wilson and Lorilee Weisenburg.



445 Park Avenue. Northeast oblique. November 2013.



445 Park Avenue. East elevation. November 2013.



445 Park Avenue. Southeast oblique. November 2013.

# TITLE SEARCH FORM

Address: 445 Park Avenue  
City: Park City, UT  
Current Owner: Wilson T. & Lorilee G. Weisenburg  
Address: (see historic site form for address)

[Obtain information from title abstract books at County Recorder's Office]

Tax Number: PC-58

Legal Description (include acreage): PC BK4 L12 & 13 (see historic site form for complete legal description)

TRANSACTION DATES	GRANTOR (SELLER)	GRANTEE (BUYER)	TYPE OF TRANSACTION	DOLLAR AMOUNT	COMMENTS
5/23/1882	Edwd P. Ferry	Minerva Thomas	W		"12,13"
8/30/1884	Minerva Thomas	Thomas Cupit	W		"12,13"
10/14/1885	Thomas Cupit	Henry Newell	W		"12,13"
1/20/1897	Henry Newell & wife	Alfred Thompson et al	W/ar.		"12,13,20,21"
1/20/1897	Alfred Thompson et al	Henry Newell	Mortgage	\$2100.00	"12,13,20,21"
10/31/1901	Alfred Thompson	Mathias Jurgensen	W.D.		"1/2 [interest] 12,13,20,21"
2/4/1905	S.M. Jurgensen & wife	M.D. Hurlburt	W.D.		"12,13,20,21"
6/29/1920	F.B. Hurlburt, et ux	Julius Olsen	W.D.		"12,13,20,21"
11/2/1926	Julius Olsen et ux	Lawrence H. Olsen et ux	W.D.		"12,13,20,21"
12/12/1947	Stena Olsen	Robert Birch, et ux	W.D.		"12,13,20,21"
6/7/1954	Summit Co.	Wm. H. & Eva Neil	Q.C.D.		[following 5/28/1954 Admin. Deed]
6/22/1960	William & Eva Neil	Allan & Iclea Gines	W.D.		
4/26/1967	Allan & Iclea Gines	Louis & Myrtle Arko	W.D.		
10/20/1978	Louis & Myrtle Arko	Ronald R. Whaley	W.D.		
4/5/1979	Ronald R. Whaley	Greg N. & Nancy G. Orrell	W.D.		
6/27/1985	Greg N. Orrell, aka Greg N. Orrell	Nancy G. Orrell	Q.C.D.		

Researcher: John Ewanowski, CRSA Architecture

Date: 4/2/2014

## TITLE SEARCH FORM

Address: 445 Park Avenue, page 2  
City: Park City, UT  
Current Owner: Wilson T. & Lorilei  
(see historic site f)  
Address:

[Obtain information from title abstract books at County Recorder's Office]

Tax Number: PC-58

Legal Description (include acreage): PC BK4 L12 & 13 (see historic site form for complete legal description)

Researcher: John Ewanowski: CRSA Architecture

Date: 4/2/2014

## Utah State Historical Society

## Historic Preservation Research Office

Site No. \_\_\_\_\_

## Structure/Site Information Form

1 IDENTIFICATION

Street Address: 445 Park UTM: 12 458070 4499100  
 Park City, Summit County, Utah

Name of Structure: Milton and Minerva Thomas House T. R. S.

Present Owner: Greg N. and Nancy G. Orrell

Owner Address: 1236 9th Street #2, Santa Monica, CA 90401

Year Built (Tax Record): Effective Age: Tax #: PC 58  
 Legal Description Kind of Building:

Lots 12 & 13, Block 4, Park City Survey.

Less than one acre.

2 STATUS/USE

Original Owner: probably Milton & Minerva Thomas Construction Date: c. 1880 Demolition Date:

Original Use: Residence Present Use:

Building Condition: Integrity: Preliminary Evaluation: Final Register Status:

<input checked="" type="checkbox"/> Excellent	<input type="checkbox"/> Site	<input type="checkbox"/> Unaltered	<input type="checkbox"/> Significant	<input type="checkbox"/> Not of the	<input type="checkbox"/> National Landmark	<input type="checkbox"/> District
<input type="checkbox"/> Good	<input type="checkbox"/> Ruins	<input type="checkbox"/> Minor Alterations	<input type="checkbox"/> Contributory	Historic Period	<input type="checkbox"/> National Register	<input type="checkbox"/> Multi-Resource
<input type="checkbox"/> Deteriorated		<input checked="" type="checkbox"/> Major Alterations	<input type="checkbox"/> Not Contributory		<input type="checkbox"/> State Register	<input type="checkbox"/> Thematic

3 DOCUMENTATION

Photography: Date of Slides: 1983 Slide No.: Date of Photographs: 1983 Photo No.:

Views:  Front  Side  Rear  Other

Views:  Front  Side  Rear  Other

## Research Sources:

<input checked="" type="checkbox"/> Abstract of Title	<input type="checkbox"/> Sanborn Maps	<input type="checkbox"/> Newspapers	<input type="checkbox"/> U of U Library
<input type="checkbox"/> Plat Records/Map	<input type="checkbox"/> City Directories	<input type="checkbox"/> Utah State Historical Society	<input type="checkbox"/> BYU Library
<input checked="" type="checkbox"/> Tax Card & Photo	<input type="checkbox"/> Biographical Encyclopedias	<input type="checkbox"/> Personal Interviews	<input type="checkbox"/> USU Library
<input type="checkbox"/> Building Permit	<input checked="" type="checkbox"/> Obituary Index	<input type="checkbox"/> LDS Church Archives	<input type="checkbox"/> SLC Library
<input type="checkbox"/> Sewer Permit	<input checked="" type="checkbox"/> County & City Histories	<input type="checkbox"/> LDS Genealogical Society	<input checked="" type="checkbox"/> Other Census Records

## Bibliographical References (books, articles, records, interviews, old photographs and maps, etc.):

1880 Census Records. Summit County, Park City Precinct, pp. 4, 13.  
 1900 Census Records. Summit County, Park City Precinct.

Architect/Builder: Unknown

Building Materials: Wood

Building Type/Style: Hall & Parlor House

Description of physical appearance & significant architectural features:

(Include additions, alterations, ancillary structures, and landscaping if applicable)

This house is a one and one half story frame hall and parlor house with a gable roof. It is set on a raised stone foundation. The arrangement of openings on the facade is atypical, compared with other examples of this vernacular type. The facades of hall and parlor houses are generally symmetrical with a door centered between windows. The openings of this facade, however, are arranged with two windows on one side of the door and a single window on the other. The asymmetrical arrangement of openings corresponds with the internal division of the floor plan. The two rooms at the front of the house are of unequal size. It is likely that there were originally two rooms of identical size at the back of the house, but that space has been altered to include two small rooms and one large room. The size of the front door has been reduced, but that change is minor. A front porch, which was formed by an extension of the roof edge, spans the facade. It is supported on square columns and has a straight post balustrade. A monumental dormer projects from the roof. Styling of the dormer and evidence of the dormer in an old photograph of the area indicate that it was an in-period addition. It has a gable roof and drop siding that matches the siding of the original building. Fishscale shingles highlight the gable. The shed roof porch attached to the front of the dormer has square posts and a

(See continuation sheet)

5 Statement of Historical Significance:

Construction Date: c. 1880

Built c. 1880, the Milton and Minerva Thomas House at 445 Park is architecturally significant as one of 76 extant hall and parlor houses in Park City, 22 of which are included in this nomination. The hall and parlor house, the earliest house type to be built in Park City, and one of the three most common house types that were built during the early period of Park City's mining boom era, significantly contributes to the character of the residential area.

This house was built by at least 1889, as indicated by the Sanborn Insurance Maps, having probably been built in the late 1870s by Milton and Minerva Thomas. Although the Thomases did not receive legal title to the property until 1882, it was not unusual during the early decades of Park City's settlement for individuals to build their houses on land which they had obtained through informal rather than legal transactions. 1880 census records indicate that the Thomases were living in this neighborhood at that time, so it is possible that this house was built and being used by them before 1880. Milton was a native of Texas (b. c.1849) and a miner, and Minerva was a Utah native (b. 1860). They had at least two children while living in this house.

The Thomases sold this house in 1884 to Thomas and Rebecca Cupid, who lived here for only one year. Thomas served for many years as a U.S. deputy sheriff in Park City. Henry Newell bought this house in 1885 and owned it until 1897. His relatively long length of residence apparently prompted townsfolk to refer to this as the "Newell residence."<sup>1</sup> Henry was a butcher from New York. It was under Newell's ownership, perhaps, that the large dormer was added to the roof of the house.

(See continuation sheet)

445 Park

Description continued:

straight post balustrade. The porch is probably a more recent addition than the dormer itself. Every effort was made, however, to create a structure that complements the original building. This house, with the addition of the dormer, reflects a common method of expansion of a simple rectangular house. The top half story of the building was opened up by adding a dormer. In this case, the addition of the dormer is particularly sympathetic with and complementary to the design of the original house. No other major changes are reflected on the exterior of the building, therefore it retains its original character.

History continued:

Other owners of the house include Alfred Thompson (1897-1901), who apparently rented it out,<sup>2</sup> Mathias Jurgensen (1901-05), M.D. Hurlburt (1905-20), and Julius Olsen and family (1920-38).

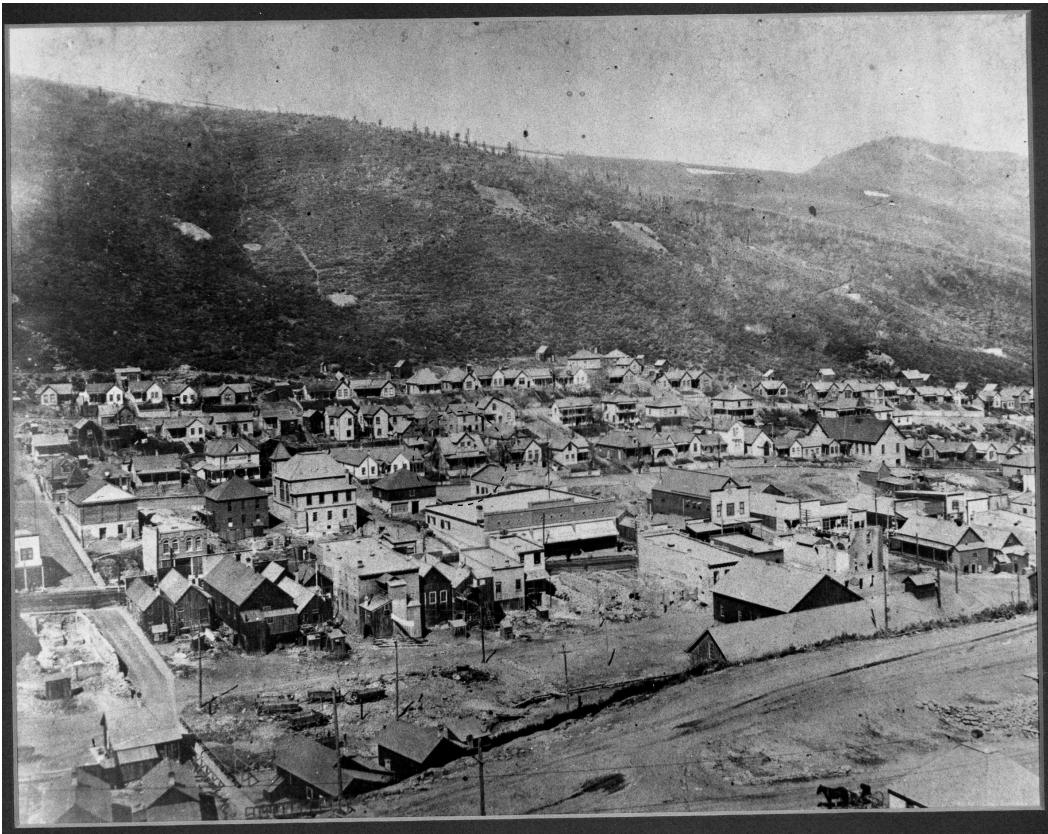
<sup>1</sup>Park Record, August 25, 1900, p. 3. See 364 Park structure/site form.

<sup>2</sup>Ibid.

445 Park Avenue, Park City, Summit County, Utah

Intensive Level Survey—Sanborn Map history





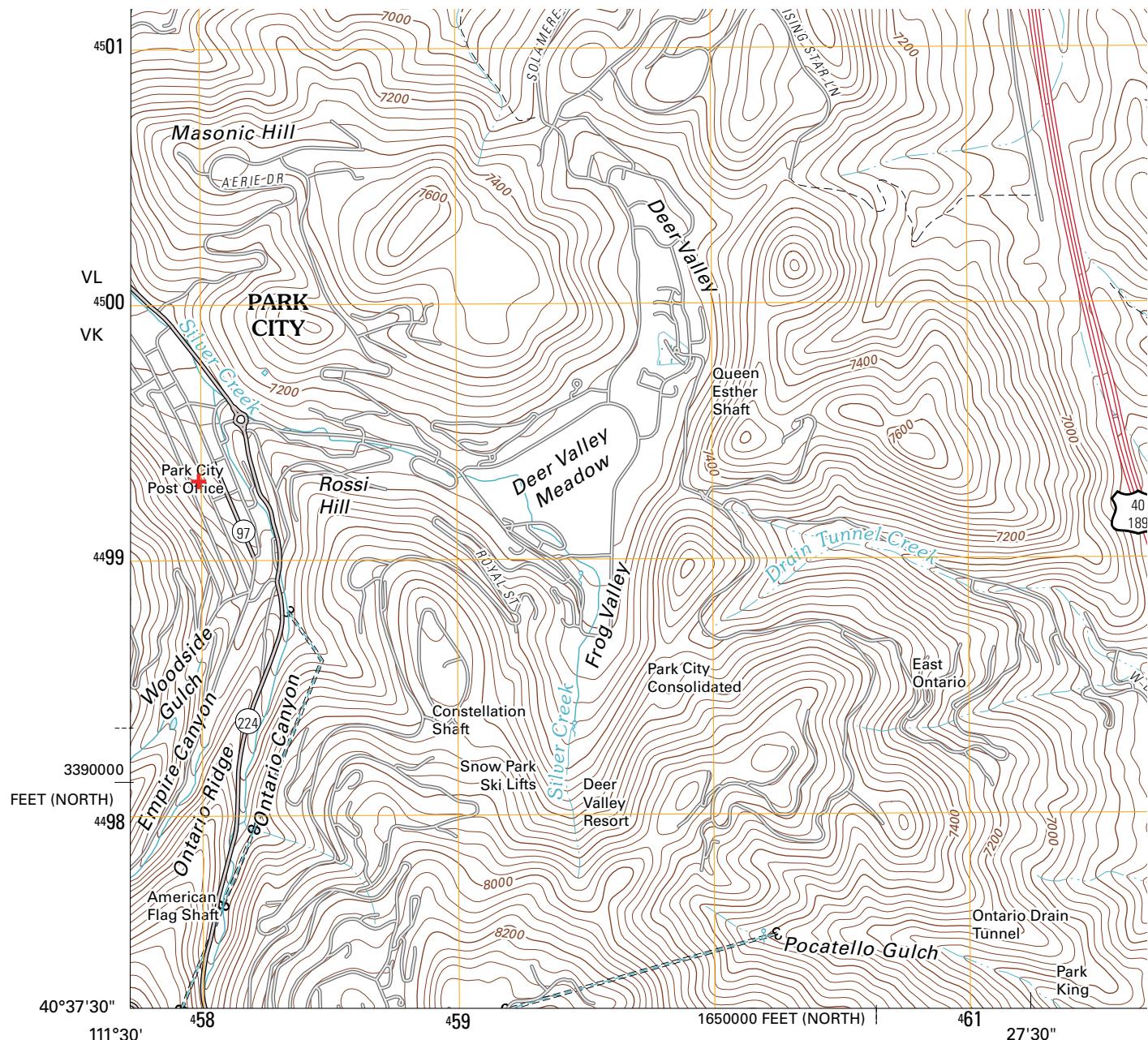
c. 1900



Tax photo c. 1940

445 Park Avenue, Park City, Summit County, Utah

Intensive Level Survey—USGS Map

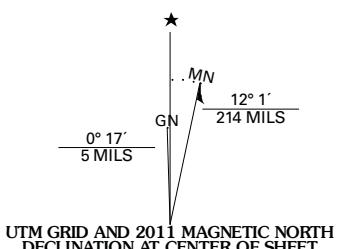


Produced by the United States Geological Survey

North American Datum of 1983 (NAD83)

World Geodetic System of 1984 (WGS84). Projection and  
1 000-meter grid: Universal Transverse Mercator, Zone 12T  
10 000-foot ticks: Utah Coordinate System of 1983  
(north and central zones)

Imagery.....NAIP, July 2009 - August 2009  
Roads.....©2006-2010 Tele Atlas  
Names.....GNIS, 2009  
Hydrography.....National Hydrography Dataset, 2009  
Contours.....National Elevation Dataset, 2008



U.S. National Grid
100,000-m Square ID
VL 45 00
VK
Grid Zone Designation
12T

⊕ location on USGS Park City East 1:24000 Quadrangle Map (2011)

## **Site Design**

*Use this section should describe the scope of work and preservation treatment for landscape features such as stone retaining walls, hillside steps, and fencing. Existing landscaping and site grading as well as parking should also be documented. Use supplemental pages if necessary.*

Element/Feature: \_\_\_\_\_

This involves:       Preservation       Restoration  
                           Reconstruction       Rehabilitation

Based on the condition and deficiencies outlined in the Physical Conditions Report, please describe in detail the proposed work:

Building site will be altered in the following.

1. The accessory garage/shed will be removed.
2. A garage and driveway will be added to the front of the home, under the existing home.
3. A small addition will be added to the rear of the home.
4. The addition includes retaining walls and a patio

## **Structure**

*Use this section to describe scope of work and preservation treatment for the general structural system of the building including floor and ceiling systems as well as the roof structure. Supplemental pages should be used to describe additional elements and features.*

Element/Feature: \_\_\_\_\_

This involves:       Preservation       Restoration  
                           Reconstruction       Rehabilitation

Based on the condition and deficiencies outlined in the Physical Conditions Report, please describe in detail the proposed work:

Structure is assumed to be none code compliant and will need to be up graded to meet code. The building will be lifted in place. A new foundation constructed. The existing building will then be lowered on to the new foundation and remodeled from the interior to meet code.

## **Roof**

*Use this section to describe the proposed scope of work and preservation treatment for the roofing system, flashing, drainage such as downspouts and gutters, skylights, chimneys, and other rooftop features. Use supplemental pages if necessary.*

Element/Feature: \_\_\_\_\_

This involves:  Preservation  Restoration  
 Reconstruction  Rehabilitation

Based on the condition and deficiencies outlined in the Physical Conditions Report, please describe in detail the proposed work:

THe roof is assumed to be none code compliant and will be recostructed to match the existing form.

## **Chimney**

*Use this section to describe the proposed scope of work and preservation treatment for any existing chimneys. One box should be devoted to each existing chimney. Supplemental pages should be used to describe additional elements and features.*

Element/Feature: \_\_\_\_\_

This involves:  Preservation  Restoration  
 Reconstruction  Rehabilitation

Based on the condition and deficiencies outlined in the Physical Conditions Report, please describe in detail the proposed work:

The existing chimney will be removed. A new, faux, chimny will be reconstructed to replace it. Existing brick will be used if possible.

If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

## **Exterior Walls**

Use this section to describe the proposed scope of work and preservation treatment for the exterior wall construction, finishes, and masonry. Please describe the scope of work for each individual exterior wall, use supplemental pages if necessary.

Element/Feature: \_\_\_\_\_

This involves:  Preservation  Restoration  
 Reconstruction  Rehabilitation

Based on the condition and deficiencies outlined in the Physical Conditions Report, please describe in detail the proposed work:

Exterior walls will be retained and strengthened to meet code.

Element/Feature: \_\_\_\_\_

This involves:  Preservation  Restoration  
 Reconstruction  Rehabilitation

Based on the condition and deficiencies outlined in the Physical Conditions Report, please describe in detail the proposed work:

If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

## **Foundation**

Use this section to describe the proposed scope of work and preservation treatment for the foundation including its system, materials, perimeter foundation drainage, and other foundation-related features. Use supplemental pages if necessary.

Element/Feature: \_\_\_\_\_

This involves:  Preservation  Restoration  
 Reconstruction  Rehabilitation

Based on the condition and deficiencies outlined in the Physical Conditions Report, please describe in detail the proposed work:

Existing stacked stone foundation will be removed. A new code compliant concrete foundation will be constructed. The visible parts of the foundation will be faced with stone to match the existing stacked stone foundation. Existing stone will be reused where possible

## **Porches**

Use this section to describe the proposed scope of work and preservation treatment for all porches. Address decorative features including porch posts, brackets, railing, and floor and ceiling materials.

Element/Feature: \_\_\_\_\_

This involves:  Preservation  Restoration  
 Reconstruction  Rehabilitation

Based on the condition and deficiencies outlined in the Physical Conditions Report, please describe in detail the proposed work:

Existing porch will be removed to facilitate the building lift. It will be rebuilt to match existing.

If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

## Doors

Use this section to describe the proposed scope of work and preservation treatment for all exterior doors, door openings, and door parts referenced in the Door Survey of the Physical Conditions Report. Please describe the scope of work for each individual exterior door, use supplemental pages if necessary.

Element/Feature: \_\_\_\_\_

This involves:  Preservation  Restoration  
 Reconstruction  Rehabilitation

Based on the condition and deficiencies outlined in the Physical Conditions Report, please describe in detail the proposed work:

Exterior doors will be replaced with more period correct doors that meet energy code requirements.

Element/Feature: \_\_\_\_\_

This involves:  Preservation  Restoration  
 Reconstruction  Rehabilitation

Based on the condition and deficiencies outlined in the Physical Conditions Report, please describe in detail the proposed work:

If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

## **Windows**

Use this section to describe the proposed scope of work and preservation treatment for all exterior windows, window openings, and windows parts referenced in the Door Survey of the Physical Conditions Report. Please describe the scope of work for each individual exterior window, use supplemental pages if necessary.

Element/Feature: \_\_\_\_\_

This involves:  Preservation  Restoration  
 Reconstruction  Rehabilitation

Based on the condition and deficiencies outlined in the Physical Conditions Report, please describe in detail the proposed work:

All windows will be replaced with period correct appearance windows that meet energy code requirements.

Element/Feature: \_\_\_\_\_

This involves:  Preservation  Restoration  
 Reconstruction  Rehabilitation

Based on the condition and deficiencies outlined in the Physical Conditions Report, please describe in detail the proposed work:

If you have questions regarding the requirements on this application or process please contact a member of the Park City Planning Staff at (435) 615-5060 or visit us online at [www.parkcity.org](http://www.parkcity.org). Updated 10/2014.

## **Mechanical System, Utility Systems, Service Equipment & Electrical**

Use this section to describe proposed scope of work and preservation treatment for items such as the existing HVAC system, ventilation, plumbing, electrical, and fire suppression systems. Supplemental pages should be used to describe additional elements and features. Use supplemental pages if necessary.

Element/Feature: \_\_\_\_\_

This involves:  Preservation  Restoration  
 Reconstruction  Rehabilitation

Based on the condition and deficiencies outlined in the Physical Conditions Report, please describe in detail the proposed work:

All systems will be replaced with code compliant systems.

## **Additions**

Use this section to describe the proposed scope of work for any additions. Describe the impact and the preservation treatment for any historic materials. Supplemental pages should be used to describe additional elements and features. Use supplemental pages if necessary.

Element/Feature: \_\_\_\_\_

This involves:  Preservation  Restoration  
 Reconstruction  Rehabilitation

Based on the condition and deficiencies outlined in the Physical Conditions Report, please describe in detail the proposed work:

A new rear addition is planned. It will meet all requirements of code.

#### **4. PROJECT TEAM**

List the individuals and firms involved in designing and executing the proposed work. Include the names and contact information for the architect, designer, preservation professional, contractor, subcontractors, specialized craftspeople, specialty fabricators, etc...

Provide a statement of competency for each individual and/or firm listed above. Include a list or description of relevant experience and/or specialized training or skills.

Will a licensed architect or qualified preservation professional be involved in the analysis and design alternatives chosen for the project? Yes or No. If yes, provide his/her name.

Will a licensed architect or other qualified professional be available during construction to ensure the project is executed according to the approved plans? Yes or No. If yes, provide his/her name.

#### **5. SITE HISTORY**

Provide a brief history of the site to augment information from the Historic Site Form. Include information about uses, owners, and dates of changes made (if known) to the site and/or buildings. Please list all sources such as permit records, current/past owner interviews, newspapers, etc. used in compiling the information.

#### **6. FINANCIAL GUARANTEE**

The Planning Department is authorized to require that the Applicant provide the City with a financial Guarantee to ensure compliance with the conditions and terms of the Historic Preservation Plan. (See Title 15, LMC Chapter 11-9) Describe how you will satisfy the financial guarantee requirements.

#### **7. ACKNOWLEDGMENT OF RESPONSIBILITY**

I have read and understand the instructions supplied by Park City for processing this form as part of the Historic District/Site Design Review application. The information I have provided is true and correct to the best of my knowledge.

Signature of Applicant: *Jonathan DeGray* Date: \_\_\_\_\_

Name of Applicant: Jonathan DeGray

**From:** Terry Harris [REDACTED]  
**Sent:** Wednesday, March 22, 2023 6:08 PM  
**To:** Caitlyn Tubbs  
**Subject:** [External] 445 Park Ave - deconstruction

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

[CAUTION] This is an external email.

Caitlyn,

Hope you are surviving the ongoing snowstorm of 2023.

I live next door to this house (455 Park Ave) and have a few questions about the project and process.

1. Currently, a portion of their garage is on our property, will it be moved or does it stay where it is?
2. Can I come look at the foot print plans to ensure the new structure doesn't encroach on my property?
3. If they do work on the garage, they will have to access our property and likely destroy our landscaping - how is that addressed?

I have some other questions but these will drive the next set. Anything you can share would be helpful.

Thanks!

Terry

Terry Harris  
[REDACTED]

**From:** gaile oslapas [REDACTED]  
**Sent:** Friday, March 31, 2023 11:27 AM  
**To:** Caitlyn Tubbs  
**Subject:** [External] 445 Park Ave

[CAUTION] This is an external email.

Hello Ms Tubbs,

I am writing concerning the property at 445 Park Ave. I live directly behind this property and my windows look at this house, the trees and sky.

First, will you be asking for a deviation at the setback? Do you know how the house will sit on the property? Any idea of the height of the house and how roof line will be effected? Will any trees be cut down? I there a plan or rendering that you could forward to me?

Concerned neighbor,

Gaile Oslapas  
430 Woodside Ave #13

**From:** Nancy Roberts Turner [REDACTED]  
**Sent:** Wednesday, April 5, 2023 1:27 PM  
**To:** Caitlyn Tubbs  
**Subject:** [External] 445 Park Ave Permit # PL-22-05133

**[CAUTION]** This is an external email.

Good Afternoon Ms. Tubbs,

My name is Nancy Roberts and I live directly behind 445 Park Ave at 470 Woodside #14 and I am very concerned with the building permit PL-22-05133 which is requesting to "lift" an historic building when my building is directly on the upslop behind it. I would think removing downslope material could cause problems for the stability of our building? Especially now with so much snow/water, we could flood and slide right off the mountain side and without so much water, I could foresee possible fountain shifting.

Also, I would like to know the city limits for building next to a property line and the setbacks? And any easements? In addition, some verification that this property's snow removal won't end up on our Woodside Property?

At this time I have to object to this building permit.

Thank you ,

Nancy Roberts  
470 Woodside #14