Park City Municipal Corporation

Business Regulation Review

September 1, 2016

Publication Information

Park City Municipal Corporation Regulation Review: Report to Governor Gary R. Herbert

Park City Municipal Corporation

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September 1, 2016

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Executive Summary

Park City Municipal Corporation (PCMC) accepted Governor Herbert's request to conduct a business regulation review, as part of a 2016 renewed initiative to promote Business Friendly regulations. In order to complete this process, a task force was created from different departments within the city including the Building, Executive, Sustainability, and Finance, while also including the Executive Director of the Historical Park City Alliance (HPCA), with the task of reviewing and organizing the findings of this initiative.

Several approaches were taken to review PCMC's internal policies in comparison to the "Best Practices" as listed in the Utah League of Cities and Towns (ULCT) *Utah Business Friendly City Starter Kit*. PCMC evaluated the outreach and communication methods of its Engineering, Planning, and Building departments to the business community, reviewed a survey conducted by the Finance department in regards to the Business License Renewal Date change, and worked in collaboration with the HPCA to create and issue a survey based on the "Best Practices" as highlighted by the *Business Friendly City Starter Kit* to HPCA members.

The task force was then given the responsibility of analyzing the results of community outreach meetings, determining what future or current initiatives conformed with or were in line with the aforementioned Best Practices, and reviewing survey findings to determine how the business community felt about the current state of regulations within PCMC.

In reviewing PCMC's community outreach meetings, a summary of findings was condensed to three main areas which included: "Three primary conclusions", and the questions, "What surprised us (the department)", and "What will be changed due to feedback".

The Finance Department survey on the Business License Renewal Date change was sent to 1,100 business owners, with 332 responding for a return rate of 30%. The vast majority of business owners were "neutral" on questions about making changes to the business license renewal date. These themes centered around the proposed change either being positive as it would be in a less busy time of the year (i.e. not during Ski Season or Sundance), or that it would be negative as the renewal date would now be during the lowest cash flow month (October 1) for some business owners.

Likewise, a survey was issued to members of the HPCA, to gauge and set metrics for how PCMC's current regulations and processes were serving the business community. This survey allowed the task force to compare findings to internal processes and planned changes, to gauge how its outreach efforts are reaching the business community.

In undergoing this review, the task force also uncovered other examples of PCMC changing its processes in accordance to prescribed "Best Practices". These initiatives are listed in the conclusion of this document, to further emphasize PCMC's commitment to creating a business friendly environment. This section also includes an analysis of the 2015 Citizen's Survey, highlights the local partnerships and ventures PCMC participates in with the Business Community, and an analysis of Sales Tax data that shows positive business growth.

Introduction

The Park City Municipal Corporation (PCMC) received a request from the Utah League of Cities and Towns on June 12 of 2016, in conjunction with the Governor's Office, asking that the city conduct a business regulation review. The following steps were recommended by the Task Force assembled to complete the business regulation review.

1. Review and draw conclusions from current outreach efforts to the community conducted by the Planning, Building, Engineering, and Finance department, as well as analyzing current and future applicable projects.

2. Further analyze a previously conducted survey on the Business License Renewal Date change issued to the business community.

3. Create a survey on regulatory review in collaboration with the Historical Park City Alliance based on the best practices outlined by the Utah League of Cities and Towns *Business Friendly City Starter Kit.*

4. Review and analyze other process changes, survey data, and outreach efforts that Park City Municipal Corporation has undertaken in regards to recommended best practices.

5. Report the findings to the Park City Council, to inform them on the task force findings and provide recommendations for future action

6. Report the results and findings to the Salt Lake Chamber, to be forwarded to the Governor's Office task force on Business Friendly Communities.

The Process

The task force assigned to complete PCMC's Business Friendly City Review met on August 26, 2016. The purpose of the meeting was to evaluate how Park City was in compliance already with the "Best Practices" listed in the *Business Friendly City Starter Kit*, what efforts needed to or could be expanded on to better meet these "Best Practices", and to review survey findings targeted to the local business community on current Regulations and City practices. While it was recognized that the regulatory nature of Park City may be at a higher standard, this comes as a result of being high end resort community with high expectations and standard of living from its residents and tourists. As a result, the task force sought to aid the efforts of PCMC to work on having clear and fair regulations, while also seeing what processes could be stream lined, eliminated, or modified to better meet the needs of businesses.

The task forces main methodology for reaching these conclusions was based on conclusions drawn from previous Customer Engagement Focus Groups conducted by the Planning, Engineering, Building, and Finance department (the "front line" of PCMC's regulatory processes), and also on applicable data collected from surveys. The findings from the panel discussions were relevant to the task force as they had been recently conducted (The first was conducted on May 18, 2016, with the most recent on June 1, 2016), while the Business License review survey was created on July 27, 2016 and the HPCA Regulatory Review survey being

initiated on August 22, 2016. With these recent and relevant resources, the task force felt it had the information needed to conduct a proper review as listed in the *Business Friendly City Starter Kit.*

Upon analysis of the Customer Engagement findings, the task force was able to utilize the conclusions found by the members of the panels to determine what conclusions, surprise findings, and future action plans would be taken to address community concerns. The task force found that this complied with the "Best Practices" of work as a city team to review all your regulations to understand why the regulations exist and determine if they unduly impact business and to create a process to improve communication between city/town, business leaders, & the general public. The task force also found that this community outreach met the goal to create a process for regular dialogue between city staff, residents, and business leaders about continued improvement and implementation. The outreach panel notes are included in the Appendix A-D at the end of this report.

Likewise, the task force also utilized suggested best practices when analyzing the Business License Renewal Survey and designing the survey to be distributed to members of the HPCA. The Business License Renewal survey had its findings analyzed under the guidelines of PCMC being actively engaged with our business owners, as well as to showcase our culture of proactivity and communication. Similarly, the task force designed the HPCA survey to reflect the "Key Questions at the Origination of Regulation" section of the *Utah Business Friendly Cities Starter Kit,* in order to answer the six questions listed in that section. Additional resources for this section are also included within Appendix E and F.

Concluding the document is a list of additional findings the task force was able to identify that highlighted PCMC's commitment to being a Business Friendly Community. These findings are identified and related to prescribed "Best Practices", and this section also includes an analysis of the 2015 Citizen's Survey results, emphasizes PCMC's involvement with the business community, and gives a brief sales tax analysis.

Customer Engagement Focus Group Results

The task force assembled the findings of these focus groups into three primary questions, in which the following information was collected: "What were three primary conclusions", "What surprised us (the department)", and "What will be changed due to feedback". These panels consisted of community members with vested interests in how PCMC interacts with businesses, contractors, developers, and other parties, and did not shy away from inviting those with critical views.

The findings for each department are listed as follows, and show in full from Appendixes A-D:

Engineering Focus Group

What were three primary conclusions?

- Coordination between Engineering and Utilities/Water department approvals, and improving outreach to businesses and contractors when City regulations or ordinances change.
- Face to face meetings with stakeholders are the most helpful.
- Figure out where the city can be more flexible with design standards and code.

- Several contractors do not want PCMC to implement electronic submittals or plan review process, and are happy with current methods.

What will be changed due to feedback?

- The Engineering Department will work on drafting and publishing educational materials and FAQs regarding engineering design standards and codes frequently complained about or contested.

Planning & Housing Focus Group

What were three primary conclusions?

- Timely, responsive, and consistent decision making is the most important to customers. For them, time is money.
- Change codes to enable what the City wants.
- Expand rental and seasonal housing efforts. More outreach is needed about housing programs and availability in general.

What Surprised Us?

- That the public wants comments to be heard, but is not opposed to the department saying "no" to changes based on complaints if it is the appropriate response.

What will be changed due to feedback?

- Implement and develop a "gold standard" for responding to applicants.

Building Department Focus Group

What were three primary conclusions?

- Current focus on electronic and web based software for processes is good and will address multiple concerns.

- Improving efficiency will directly benefit applicants.
- Increase focus on proactive communication regarding changes, and why changes are being made

What Surprised Us?

- Stakeholders want the department to limit knee jerk reactions from complaints.
- General contractors and sub-contractors have very different feedback and conflicting interests.

What will be changed due to feedback?

- Shortening the phone message for inspection requests (currently it is too long)
- Conduct concurrent reviews between departments to be more efficient in order to save applicants time.

Finance Department Focus Group

What were three primary conclusions?

- Not all industry professionals want the same thing for their industry.
- The competitive nature of the for-hire industry seems to make it difficult for this group to unify.
- Technology is not well received by all.

What Surprised Us?

- Some of the most vocal and passionate members of the group were the least equipped with facts

What will be changed due to feedback?

- Will look for ways to even the playing field between local transit companies and transportation network companies such as Uber or Lyft.

Task Force Findings & Conclusions:

- Park City has created a new process in which to assess and create dialogues with interested community members.
- Created a non-threatening way to honestly express concerns from both the City and Business.
- Emphasize the "Best Practice" of create a process to improve communication between city/town, business leaders, & the general public
- Expanded city efforts to create a process for regular dialogue between city staff, residents and business leaders about continued improvement and implementation
- Helped the City and business find unexpected results, such as NOT making policy changes based on a small number of complaints.
- Customer service does not equal just giving people what they want, but clearly informing them of why a regulatory decision was made is more important.

Survey Results

Along with reviewing Customer Engagement Focus Group findings, the Task force also analyzed the result of two recently conducted surveys that pertain to changes to when the business license renewal date will be changed, and a survey distributed to the HPCA in regards to overall business satisfaction with PCMC's regulations and processes. The following breakdowns show the findings of each survey, and a full staff report can be found in Appendix E:

Business License Renewal Survey

- Sent to over 1,100 business owners, who currently had an email address listed on file. This survey pertained to a proposal to change the license renewal date from Jan. 1 to Oct. 1.

- 332 responses were collected, for a return rate of 30.1%

- Of the 332 responses, 228 had neutral feelings towards the change (68.7%), 54 had a positive feeling (16.3%), and 50 had a negative feeling about the change (15.1%).

- In general, those who viewed the change as having a positive effect on their business commented that the change would be nice as the renewal process would not take place during Park City's busiest season. Those who viewed the change as having a negative effect on their business commented that the change would add an expense during the slowest point of the year for business owners in terms of cash flow.

- Results of the survey allowed the Finance department to make a more informed decision based on customer feedback.

Q1 How would moving the annual business license renewal deadline from January 1 each year to October 1 each year affect your business?

Answered: 332   Skipped: 0
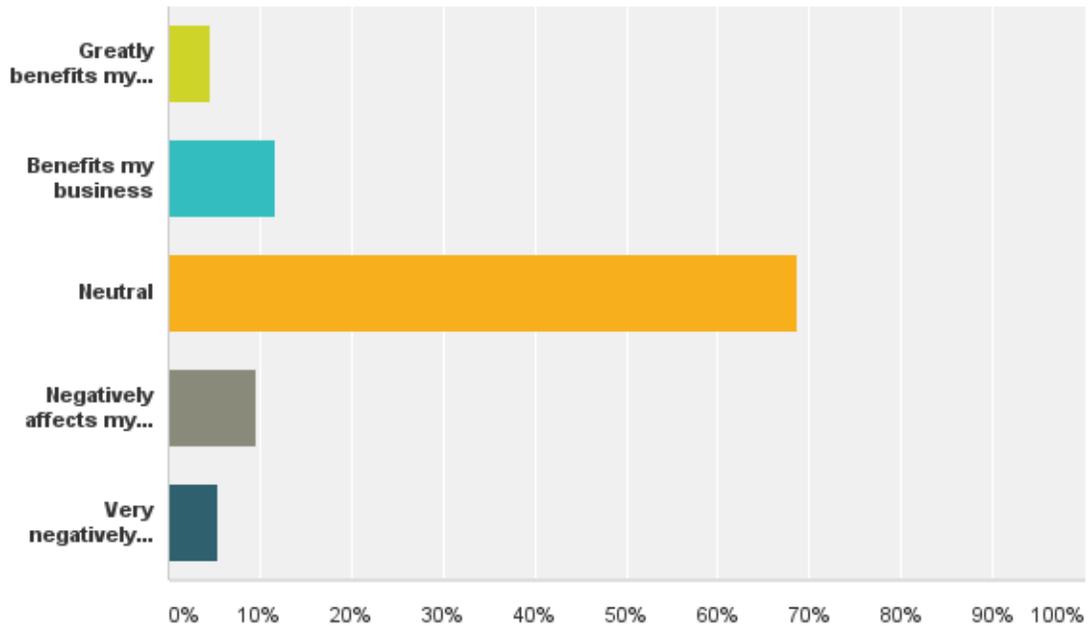
Graph above shows respondent answers in response to the Business Renewal Survey

Model Responses:

Positive

- "Oct 1 is a less busy time and it's less likely that the renewal would be overlooked. Would there be some pro-rating of the license cost the first year?"
- "If it's simple as filling out a form and mailing it in, no problem at all. My initial thought is great - one less thing to do around the holidays! Maybe change parking passes too?"

Negative

- "I have to get a business license to teach private ice skating lessons, moving the date to October makes it a little hard as that is the middle of our season and nothing else is due around that time which could be positive because it spreads out the amount of money due in January but also makes people more likely to forget the due date."

- "October 1 is the soft season when cash flow is tight. It would be easier if you made early spring or leave date as Jan. 1 as is."

Task Force Findings & Conclusions

- The Business License Renewal Process is slated to change, in order to produce a faster turn-around time for renewals and increased customer service.

- A notification letter is being drafted to business owners to inform them of this change, which will be distributed September 1st and presented to City Council on September 22nd.

- Highlights Park City's desire to be <u>actively engaged with our business owners</u>, as well as showcase our <u>culture of proactivity and communication</u>.

HPCA Survey

- Survey questions designed according to the "Best Practices" listed in the *Utah Business Friendly City Starter Kit*, and distributed to members of the Historic Park City Alliance. Full survey results listed in Appendix F.

- While a limited return rate, findings highlighted areas in where Park City is already working to improve its processes to be more "Business Friendly", and helped the task force identify what steps are being taken in response to customer needs.

Positive Findings

- A majority of survey takers found that Park City "Wanted to see their business succeed" and that staff would "adequately explain or provide follow up information on ordinances and regulations when queried?" This relates to the best practice of
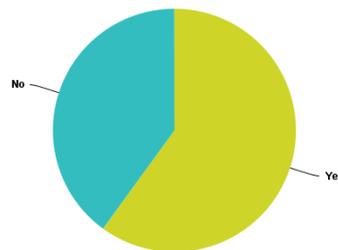

Q8 Does PCMC staff adequately explain or provide follow up information on ordinances and regulations when queried?
Answered: 10   Skipped: 0
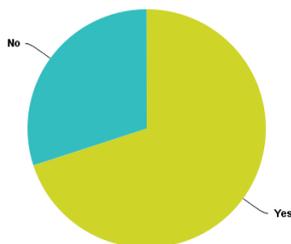
Q9 Do you feel PCMC wants to help your business succeed?
Answered: 10   Skipped: 0

- 100 percent of respondents also answered yes to the question "Does Park City Municipal Corporation's website outline application processes clearly", modeling the best practice of <u>Does your city/town have sufficient business information available on the website?</u>

Q1 Does Park City Municipal Corporation's
(PCMC)website outline application
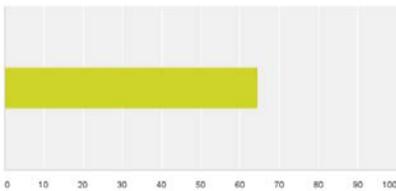processes clearly?

Answered: 9   Skipped: 1

Yes
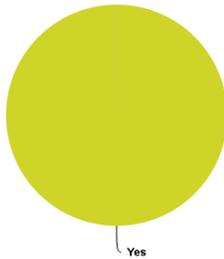
Areas In Need of Improvement

- The following "benchmark" scores in regards to staff communication show areas in which Park City is actively working to improve on its customer service focus.
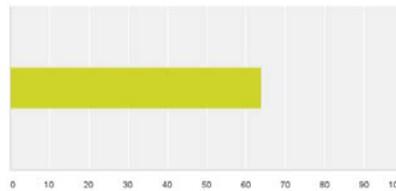

Q4 How would you rate PCMC staff's
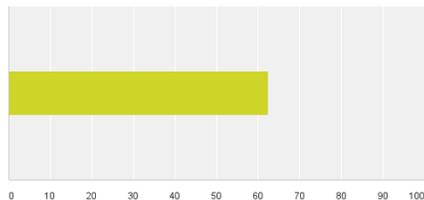customer service skills?

Answered: 10   Skipped: 0

Q5 How would you rate customer service
for over the counter requests?

Answered: 10   Skipped: 0

Q6 How would you rate staff response time
to emails and voicemails?

Answered: 10   Skipped: 0

Comments from Customers on the question "Do you have any additional comments or suggestions for improvements to PCMC's Regulatory/Licensing Processes?"

- "Don't ever close off Main Street it kills all business"
- "This survey was based solely on working with the building department. The parking and rec dept can be a pain as well. The licensing, signs, events and other departments are wonderful to work with"
- "More pro local business!"
- Park City Gallery Association gallery stroll Flag permit process has been horribly difficult. We are required to obtain insurance to cover the "event" but no insurer that we have talked to will cover it even though there is nothing unusual happening in conjunction with the stroll. We are

just open late on Friday nights, one day a month, to have visitors. My gallery is open Friday nights year round. There is no booze aloud. I am disappointed that the city has not provided a solution to encourage visitors, particularly from the Wasatch front to drive up and spend an evening on Main Street, go to the shops/galleries and buy dinner. Every medium and large city in the U. S. has gallery strolls and unfortunately, we are not supported by the city because of their regulations regarding this free and simple event that requires no additional police, staff, signage, expense, etc.

Task Force Findings & Conclusions

- While responses were limited, comments received provided valuable insight and allowed the City to see which issues were important from the customers' perspectives.
- Allows the City to begin to set "metrics" and comparisons on future efforts to remain Customer Service focused.

- Coordination to get this survey out with the HPCA shows Park City's emphasis to Participate in local chambers
- Ordinances put online allow for greater ease of access and understanding can businesses obtain necessary information from the city easily and quickly

Other Related Task Force Findings

In undertaking the process of evaluating PCMC's regulatory environment, the task force was also able to identify several processes changes, initiatives, and efforts that match the "Best Practices" of being a business friendly community. The following conclusions and findings are listed, with the "Best Practice" identified in red:

- The Finance Department is working with local industry stakeholders in regards to For-Hire vehicle regulations to hear their concerns over State regulations. Local industry would like the City to help them in efforts to create a level playing field that allows for them to compete fairly with other transportation providers.
  Create a process for how to prioritize and implement suggestions from business leaders and residents
- Building/Engineering/Planning moving some documentation online (already in budget, large line item)
  Review and streamline processes/Can business obtain necessary information from the city easily and quickly
- Focus Group findings consistently stated that one-on-one communication between staff members and the public/business owners was preferable, desirable, and easily

achieved.
  Process for regular dialogue/process to improve communication
- The hiring of a new Community Development Director with supervisory authority has given PCMC a stronger ability to coordinate its departments and coordinate with local businesses.
  Appoint an ombudsman
- The Licensing Chapter of Municipal Code (Title IV) is actively being reviewed and revised by the Finance Department to make it clearer, more consistent, and more relevant to the needs of the City and business owners.
  Review business application process
- The primary services accessed by businesses were relocated onto the first floor of City Hall, the make it a "one stop shop" and reduce the need to go to multiple levels and

offices.

Streamline application process

- Newsletters are currently sent out to interested parties. One comment was that these Newsletters are currently "post mortem" (i.e. they give information on past events), and PCMC plans to make newsletter more proactive in informing the community on changes.

Process for regular dialogue/process to improve communication

- Customer Engagement Focus Groups which extended from the City's Management Team will report to all City staff during an All-Hands meeting in September. This report will convey the City's emphasis on the importance of customer service citywide.

National Citizens Survey

The task force likewise reviewed the 2015 "National Citizen Survey: Trends over Time" for Park City, and were able to draw the following conclusions*:

*Survey available at http://www.parkcity.org/departments/sustainability/community-public-affairs/national-citizen-survey)

- 79% of respondents to the survey believed that Park City has a vibrant downtown/commercial area. This data is rated to be "Much Higher" than the surveys benchmark national results, and shows that PCMC is sustaining a thriving and healthy business community in its historic downtown region.
- The survey also shows that from 2013-2015; rates of satisfaction with PCMC's economic development efforts have risen from 57% to 62%, a 5% increase in a two year period. This is a significant trend, because in the same two year period from 2011-2013 PCMC observed a 1 percent drop in satisfaction rates from 58% to 57%.
- Customer service ratings were also higher than what the HPCA survey portrayed, with 82% of respondents giving a positive rating to how PCMC handles customer service. This is consistent with data from 2013 which had an 83% positive rating, and a 4% improvement from 2011 that showed a positive rate of 78%.
- The response rate to the question "Services provided by the Park City Municipal Government" also remained steady at 80% in 2015 from 2013, showing that a majority of residents are happy with how and what services the City provides.

PCMC Engagement with the Business Community

The task force also found that PCMC is an excellent example of a city maintaining an active and positive presence within the business community. This is exhibited by a permanent presence of PCMC staff on local boards, joint ventures taken with the Park City Chamber, and by taking an active role in funding and running special events that have made Park City a premiere year round tourist destination. The efforts listed below specifically exhibit how PCMC exhibits the best practices of <u>Develop a strong partnership with your local Chamber of Commerce</u> and <u>Create a process for regular dialogue between city staff, residents and business leaders about continued improvement and implementation.</u>

- PCMC is an active participant in the HPCA, Prospector Square Property Owners Association, Lodging Association, Park City Chamber, and other joint ventures and organizations.
- PCMC has been able to attract new industry through the outreach of its Sustainability Departments Business Development, notably POC, Avatech, Soul Poles, and the Snowsports Industry of America.
- PCMC has a Special Service Contract with the Park City Chamber to provide additional visitor information and services

- Beyond Sundance, PCMC also works with the Chamber to promote special events, such as the Park Silly Market, Sundance Film Festival, Tour of Utah, The Kimball Arts Festival, etc.
- Without formal communication and coordination with local business, Park City would be unable to handle the needs and expected standards of approximately 2 million local transit users a year.

Sales Tax Data Analysis

The task force also found it relevant to include sales tax data for the city for FY15-16, to show that business levels remain high within PCMC. A sign of a successful business environment and community is growing sales tax receipts, as this would show that the economic environment fostered by PCMC is one that is supportive of local businesses. As the following chart shows, from FY15-16, Total Sales increased by 10.7% from $815,235,274 to $847,394,678, which is a significant increase in economic activity. This data shows that despite PCMC maintaining a high level of standards, that the regulatory environment is not hampering economic growth city-wide.

Total Sales Citywide - Park City						
	January	February	March	April	May	June*
FY 2015	119,674,945	107,706,127	127,352,687	38,849,132	29,558,740	49,417,319
FY 2016	139,181,128	118,441,875	148,542,622	33,369,758	30,915,349	-
5 Year Avg.	115,581,034	108,339,527	119,355,227	32,135,325	28,049,513	47,201,392
% Change FY15-FY16	16.3%	10.0%	16.6%	-14.1%	4.6%	0.0%
	July	August	September	October	November	December
FY 2015	48,945,038	46,602,965	45,473,789	36,638,565	39,996,502	125,019,465
FY 2016	52,957,291	52,021,782	52,455,970	39,999,222	45,084,888	134,424,793
5 Year Avg.						

	42,730,237	44,970,672	46,458,418	35,898,714	42,732,036	116,174,673
% Change FY15-FY16	8.2%	11.6%	15.4%	9.2%	12.7%	7.5%
Total FY 2015					$ 815,235,274	
Total FY 2016					$ 847,394,678	
Total % Change not Including FY 2016 June					10.7%	

Summary & Conclusion

Park City Municipal Corporation is able to manage the high citywide standards and quality of life that its citizenry demands, while also managing to foster a healthy business environment that works in cooperation with city staff and offices. The city strives to maintain effective two way communication with its community stakeholders, with the evidence of these actions clearly presented by the task force assembled to evaluate current business friendly practices.

City staff and elected officials also play a vital role in maintaining a business friendly atmosphere that is customer focused. PCMC's current efforts to embrace a customer service first policy, ability to meet with stake holders in one-on-one settings, and outreach to the community via participation in boards and the Chamber shows that the city values input from its business community. The city will continue to expand on these efforts, in order to proactively adapt and review regulations or ordinances with which the business community has issues.

Going forward, the City will continue to reach out to the business community, and keep lines of communication open to address any regulatory concerns. PCMC understands that maintaining a business friendly community is a key to maintaining a thriving economy, and that revenues generated will continue to allow the City to provide an excellent quality of life for residents and tourists alike.

Appendix A: Engineering Customer Engagement Focus Group

Engineering Department Focus Group

June 1, 2016

AGENDA AND MEETING NOTES

I.   **Introductions – please describe your role and interactions with the City and why you took time today to be here and participate**

Hannah Turpin – City Planner, how can she support Building and Engineering
Chad Root – Building Official, make COO prettier
Matt Cassel – City Engineer, told to be here
Gene Mietchen – New Star, contractor, interested in input
Preston Campbell – contractor, appreciates Engineering Dept., new permits require favors, be able to track progress electronically rather than bug staff
Joe Witt – general contractor, lifetime resident, long history dealing with road and utility issues
Jen Byrd – Engineering Analyst, asked to be here, interested
Lane Jacobson – contractor, past superintendent, utilize opportunity to learn process, better understand what is expected of me
Brent Milner – recently built a house in Park City, business entrepreneur, concerns about the permit process not working well, lost 77 days of construction time, wants City to embrace and benefit from change, wants more owner input to process
John Whitely – excavator, concerns about one point of contact with engineering and water dept., changes in who you go to for answers including state, give City Engineer more power, design standards don't work in old town
Roger McClain – Utilities Department engineer, has many of the same customers, concerned with utility operations and long term decisions, wants to focus on process, what and why something has or hasn't happened, coordination of what we are trying to make fit, earlier notification is better to avoid pitfalls

II.   **Questions in relation to engineering matters:**
   a.   **What does the City do well?**

Accessible, customers can find staff; Jen gets two thumbs up, concerns with business/workload of staff, knowledgeable staff is capable, willing to work with contractor on issues, able to get answers, deal with/work through differences on projects.

   b.   **What does the City not do well?**

Spending a lot of time on an issue that should not have required so much time, changing requirements – decisions change, accountability – having a process with timeframes, how do contractors know the rules and ordinances?, inability to access/know/understand, put information online and accessible, rules need to include the logic to it. Once we have the rules codified they become non-negotiable, some issues can be solved easily, concern with the thresholds on when upgrades to current design standards are required, concern/lack of efficiency with meeting the requirements with other private utilities and special districts, concern about who pays for and who is responsible for existing utility infrastructure – shouldn't the City pitch in?, why do not impact fees not cover these costs?, not an understanding why the rules about meters and vaults change, are decisions made based on personal feelings?, getting explanation on policy is important, so many departments to coordinate, what is the process for a decision when the design standards are not feasible?, approved plans need to explain expectations of inspection and design standard requirements – especially plan review notes, need a written inspection report from engineering, electronic plans don't necessarily help field contractors, not all contractors want to submit electronically, online FAQs of what is required of each department would be helpful, signing of plats is onerous process, create an accountability of timeframes, list of common pitfalls, are the decisions and standards consistent?

c.   What would success look like to you?

Complete coordination/integration of water and engineering reviews and design standards, lists of processes/steps to go through to get approvals, instantaneous inspections, no retaliation when inspector is proven to be incorrect, attitude of cooperation and problem solving, staff retention, better planning on communication on both the City and customer side, take where we are and make it better, more accountability - timing queue tracked and visible to public, get more owner feedback, meet again as a group in 6 months

III.   Thank you and Adjournment

Three main bulleted things you learned from this focus group:
1. Coordination between Engineering and Utility/Water approvals, and clarity/adequate outreach when regulations change.
2. Face to face meetings are the most helpful.
3. Figure out where City can be more flexible with design standards and code.

One thing that surprised us:
Some contractors do not want to go to an electronic submittals/plan reviews.

One thing that you will change based on feedback you received:
Work on drafting and publishing educational materials/FAQs regarding engineering design standards and codes frequently complained about or contested.

Appendix B: Planning & Housing Customer Engagement Focus Group

Planning & Housing Department Focus Group

May 18, 2016

AGENDA AND MEETING NOTES

IV. **Introductions – please describe your role and interactions with the City and why you took time today to be here and participate**

Amanda Angevine – Ice Rink Manager, affordable housing concerns
Jen Barclay – Building Department staff, permit coordinator
Bruce Erickson – Planning Director PCMC
Alison Kuhlow – longtime resident, HPCA, water department staff,
Anne Laurent - Community Development Director, meting facilitator
Scott Loomis – Mountainlands Community Housing Trust Executive Director, affordable housing nonprofit
Brad Mackay – Ivory Homes PA, large project (Park City Heights) in town, land development projects
Sandra Morrison – Park City Historical Society, longtime resident, museum projects
Mark Sletten – real estate, Blue Ribbon Housing Committee, planning commission, applicant
Doug Stephens– developer, HPB, planning commission, applicant

V. **Questions in relation to planning and housing matters:**
   a. **What does the City do well?**

Face to face interactions – positive at building and around town, inviting.
Front desk is easily accessible.
Unique place, improving qualifications of staff.
Good engineering department, helpful building department, ordinances don't seem to fit large scale subdivisions and staff adapted/helped.
Face to face better than phone calls of emails - quicker.
Interactions with teammates, facilitate.
Came out and advised on project, site visit.
Helping when something is missed.
CDD team ties planning, building, engineering, housing is a positive to get consistency of answers.
Key planner contacts for different areas/neighborhoods.
Historic preservation expertise focused staff.

Staff is vested in making City better.

b.   What does the City not do well?

Building and maintaining trust in our systems and being consistent with that trust.
Staff opinions change, perceived lack of trust within City teams, message not always delivered well or to the right people.
Is there a list or database of who we are trying to get into homes? Who is a candidate for affordable housing and how does it work?
Affordable housing efforts and policies not addressing part time workers who are not looking to buy a house.
Lack of follow-up to emails or voicemail, more handholding from City on process to go in front of Planning Commission and City Council.
Lack of commitment to a schedule of when the applicant will get a response and when public hearing will take place.
Communication on who should come and who should speak at the Planning Commission.
Frustration with Historic District development and communication about what is going on and when.
What has to go before HPB, and how receive notification of meetings? Emails were promised in the past but never implemented.
Consistency on service we deliver to the customer.
City is a developer but reluctant to wear that hat, do we agree on what we should do? City is all over the place on our housing goals, growth, height, density, versus housing goals. How are we encouraging affordable housing goal for the community? Lost opportunity of sales revenue to Kimball Junction while debating BOPA. Other communities have development examples that do not require the amount of parking the City does. City needs a strong vision of how these issues come together.
Changing tenant mix on Main Street, are we losing our uniqueness?
Changing goals of businesses (local versus out of town).
Understand in what areas of housing we have failed in to focus efforts.
Reports aren't always accurate or defining the problem well.
Understanding that time is money – especially for development and development of housing.
Delays and bureaucracy negatively affect the bottom line.
Having a timely decision is important! Funding is on the line.
Expediting process and procedures would be welcomed.
Ability to get a decision from higher in hierarchy and not get staff retaliation later on.
Inconsistency in decisions. Staff changes then revisits decision causing delays. Decision that stick.
Standards that change throughout project – seem arbitrary.
Time (things take too long) to get a decision is biggest issue. Model home building permit took a year and a half.
Ideas to have affordable more affordable yet ordinances prohibit the ideas.
Need a central repository of information. Hopeful for the CDD umbrella to the different departments.

Random regulation thrown out there that isn't based in code. If you do not know how and who to question it is hard to navigate.
Applicant has to physically move documents from department to department.
Sign permits take too long and should be quick and straight forward.
High turnover of talented young professional staff. Pay? Housing? Long term rental at an affordable price.
Need affordable childcare.
City's $40MM for affordable housing initiatives – are there standards, priorities?
Why isn't it economical for outside professional to come into the community to do work (architects and builders)?

c.   Are there specific ideas you have to improve on what the City does not do so well?

Example of Lehi, UT - established timeline, submittal checklist, scheduled DRT meeting each week, if less than 10 comments automatically on Planning Commission deadline.
Perception that in Park City it takes a long time to do development well. Slow process to limit growth?
City is too responsive to public and not to the development side of the house. Developers not adequately represented on Planning Commission.
City should better partner with developers.
Is code is working for us? Are parking requirements correct? Stop over-parking the town.

d.   What would success look like to you?
Better code.
Bilingual applications.
Faster processing of applications.
Faster decisions that stick.

e.   Are the processes to engage with planning and housing clear and/or helpful?

Empathize with business and development customers would help. Use the process to move it forward and not just to stop progress.

Live the customer service. Concierge mentality. Development coordinator idea is good but has not always worked.

f.   What do you know about the General Plan, Land Management Code, and Housing Resolution and what do you think about their content?

LMC – unintended consequences. Protect but also encourage good design. Personal opinions of planning staff influence design outcomes too strong.

     g.   **What issues do you want to raise that have not been mentioned yet?**

Listen to public comment, but no is an acceptable answer.

Inclusionary zoning should not be a punishment. Affordable housing should not count against density. Should be able to leverage the monies to hundreds of millions of affordable housing product. Sep expectations for people looking for a home. What are the timelines?

     h.   **What kind of follow-up to this meeting would be helpful to you?**

Report on this to Council or at a public meeting.

Learn from past decisions and maximize current opportunities. Talk about BOPA and truly consider more density to address housing needs. What do we want? Height restrictions of good architecture? Density helps and promotes better design. Find the right balance for parking and focus on transportation and strategies to move people around.

VI.   **Thank you and Adjournment**

Three main bulleted things you learned from this focus group:
4. Timely, responsive, and consistent decision making is most important to customers – time is money.
5. Change codes to enable what the City wants.
6. Expand rental and seasonal housing efforts - need more outreach about housing programs and availability in general.

One thing that surprised us:
Listen to public comment, but no is an acceptable answer.

One thing that you will change based on feedback you received:
Develop and implement a gold standard for responding to applicants.

Appendix C: Building Customer Engagement Focus Group

Building Department Focus Group

May 24, 2016

Attendees: Michelle Downard (Park City Building Department), Paul Magleby (Magleby Construction), Anne Laurent (Park City Community Development), Adam Thorne (Diamond Rental), Bryan Markanen (Architect, Elliott Workgroup), Craig Hassel (Magleby Construction), Derek Kohler (Park City Building), Jim Clifford (Contractor), Mike Watts (Contractor), Vaughn Robinson (Park City Golf), Chad Root (Park City Building), Jennifer Barclay (Park City Building), Bryan Brassey (Contractor)

AGENDA AND MEETING NOTES

VII. Introductions – please describe your role and interactions with the City and why you took time today to be here and participate

VIII. Questions in relation to planning and housing matters:

    a. What does the City do well?
       i. Front desk, inspectors and staff is helpful and smiling
       ii. Inspector and office communication is helpful
       iii. There is no need for increased inspection or office hours
       iv. Front desk handles frustrations well, appreciate the videos
       v. Plan check comments are usually timely

    b. What does the City not do well?
       i. Long inspection phone message
       ii. Housing is already not affordable, so increasing fees makes it less affordable (storm water, fire fees, etc)
       iii. Inspectors seem stressed
       iv. Not doing concurrent reviews with all departments- perpetuates delays
       v. Communication/Mass email- How do we communicate submittal requirements or inspection requirement changes, newsletter, etc.
       vi. Variable plan review turnaround times- more certainty would be beneficial
       vii. Overreaction to complaints

  viii. **Working in Old Town is a hardship- parking and other logistics make construction difficult**

  ix. **48 hr requirement on partial road closures is difficult to plan ahead- it is all weather dependent**

  x. **Applicants have to bounce around the second floor for a permit- Building, Planning, Engineering, Finance**

  xi. **Front desk hours- can they be extended or changed? Lots of wait at front desk**

  xii. **Not having someone on the counter to answer questions- now applicants have to call them on cell phones**

  xiii. **Planning/SE- quick turnaround mechanism to install a tent w/o CUP for small construction project- residential event and what criteria?**

 c. **Are there specific ideas you have to improve on what the City does not do so well?**

  i. **Tracking permits during plan review**

  ii. **Hire short term plans examiner depending on demand**

  iii. **Have the same inspector do re-inspections**

  iv. **Scheduling inspections- online inspection requests? Is there an ability to hit button and skip message? Change message to say what day they are scheduling for?**

  v. **Not require sub permits at the time of building permit, maybe require sub-list at final? (Contractor don't know subs at time of application) Do subs like this or not?**

  vi. **Parking**

   1. **Replace lost parking passes (so they don't have to produce fake passes)**

   2. **Provide off-site parking and so contractors can shuttle people into sites**

  vii. **Software**

   1. **Submitting plans digitally and have concurrent reviews for efficiency (Summer construction window is short in PC and so we need efficiency more than ever)**

   2. **Concurrent reviews with all departments**

   3. **No more front desk wait- digital submittal and applications**

   4. **Eliminate redundant input for front desk**

   5. **Charge credit card fees to contractors or PC? Set a limit? Negotiate percentages with CC companies.**

   6. **Inspectors use tablets, email inspections, increase efficiency**

7. **Allow contractor assess to digital file and inspections online**

1. **Three main bulleted things you learned from this focus group:**
   a. **Current focus on software is good and will address multiple concerns**
   b. **Improving our efficiency will directly benefit applicants**
   c. **We should focus more on our communication proactively regarding changes and why they are being done (Newsletter)**
2. ~~**One**~~ **thing that surprised us:**
   a. **Don't overreact to complaints.**
   b. **General contractors and sub-contractors have very different feedback and conflicting interests**
3. ~~**One**~~ **thing that you will change based on feedback you received:**
   a. **Inspection request phone message- shorten it**
   b. **Conduct concurrent reviews between departments**

Appendix D: Finance Customer Engagement Focus Group

FOCUS GROUP REPORT

March 17, 2016

BACKGROUND: Finance went to Council in November 2015 to make some slight changes to the Code describing For-Hire licensing. We came into closer alignment with the State of Utah and lowered the insurance requirement, eliminated the extra vehicle inspection and replaced the BCI background check in the place of the FBI background check in an effort to level the playing field for our local transportation companies.

A few members of the for-hire industry attended the November Council meeting and expressed some ideas that they would like to see explored. We held a focus group meeting on February 24, 2016, in which we had originally invited about 8-10 industry professionals to come comment and share ideas, but word spread and many other industry professionals wished to attend the meeting, which we gladly welcomed. The meeting grew to a total of 24 industry professionals in attendance representing 20 different transportation companies. We also had 6 City staff members from various departments including, Finance, Code Enforcement, Public Safety and Legal on hand to answer questions and discuss ideas.

- o **3 bullet-pointed things that you learned from this focus group**

1. <u>Not all industry professionals want the same thing for their industry</u>. We heard multiple different viewpoints come from our group. One sub-group wanted stricter requirements and regulations for taxis and for-hire vehicles, while another sub-group proposed deregulation altogether. Going into the meeting, we expected to hear one opinion, but instead got several different ideas to solve the same problem, which has its advantages as well as its difficulties.
2. <u>The competitive nature of the for-hire industry seems to make it difficult for this group to unify</u>. The meeting started out with one industry professional accusing another with not appropriately licensing all of his vehicles and had even brought "evidence" he wanted to display. However, as the discussions progressed, the group seemed to coalesce (in a small way) because they realize they are dealing with the same issues and now have a common enemy (UBER & other TNCs). The conversation shifted from slinging accusations at each other to members offering up higher level ideas as to what can be done presently, as well as what the next steps are for the group in the coming months.

3. <u>Technology is not always well-received by all</u>. Some members of the group have embraced new technologies and the changing times, while others are still clinging to industry standards from 15-20 years ago. Part of the group was made up of "traditional taxi companies" that have been operating in the City for 20+ years and have very specific ideas as to how for-hire licensing was, is, and should be. Another part of the group was made up of industry professionals who seemed to embrace new technologies and implement them into their business philosophy – they are licensed with both Park City *and* with UBER, which seems to draw particular disdain from the more traditional taxi companies for "joining the enemy".

   o **One thing that surprised you are that you heard**

   <u>Some of the most vocal and passionate members of group were the least equipped with facts.</u> A few members of the group were visibly and understandably upset with recent developments in their industry. However, they seemed to have no idea that the State of Utah had passed a law in May 2015 prohibiting the City from regulating TNCs. This was surprising to us because it has made a big impact on their industry yet they were ill-informed or had no idea at all about the changes in their very own industry. We came prepared with copies of the State code preemption clause, as well as contact information for State representatives to guide members of the group in the right direction to voice their frustrations.

   o **One thing that you will change based on feedback you received**

   One idea that came out of the meeting was to potentially have Park City lobby to remove or amend the preemption clause as it doesn't allow the City regulate or receive any tax benefit from the TNC businesses are operating within City limits, causing negative traffic impacts, and increasing and frustrations with the local, licensed for-hire operators. This idea still needs some exploration into the possible benefits/drawbacks of this proposed action.

City Council

Subject: Business License Renewal Deadline Change

Author: Beth Bynan, Business License Specialist

Department: Finance

Date: September 22, 2016

Type of Item: Legislative

Summary Recommendation

Staff recommends changing the Business License Renewal date from January 1 to October 1 of each year.

Executive Summary

- Currently, the January 1 renewal deadline falls in the middle of the December/January period when Finance staff is preparing for the Sundance Film Festival.
- Due to the workload, staff is spread thin and additional, temporary staff is hired to help handle the surge. Even with additional staff, the workload is so markedly increased that it reduces turn-around time for license applications, renewals, and emails and phone calls.
- Changing the renewal deadline from January 1 to October 1 will allow staff to offer a higher level of customer service because the renewals will not occur during the surge of Sundance licensing.

Acronyms

CSL   Convention Sales License

The Problem

- Currently, the business license renewal deadline is January 1. This date for renewing business licenses also coincides with a huge surge in Convention

Sales License Applications (CSL), Single Event Temporary Liquor Permit applications, and new For-Hire vehicle applications.

- This enormous increase in the quantity of license applications layered with processing business license renewals for over 4000 accounts means long lines at the Finance window, extended wait times for response to email and voicemail, frustrated business owners, and exasperated staff members. This also contributes to the majority of over-time hours incurred by the department.

- Ultimately, our level of customer service is affected: response time to customers' emails and phone calls is longer than usual, and turn-around time from application to licensing takes longer.

Background

- Presently, the renewal deadline of January 1 comes during peak activity season for both Finance department staff as well as business owners.

- Staff conducted a survey in August of 2016 to get an idea for how business owners would feel about the change in dates. The results are shown in the graph below.

Q1 How would moving the annual business license renewal deadline from January 1 each year to October 1 each year affect your business?

Answered: 332   Skipped: 0
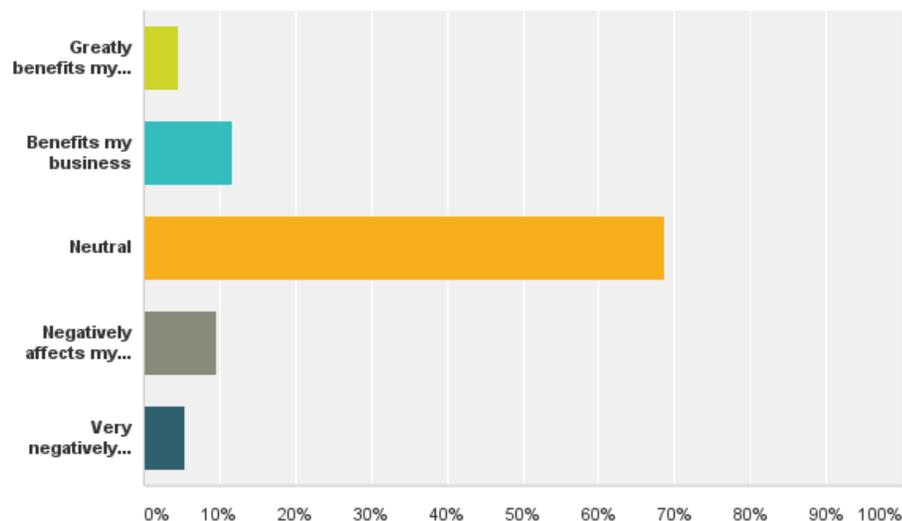
- Over 1100 business owners were surveyed (via email); we collected 332 responses before closing the survey. As you can see from the graph, the vast

majority (68.67%) had neutral feelings about the change while 16.27% of people thought it would *benefit* their business and 15.06% people felt that it would *negatively* affect their business.

- Two themes emerged from the collected written responses:
    - Those who felt this change would **benefit** their business said they liked the idea because they wouldn't have to take care of their renewal during their busiest time of year: the holidays and the Sundance Film Festival.
    - Those who felt this would **negatively** affect their business indicated that October 1 is the lowest cash flow time for them all year and it might be difficult to have to pay their business license renewal at that time.

Another common concern from a lot of the survey responders was how the logistics of the change would unfold. Some were concerned that the City would not prorate the portion of the year that is already paid and that the City would make them essentially lose those three months of the year for which they have already paid. (It should be noted that the City has no intention of making business owners lose three months of the year for which they have already paid and that a proposed proration plan to implement the change over a two year period-at no additional cost- is detailed in the "Alternatives for City Council to Consider" section below.)

Alternatives for City Council to Consider

1. **Recommended Alternative:** Change the business license renewal deadline from January 1 to October 1 of each year.
   Pros

   a. Business owners will be able to renew their business licenses before winter- the busiest time for business owners.
   b. This will allow staff more time to process each renewal and care for each customer individually, increasing our turn-around time and ultimately our level of customer service.
   c. As it pertains to the weather, October 1 will be an easier time of year for staff to inspect and place stickers on "For-Hire" (there are over 700, each vehicle needs to be inspected by City staff every year before a renewal sticker is placed), which is traditionally done during snowy times making it difficult for the stickers to adhere properly.
   d. Staff recommends the following timeline for implementing the change:
      i. Send out renewal notices November 15, 2016 (no change)
      ii. Renewals are due January 1, 2017 (no change)
      iii. Renewal fees will be for **9 months only** (January 1-September 30)
      iv. Renewal notices will go out August 15, 2017
      v. Business license renewals will be due October 1, 2017 (charged for full 12 months)
      vi. Businesses will continue to renew every year on October 1.

vii. Business licenses will continue to be annual (October 1-September 30) and the fees are not anticipated to change at this time.

Cons
a. A January 1 renewal deadline aligns with the calendar year, which some felt would be easier to remember than October 1.
b. An October 1 renewal date is a time of low cash-flow for some businesses which may make paying their renewal at that time difficult.
c. The change will require a lot of communication and advance notification; some people who have not kept their contact information current with the City may not receive the message.

2. **Null Alternative:** Keep the business license renewal date at January 1 of every year.
Pros: A January 1 renewal deadline will align with the calendar year and customers are already familiar with the timeline, due date and process.

Cons: Keeping the January 1 renewal date will mean another year of frustrated, local business owners waiting in line behind:

   -event planners filing multiple CSL and Single Event Liquor applications,

   -taxi cab and For-Hire drivers filing their paperwork for renewal and waiting for their inspections

In some cases, the wait time in the lines at the Finance counter during this period of time have caused so much frustration that staff has been threatened and intimidated by certain customers who grew impatient with the amount of time they had to wait.

3. **Other Alternatives:** Align the business license renewal date with the City's fiscal year (July 1-June 30).
Pros: Aligning the business license renewals with the City's fiscal year may make budgeting more clear-cut and be an easier date to remember.

Cons: If renewals are due July 1, then every payment that comes in before July 1 must be accrued through a journal entry into the next fiscal year. Asking staff accountants to enter a journal entry for every license payment before July 1 would be a burden on the Finance Department.

Analysis

- Moving the business license renewal deadline from January 1 to October 1 will make the renewal process simpler and quicker for both customers and staff alike.

Department Review

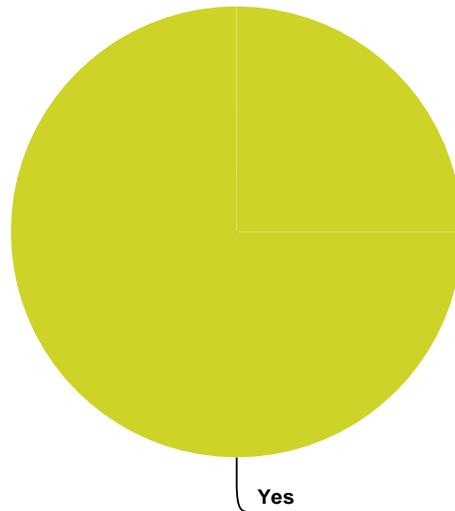Finance, Legal, Special Events, Budget, Sustainability, Executive

Attachments

- Letter of support on the change from Historic Park City Alliance

Appendix F: HPCA Survey Questions & Data

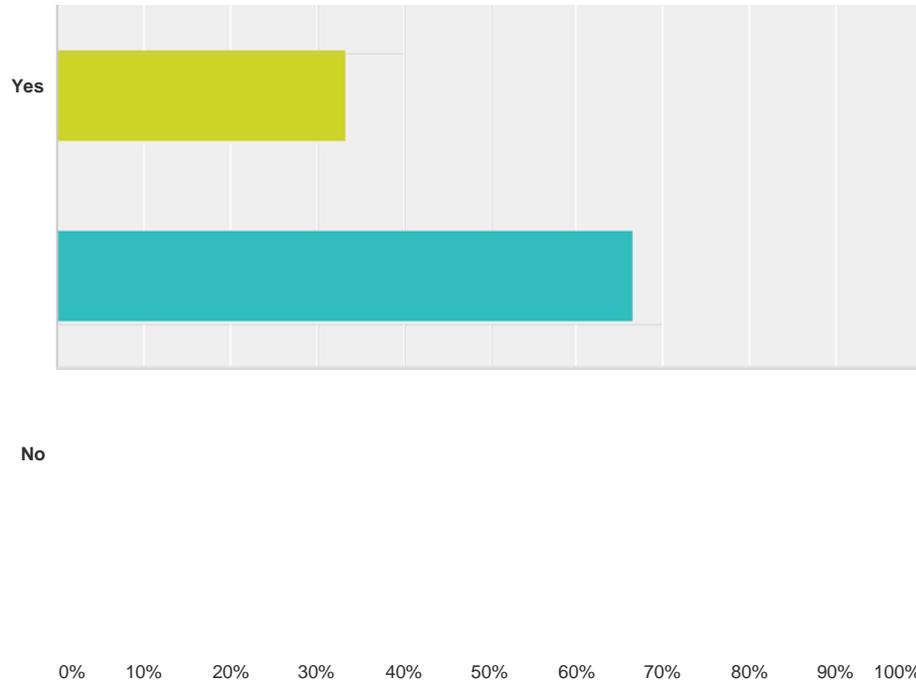## Q1 Does Park City Municipal Corporation's (PCMC)website outline application processes clearly?

Answered: 9   Skipped: 1

Yes

Answer Choices	Responses	
Yes	**100.00%**	9
No	**0.00%**	0
Total		**9**

Q2 Are there other services that would be beneficial if offered online?

Answer Choices	Responses	
Yes	**33.33%**	3
No	**66.67%**	6
Total		**9**

Q3 Are you aware that PCMC has recently uploaded all city ordinances online that are easily accessible and searchable on the PCMC website?

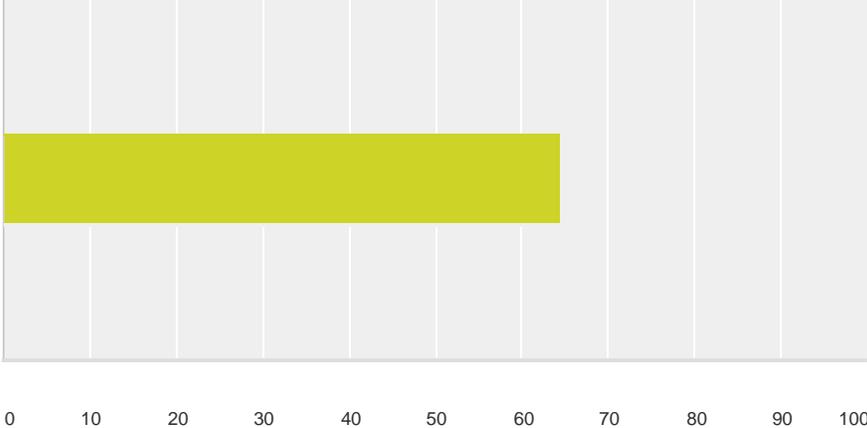Answered: 10   Skipped: 0
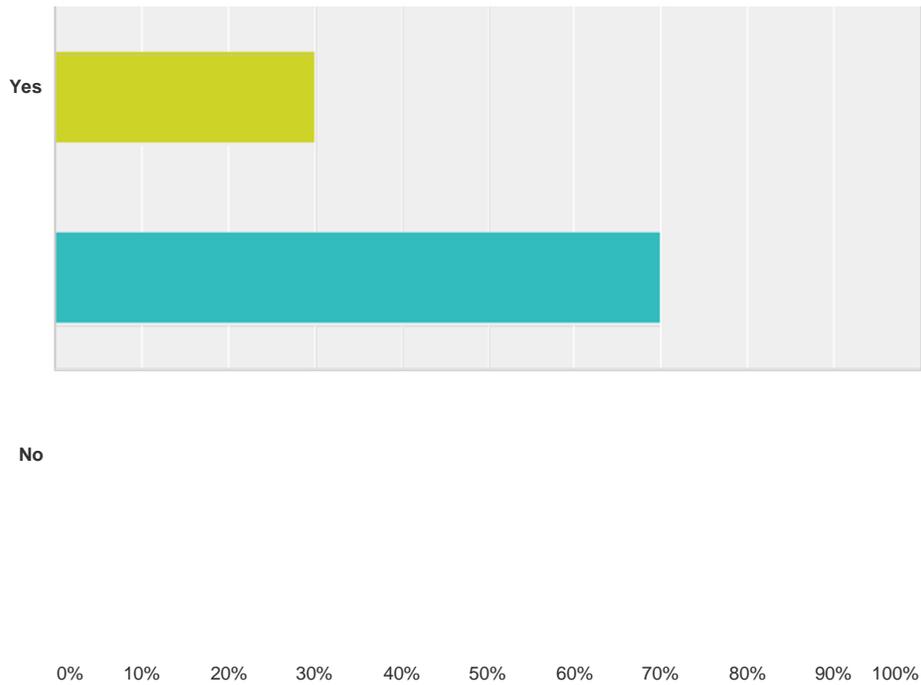
Answer Choices	Responses	
Yes	**30.00%**	3
No	**70.00%**	7
Total		**10**

Q4 How would you rate PCMC staff's customer service skills?

Answered: 10   Skipped: 0

| | 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

Answer Choices	Average Number	Total Number	Responses
	65	645	10
Total Respondents: 10			

Q5 How would you rate customer service for over the counter requests?
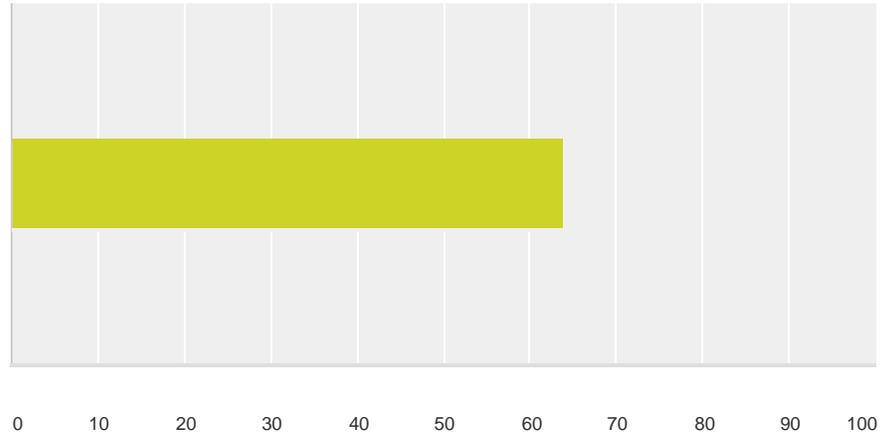
Answer Choices	Average Number	Total Number	Responses
	64	639	10
Total Respondents: 10			

Q6 How would you rate staff response time to emails and voicemails?

Answered: 10   Skipped: 0
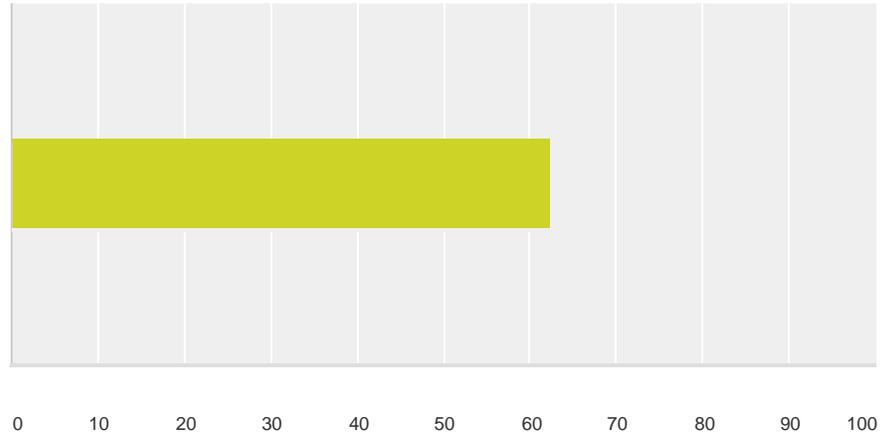
Answer Choices	Average Number	Total Number	Responses
	62	624	10
Total Respondents: 10			

Q7 Does staff provide you with a clear explanation of processes and timeline?

Answered: 10   Skipped: 0
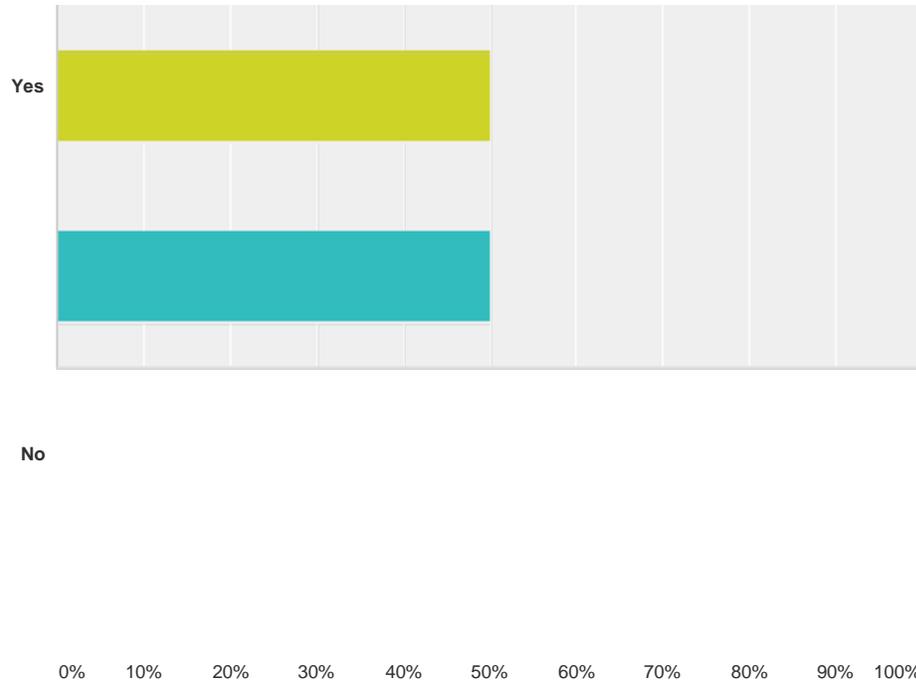
Answer Choices	Responses	
Yes	**50.00%**	5
No	**50.00%**	5
Total		**10**

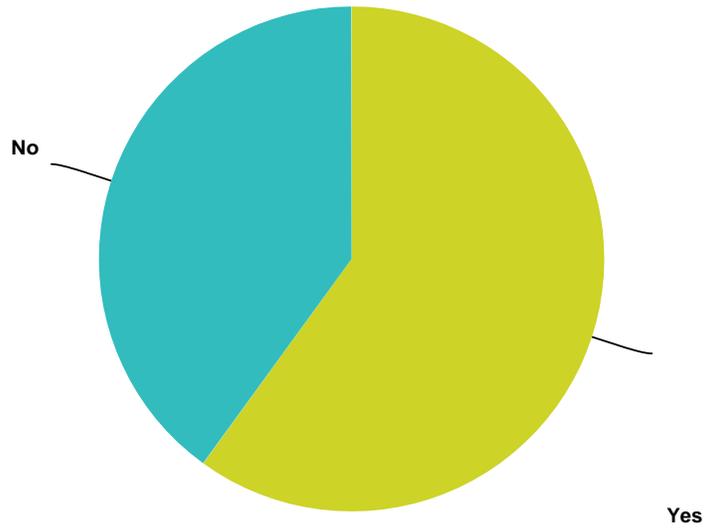# Q8 Does PCMC staff adequately explain or provide follow up information on ordinances and regulations when queried?

Answered: 10   Skipped: 0

No

Yes
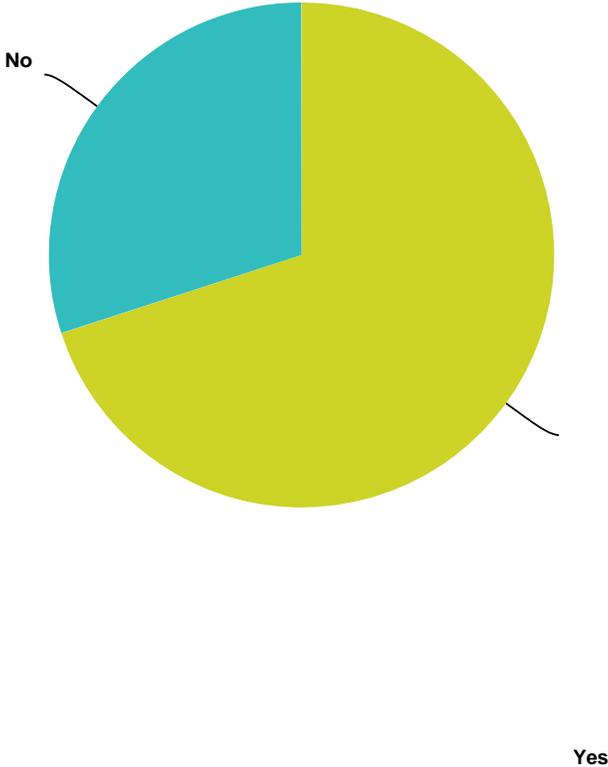
Answer Choices	Responses	
Yes	**70.00%**	7
No	**30.00%**	3
Total		**10**

Q9 Do you feel PCMC wants to help your business succeed?

Answered: 10   Skipped: 0

No

Yes

Answer Choices	Responses	
Yes	**60.00%**	6
No	**40.00%**	4
Total		10

Q10 Do you have any additional comments or suggestions for improvements to PCMC's Regulatory/Licensing Processes?

Answered: 6   Skipped: 4

Business Services Survey

Do you have any additional comments or suggestions for improvements to PCMC's Regulatory/Licensing Processes?	
Answer Options	Response Count
	6
answered question	6
skipped question	4

Number	Response Date	Response Text
1	Aug 25, 2016 8:18 PM	Park City Gallery Association gallery stroll Flag permit process has been horribly difficult. We are required to obtain insurance to cover the "event" but no ininsurer that we have talked to will cover it even though there is nothing unusual happening in conjunction with the stroll . We are just open late on Friday nights, one day a month, to have visitors. My gallery is open Friday nights year round. There is no booze aloud. I am disappointed that the city has not provided a solution to encourage visitors, particularly from the Wasatch front to drive up and spend an evening on Main Street, go to the shops/galleries and buy dinner. Every medium and large city in the U. S. has gallery strolls and unfortunately, we are not supported by the city because of their regulations regarding this free and simple event that requires no additional police, staff, signage, expense, etc.
2	Aug 25, 2016 1:51 AM	more pro local business
3	Aug 24, 2016 9:37 PM	You asked the question if we feel like you care if our business succeed --- I think you really don't care! For the 28yrs I've been here on main street, I hate how the city has taken away parking for our employees. Our employees have to travel from the outer city limits and you taking away more and more parking is making it for us to have our help find parking!
4	Aug 24, 2016 9:25 PM	This survey was based solely on working with the building department. The parking and rec dept can be a pain as well. The licensing, signs, events and other departments are wonderful to work with.
5	Aug 24, 2016 8:56 PM	Don't ever close off Main Street it kills all business
6	Aug 19, 2016 8:07 PM	no