



**PARK CITY HISTORIC PRESERVATION BOARD MEETING  
SUMMIT COUNTY, UTAH  
April 5, 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 March 1, 2023  
[HPB 03.01.2023 Minutes](#)
- 2.B Consideration to Approve Historic Preservation Board Meeting Minutes from March 13, 2023  
[HPB 03.13.2023 Minutes](#)

**3. PUBLIC COMMUNICATIONS**

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

**5. CONTINUATIONS**

- 5.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  
(A) Public Hearing; (B) Continue to May 3, 2023  
[445 Park Ave Material Deconstruction 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.  
[Historic District Grant Program Work Session Staff Report](#)  
[Exhibit A: Historic Grant Study](#)

**7. 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: April 5, 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 March 1, 2023

**Suggested Action:**

**Attachments:**

[HPB 03.01.2023 Minutes](#)



**PARK CITY MUNICIPAL CORPORATION  
HISTORIC PRESERVATION BOARD MEETING  
SUMMIT COUNTY, UTAH  
MINUTES OF MARCH 1, 2023**

**BOARD MEMBERS IN ATTENDANCE:** Randy Scott – Chair, Lola Beatlebrox, Alan Long, Puggy Holmgren, Douglas Stephens, Jack Hodgkins

**EX OFFICIO MEMBERS:** Gretchen Milliken, Planning Director; Caitlyn Tubbs, Senior Historic Preservation Planner; Mark Harrington, City Attorney

**1. ROLL CALL**

Chair Randy Scott called the meeting to order at 5:05 p.m.

**2. MINUTES APPROVAL**

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

**MOTION:** Board Member Long moved to APPROVE the Meeting Minutes from February 1, 2023. Board Member Hodgkins 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**

There were no Staff or Board communications and disclosures.

**5. CONTINUATIONS**

**A. 336/360 Daly Avenue – Relocation of Significant Structure – Park City Municipal Corporation Proposes to Relocate a Significant Historic Structure, a Single-Car Garage, From Its Current Site at 336/360 Daly Avenue. PL-23- 05537.**

Chair Scott noted that 336/360 Daly Avenue was listed as a continuation. The packet requested that the item be continued until March 13, 2023. Senior Historic Preservation



Planner, Caitlyn Tubbs reported that the above item had come before the Historic Preservation Board during a Work Session in November 2022. There was a noticing mistake, so the item needed to be continued to the next meeting.

**MOTION:** Board Member Stephens moved to CONTINUE 336/360 Daly Avenue – Relocation of Significant Structure, to the Historic Preservation Board Meeting on March 13, 2023. Board Member Long seconded the motion.

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

**6. REGULAR AGENDA**

**A. 2023 Fiscal Year Historic District Grant Program - The Historic Preservation Board Will Review the 2023 Fiscal Year Grant Applications and Determine the Awardees.**

Planner Tubbs shared information related to the Historic District Grant Program. Several local applicants had applied for financial assistance to work on preservation projects. She reported that the 2023 Fiscal Year Historic District Grant Program had been discussed during a Work Session last month. At that time, the proposed projects were reviewed and the grading rubric was examined. The Board Members decided to take the application materials and individually review the sites on their own time. At the current meeting, the Historic Preservation Board would determine the awardees and award amounts. Planner Tubbs overviewed background information. The grant program was established in 1987. Since then, the City had awarded tens of thousands of dollars to local historic preservation projects throughout Park City.

Planner Tubbs explained that the Historic District Grant Program is a 50/50 matching grant. The property owner is required to outlay the project costs. Once the work is completed, the City can reimburse up to 50% of those costs. For 2023, there were eight applicants and \$100,506 of funding available. That funding was intended to cover both the Competitive and Emergency Grant Programs. She noted that there was additional information about the Emergency Grant Program included in the packet. Overall, \$215,790 had been requested.

The funding sources for the grant came from the General Fund, Main Street RDA, and the Lower Park Avenue RDA. Planner Tubbs shared a chart with the Board that outlined the amount of money available in each of those funds as well as the amount of money requested in those areas. The demand exceeded the supply of funding available in all categories. This was a fairly competitive year for grant funding.

The 2023 Fiscal Year Historic District Grant Program applications were reviewed. The first was 690/698 Park Avenue. The buildings are Landmark Structures on the Park City Historic Sites Inventory. The property owner requested \$16,290 to replace the roofs on both structures. It is located in the Main Street Redevelopment Area (“RDA”).

The next application was 1128 Park Avenue. It is also a Landmark Structure on the Park City Historic Sites Inventory. The building is in the Lower Park Avenue RDA and the request was for \$113,000 for projects such as repairing and restoring windows, repointing masonry, repairing and replacing the roof, exterior paint, upgrades to the mechanical and electrical systems, insulation, porch reconstruction, and restoring historic features.

The third application was for 22 Prospect Street. It is a Landmark Structure on the Park City Historic Sites Inventory. The request was \$8,000 from the Main Street RDA to sand, prep, caulk, and paint the exterior as well as repair and replace the fascia and trim on the house. The fourth application was 40 Sampson Avenue. It was listed as a Significant Structure on the Park City Historic Sites Inventory. The request was for \$15,000 from the General Fund to prep, prime, paint, and stain exterior doors, screens, thresholds, deck railings, and a coal shed. The fifth application was 408 Main Street. It was also listed as a Significant Structure on the Park City Historic Sites Inventory. The request was for \$15,000 for interior demolition, exterior closure, roofing, and electrical.

The sixth application was 517 Park Avenue. It was listed as a Landmark Structure on the Park City Historic Sites Inventory. The request was for \$18,500 for historic material preservation and reconditioning, structural demolition, framing, exterior finish carpentry, new windows, waterproofing, roofing, as well as exterior and interior paint. The seventh application was for Thaynes Mine Hoist House. It is a Significant Structure on the Park City Historic Sites Inventory. Planner Tubbs explained that it is outside the boundaries of both the Lower Park Avenue RDA and the Main Street RDA. As a result, the funding source would be the General Fund. The request was \$15,000 to facilitate the removal of some asbestos TSI insulation as well as debris cleaning. The last grant application was for Silver King Mine Hoist House. It was listed as a Significant Structure on the Park City Historic Sites Inventory. The request was for \$15,000 to remove asbestos TSI insulation and to facilitate some soil and debris cleaning.

Planner Tubbs was available to answer additional questions about the applications and the amounts requested. Once the Historic Preservation Board decides on the awardees and the amounts awarded, a recommendation would be forwarded to the City Council for final approval. The item was scheduled to be discussed on April 4, 2023. The reason a recommendation would be forwarded to City Council was that a lot of the grant applications were asking for money that was in excess of \$5,000. Anything over that amount needed to be approved by the Council.

Planner Tubbs noted that in the packet, there was an example of a percentage-based score from Staff. The percentage-based scores were utilized in prior years to determine the amount of funding to recommend for various applications. During prior meetings, Board Members identified concerns about percentage-based funding not covering all of the project needs. Additionally, the Board had received comments from prior awardees stating that the amounts received were not significant to the project. As a result, Board

Members expressed interest in awarding the full amount of requested funding to the most compelling projects instead.

Chair Scott noted that he reviewed the previous Meeting Minutes. There had been a lot of good discussion during the Work Session about the grant program. He wondered if there needed to be a public comment period on the item. Planner Tubbs reported that it was not noticed as a public hearing but the Board could take public comment if desired. There was no one in chambers but there might be someone online who was interested in providing additional information about the projects. Board Member Stephens suggested asking for public input after the Board discussions.

Chair Scott noted that at the last Historic Preservation Board Meeting, there were comments about different types of requests. For instance, buildings that wanted funding to paint versus buildings that want to bring back historic features. He felt it was important to understand how the different types of applications should be addressed. Board Member Holmgren pointed out that sometimes when an application includes paint or roof repairs, it is because there is a true hardship. Chair Scott believed the new application form that was discussed would allow applicants to share additional reasons for the request. That would provide the Board with additional information in the future. However, that had not been done with the current batch of applications. As a result, it made it more difficult to determine whether there was a hardship.

Board Member Beatlebrox pointed out that the criteria and scoring made it possible to evaluate the current batch of Historic District Grant Program applications. She suggested that the Board look at the scores for each project and create an average. Board Member Hodgkins referenced the rankings from City Staff and noted that his own rankings came out in the same order. It was possible to order the applications and determine where the priorities were. Board Member Stephens noted that the role of the Historic Preservation Board is to protect historic structures in the community. He was not sure there was a way to determine the financial needs of the applicants, but that was something worth considering. Board Member Hodgkins pointed out that financial need is not part of the application process in the current year. As a result, it did not make sense to focus on financial need as criteria when that was not part of the actual application. It was something the Board could consider moving forward.

Chair Scott agreed that certain criteria should be considered during future grant cycles. The current discussions would make it possible to finetune the application process. Board Member Hodgkins agreed. He did not feel that the applications received during the current fiscal year were specific enough about the historic pieces and whether historic materials would be used for replacement. Additional information related to the applications would have been beneficial. He wanted to see more detailed descriptions of the proposed work in the future. Chair Scott noted that this is a learning opportunity for the Historic Preservation Board. After looking at the City Staff application rankings, he found that his own rankings were fairly close with some differences near the bottom. The top four were identical to the ones presented by Staff.

Board Member Hodgkins believed some of the applications he ranked on the lower end might have been stronger if some of the pieces unrelated to historic preservation had been removed. This was a historic grant, so hopefully, in the weighted rating system, the applications that address preservation issues would rise to the top. Chair Scott acknowledged that there was a learning curve. He was still not certain about the best way to approach the application process and make recommendations but suggested seeing whether the Historic Preservation Board was aligned on priorities. From there, it would be possible to look at the average scoring of the individual priorities.

Board Member Hodgkins noted that the grant program offered a 50% match. It would make sense for projects that scored well to be given the requested amount rather than a partial amount. Board Member Stephens believed that last year the decision wasn't only based on the score but also on the size of the project and what had been requested. He suggested that the Board focus on priorities instead. If the Board felt strongly that there was a good project, it made sense to fund the full requested amount. After the Historic Preservation Board Meeting discussions, there would be a better idea of what the Board was looking for from the applications. Three or four years ago, the Historic Preservation Board tried to restart the grant program in order to focus on historic restoration. Chair Scott suggested reviewing each application through the lens of preservation. The items could be ranked according to the level of preservation.

Board Member Stephens pointed out that there might be agreement about the highest-ranked applications. He asked that there be a discussion about the rankings. From there, the Planning Department could share information about the amount of emergency funding needed. Board Member Hodgkins believed guidance was needed about the funds each application was related to. For instance, some were tied to RDAs. Board Member Beatlebrox liked the idea of sharing a top-five ranking. Each Board Member could share their top five applications and then there could be follow-up discussion.

Board Member Stephens had a question about the 408 Main Street Project. The request was for \$15,000 for demolition and exterior closure. He wanted to understand what exterior closure was. Planner Tubbs explained that there would be improvements to the interior, so there could be some securing of the building as well as the installation of a new front door. Board Member Stephens wondered if the new front door would be more historic than what was there currently. Planner Tubbs reported that it would be the same design as the door that was there already.

Board Member Stephens wanted to know if it was possible to give an applicant more than what was requested as long as it was within the 50%. Planner Tubbs stated that in prior years, the Board supported the \$15,000 maximum award. However, in recent years, the Board indicated that this was something that might need to be reconsidered. The Board could award more than what was requested by the applicant. Board Member Stephens pointed out that some of the applicants only requested \$15,000

because the assumption was that \$15,000 was the maximum. Planner Tubbs clarified that the application form stated that there was a \$15,000 request limit.

Board Member Hodgkins noted that there was reference in the packet to awardees who received over \$25,000. The language was as follows: "Any grant awarded over the amount of \$25,000.00 would require the property owner(s) to grant a façade easement in favor of Park City Municipal Corporation (PCMC)." There seemed to be some conflict within the language as there was reference to a \$15,000 cap but \$25,000 was mentioned. Planner Tubbs reported that in prior years, the cap had been \$15,000, but the Board had also chosen to award more than \$15,000. The Board had the power to award more than \$15,000 if they decided it was a project with merit. Board Member Stephens explained that in the early days of the grant program, there were occasional applications that received \$25,000. One year, there was even a grant for \$50,000. All of those required façade easements.

The Board Members shared their highest-rated applications for the 2023 fiscal year. Board Member Beatlebrox reported that the following received 15 points each:

- Thaynes Mine Hoist House;
- Silver King Hoist House; and
- 517 Park Avenue.

Following that, 1128 Park Avenue received 13 points. She explained that she only looked at the historic items on the list, including repairing and restoring windows, painting the exterior, reconstructing porches, and restoring historic features. That work totaled \$42,000. She clarified that this would be the City portion. The next application on the list was 22 Prospect Street.

Board Member Stephens shared his rankings. The top three were:

- Thaynes Mine Hoist House;
- Silver King Hoist House;, and
- 517 Park Avenue.

After that was 1128 Park Avenue and then 22 Prospect Street. He was neutral on the remaining applications, although he did not think that 690/698 Park Avenue warranted the funds and had placed it in the last position. Chair Scott shared his rankings: Silver King Hoist House, Thaynes Mine Hoist House, 517 Park Avenue, 1128 Park Avenue, and 22 Prospect Street. He noted that 22 Prospect Street was tied with 40 Sampson. He had 690/698 Park Avenue ranked last, as he did not feel the project made sense for preservation funds.

Board Member Hodgkins shared his rankings as follows:

- Thaynes Mine Hoist House;
- Silver King Hoist House;

- 517 Park Avenue;
- 1128 Park Avenue; and
- 22 Prospect Street.

Board Member Holmgren shared her rankings as follows:

- Thaynes Mine Hoist House;
- Silver King Hoist House;
- 22 Prospect Street;
- 1128 Park Avenue; and
- 517 Park Avenue.

Board Member Long reported that his rankings were as follows:

- Silver King Hoist House;
- Thaynes Mine Hoist House;
- 517 Park Avenue;
- 1128 Park Avenue; and
- 22 Prospect Street.

Based on the rankings, it seemed there was a lot of overlap and the Board Members were more or less on the same page. Some of the orders were different, but the top five seemed to be the same. Board Member Hodgkins was in alignment with Board Member Beatlebrox about the funding of 1128 Park Avenue. He wanted the focus to be the historic preservation items. Planner Tubbs clarified that for that item, it would be \$42,000 for the windows, paint, porch, and architectural feature reconstruction.

Board Member Hodgkins asked about the funding available for the top five applications. Planner Tubbs offered to do some quick calculations to determine the numbers. Based on her calculations, for the Lower Park Avenue RDA, there would be a deficit of \$3,400. For the General Fund, there would be \$8,736 left. For the Main Street RDA, there would be a shortfall of \$3,500. She clarified that this was if all five of the top choices were funded in full. Board Member Hodgkins wondered if it would be possible to take the \$8,736 from the General Fund and distribute it to cover the deficits in the Lower Park Avenue RDA and Main Street RDA. Planner Tubbs confirmed this. It was possible to move funding from the General Fund to the other RDAs, but it was not possible to move funding from the RDAs around. It would be possible to fund all five.

Board Member Stephens pointed out that there needed to be money left over for emergencies. Planner Tubbs reported that if all five projects were funded in full, there would be approximately \$1,000 left over in the emergency fund. That needed to last until the end of June 2023. The contingency needed to come out of the General Fund. Board Member Beatlebrox noted that \$10,000 was suggested for emergency funds in the packet. She wondered if she felt that was an appropriate amount. Planner Tubbs

explained that \$10,000 was more of a placeholder. There had not been a request for emergency grant funding for historic structures so there had not been a need for a funding reservation. It was an example number.

Board Member Beatlebrox believed that 22 Prospect Street had some emergency-related needs. There had been a lot of issues over the course of the last several years. Repairs were necessary there, so she felt that 22 Prospect Street was an application that needed to be prioritized. That funding would come out of the Main Street RDA. 40 Sampson Avenue would come out of the General Fund but it was not ranked in the Historic Preservation Board top five. However, it was close to 22 Prospect Street based on the points received. Chair Scott noted that it was higher on his score sheet as well. He felt that application should be further discussed. Board Member Beatlebrox pointed out that if Thaynes Mine Hoist House and Silver King Hoist House were not fully funded, it would be possible to award something to 40 Sampson Avenue.

Board Member Hodgkins believed that other applications were more pressing, such as 22 Prospect Street, which had some deferred maintenance needs that were important to address. He did not believe the 40 Sampson Avenue application indicated there was significant deterioration. It had to do with exterior paint, screens, and doors. As a result, he had not scored as high as other Board Members. Board Member Stephens agreed with the comments shared by Board Member Hodgkins.

517 Park Avenue was discussed, which was within the Main Street RDA. Board Member Hodgkins felt he had a better understanding of what needed to be done there. Board Member Beatlebrox reported that she emailed Planner Tubbs previously about the score sheet. It stated that the proposed design and scope of work uses best practices for the treatment of historic materials. 517 Park Avenue seemed to fit that criterion but she noted that the application did not specifically ask for details about best practices. Most of the applicants were at a disadvantage because the application didn't specifically ask for that detail. Board Member Hodgkins pointed out that the Board knew more about 517 Park Avenue and 1128 Park Avenue beforehand.

Chair Scott discussed the emergency funds. It sounded like the City had not needed to utilize the emergency funds in recent years. That being said, there was a record amount of snowfall happening and historic structures typically did not do well in those conditions. It might be worthwhile to have some emergency funds available to address recent weather conditions. Board Member Hodgkins wondered whether there should be a reduction to the amount awarded to 1128 Park Avenue since it was a much higher ask. There was discussion regarding the calculated dollar amounts. Board Member Stephens explained that he accounted for \$15,000 for the first four projects, which totaled \$60,000. The Board could think about what should be done with the remainder of the funds. For instance, money for the fifth-highest-ranked project and the Emergency Fund.

Board Member Stephens wondered if the General Fund money would be lost if it was not spent. Planner Tubbs confirmed this. Board Member Stephens wanted to know if it was possible to provide additional funds to applicants in the event the emergency funds were not utilized by the end of the fiscal year. In May 2023, it could be possible for the Historic Preservation Board to reallocate any remaining funds. Planning Director, Gretchen Milliken explained that if the money is not spent, it will go away but the grant program would not be penalized the next year. The same amount would be awarded again. She explained that if the Board wanted to award the unused Emergency Funds, there needed to be clarity about where the funds would go. If there were no emergencies Staff could move quickly to allocate the funds as desired.

Board Member Hodgkins suggested that the Board hold off on allocating the remainder of the General Funds, which was \$8,736. It would be possible to award more of that later if there were no emergencies. There was discussion regarding the Lower Park Avenue RDA and Main Street RDA. Board Member Stephens believed 1128 Park Avenue was a good project but he was not sure it was a better project than Thaynes Mine Hoist House and Silver King Hoist House. Board Member Beatlebrox pointed out that 1128 Park Avenue had been neglected over time and was in poor shape. It was a very good project and worth considering. She reported that Thaynes and Silver King would likely come back to the Board in the future because this was just the start of what was planned. All that could be accomplished in 2023 was the asbestos abatement. That needed to be done first before seeking other funding.

Board Member Stephens had a question related to the different funds. The Main Street and Lower Park Avenue RDAs are separate entities outside of Park City Municipal Corporation. He wondered if those funds were lost in the budgeting process. Planner Tubbs clarified that those funds are part of the budget but they were separate accounts within the overall City budget. The funding was intended to focus on the betterment of those specific RDA areas. Board Member Stephens wondered whether those funds could carry over to the next year. Director Milliken was not certain but offered to find out the answer for Board Member Stephens. City Attorney, Mark Harrington suggested asking budget and finance for the specifics.

Board Member Stephens believed RDA money would carry over. Those were tax increment funds from increases in property taxes. When the program started many years ago, there was a lot of money in the Lower Park Avenue RDA, because it continued to carry over. Board Member Hodgkins asked about emergency funds in the RDAs. Board Member Stephens explained that if an emergency occurred on Lower Park Avenue or Main Street, those funds could be utilized to cover the emergency costs where applicable. Board Member Hodgkins felt it made more sense to have the emergency funds in the General Fund so an emergency could be addressed anywhere. Board Member Stephens expressed support, as the funds would be less restricted.

Director Milliken summarized comments from the Historic Preservation Board. It seemed that the intention was to have a \$10,000 emergency fund that would carry over



year after year. Board Member Stephens did not believe that was accurate. The Historic Preservation Board felt the emergency funds should come from the General Fund. It was the easiest fund to use, as there were no restraints. Board Member Hodgkins liked the suggestion from Director Milliken. If next year, there was set emergency funding that the Board did not have to consider when allocating funds for the grant, that would be beneficial. If the \$10,000 was not needed, it would roll over, and if it was needed, it would be spent. That could become a different budget line item.

Board Member Stephens pointed out that both Thaynes and Silver King were from the General Fund. Both were asking for \$15,000 each. He suggested that both be fully funded and the remaining \$8,736 be left as a contingency. The Board could determine where that money should be allocated if there was not an emergency that required funding. In the future, the Planning Department could request a \$10,000 emergency fund. Other Historic Preservation Board Members were supportive of that suggestion.

The only project in the Lower Park Avenue RDA was the 1128 Park Avenue application. Board Member Hodgkins wondered whether the \$38,600 available in that fund should be awarded or if a partial amount should be awarded. Board Member Beatlebrox believed it made sense to award the full amount available as it was a very visible property. Other Board Members agreed that this was the best decision. Board Member Stephens asked about the façade easement. Board Member Hodgkins pointed out that it would be required since \$38,600 was over the \$25,000 referenced in the language.

Chair Scott believed the outstanding items related to 517 Park Avenue and 22 Prospect Street. Those were both part of the Main Street RDA. There was \$23,170 available in that fund. 517 Park Avenue had requested \$18,500 and 22 Prospect Street had requested \$8,000. Board Member Stephens noted that for 22 Prospect Street, some of the requests had to do with repainting the house and some with restoration. It would be possible to allocate \$18,500 to 517 Park Avenue and allocate the balance in the Main Street RDA to 22 Prospect Street. Board Member Hodgkins was fine with that approach. Other Board Members expressed their support for the suggestion.

Based on the recommendations from the Historic Preservation Board, all of the money, aside from the remaining \$8,736 in the General Fund, had been allocated. That \$8,736 could be set aside to handle emergency needs. Planner Tubbs confirmed that the Board was looking to fully fund the \$18,500 request for 517 Park Avenue and utilize the remainder of the Main Street RDA funding for 22 Prospect Street, which was \$4,670.

Board Member Stephens asked about the \$8,736 in the General Fund that would be lost at the end of the fiscal year if there was no emergency need. He felt the Historic Preservation Board needed to provide some direction on how to spend that money if there was not an emergency. That way, the allocation could be handled administratively. He suggested allocating the remaining money to the two hoist projects. Both Thaynes Mine Hoist House and Silver King Hoist House had requested \$15,000 because that was historically all the grant program had permitted. However,

the project would cost a lot more than that and would be seen by many people in the community. There was support for allocating the additional monies to those projects.

Attorney Harrington asked that the Historic Preservation Board forward the various recommendations to the City Council by motion and vote. Planner Tubbs read the finalized amounts and the awardee addresses into the record, which were as follows:

- Silver King Hoist House (fully fund the request for \$15,000);
- Thaynes Mine Hoist House (fully fund the request for \$15,000);
- 1128 Park Avenue (award \$38,600);
- 517 Park Avenue (fully fund the request for \$18,500);
- 22 Prospect Street (award \$4,670); and
- Emergency Fund (\$8,736 – to be split evenly among the Silver King Hoist House and the Thaynes Mine Hoist House in the event it is not spent).

**MOTION:** Board Member Hodgkins moved that the Historic Preservation Board forward a recommendation of APPROVAL for the 2023 Fiscal Year Historic District Grant Program recommendations, which were as follows:

- \$15,000 for Silver King Hoist House;
- \$15,000 for Thaynes Mine Hoist House;
- \$38,600 for 1128 Park Avenue;
- \$18,500 for 517 Park Avenue;
- \$4,670 for 22 Prospect Street; and
- \$8,736 for an Emergency Fund (amount to be split evenly among the Silver King Hoist House and the Thaynes Mine Hoist House in the event it is not spent).

Board Member Beatlebrox seconded the motion.

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

Board Member Beatlebrox suggested that there be a future Work Session discussion on the Historic District Grant Program criteria. This would ensure there was more clarity moving forward. Planner Tubbs confirmed that this could be arranged. Chair Scott asked that Board Members submit comments about the process. Those comments could be summarized by City Staff and included in a future Meeting Materials Packet.

Planner Tubbs reminded the Board that the recommendations would move forward to the City Council for final action. That would take place at the April 4, 2023, City Council Meeting. Board Members were invited to attend the meeting.

## **7. ADJOURN**

**MOTION:** Board Member Holmgren moved to ADJOURN the Historic Preservation Board Meeting. Board Member Hodgkins seconded the motion.

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

The Historic Preservation Board Meeting adjourned at 6:25 p.m.

Approved by \_\_\_\_\_  
Randy Scott, Chair  
Historic Preservation Board

PENDING APPROVAL

## Historic Preservation Board Agenda Item Report

Meeting Date: April 5, 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 March 13, 2023

**Suggested Action:**

**Attachments:**

[HPB 03.13.2023 Minutes](#)



**PARK CITY MUNICIPAL CORPORATION  
HISTORIC PRESERVATION BOARD MEETING  
SUMMIT COUNTY, UTAH  
MINUTES OF MARCH 13, 2023**

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

**EX OFFICIO MEMBERS:** Caitlyn Tubbs, Senior Historic Preservation Planner

**1. ROLL CALL**

Chair Randy Scott called the meeting to order at 5:00 p.m.

**2. PUBLIC COMMUNICATIONS**

There were no public communications.

**3. STAFF AND BOARD COMMUNICATIONS AND DISCLOSURES**

There were no Staff or Board communications and disclosures.

**4. REGULAR AGENDA**

- A. 336/360 Daly Avenue - Relocation of a Significant Structure - Park City Municipal Corporation Proposes to Relocate a Significant Historic Structure, a Single-Car Garage, From Its Current Site at 336/360 Daly Avenue. PL-23- 05537.**

Senior Historic Preservation Planner, Caitlyn Tubbs, reported that this is a Special Meeting of the Park City Historic Preservation Board. She shared information about 336/360 Daly Avenue. The request was to relocate a single-car garage. The item had come before the Historic Preservation Board a few times in the past. Most recently, it was presented during a Work Session on November 2, 2022. At that time, there were discussions about whether there was support to relocate the structure to an alternative site to allow the neighboring property owner to develop.

Planner Tubbs shared an aerial view of one of the subject lots. The last parcel above Daly Avenue is 336 Daly Avenue, which is owned by someone who wants to develop the property. The adjoining property shown is owned by Park City Municipal Corporation. Currently, there is a Significant Historic Structure on the property line between the two properties, which is impacting the developability of the neighboring lot.

The City was asked to consider relocating the structure. When the Historic Preservation Board discussed the matter in November 2022, the Board Members felt strongly that it was most appropriate to relocate the structure to the other side of the single-cell cabin that is on the same lot. This would ensure that there is a minimal impact on the historic character or the integrity of the site.

A survey was shown. Planner Tubbs explained that it identifies the location of the existing single-car garage. A photograph was presented as well as a street view. She identified the existing site of the single-car garage and the approximate proposed site. The garage is approximately eight feet from the right of way. When the structure was relocated, the City proposed that it be approximately eight feet from the right-of-way on the new site as well to minimize any impact on the historic integrity of the structure and the site. The Land Management Code contains Relocation Standards pertaining to moving Historic Sites, which were as follows:

- The integrity and significance will not be diminished;
- The structural soundness will not be impacted;
- Secured and protected from weather, vandalism, etc.;
- The new setting shall be compatible with the original setting and the building will be oriented the same way; and
- The structure should be moved in one piece wherever possible.

Planner Tubbs reviewed the Relocation Standards. Staff did not believe relocation approximately 20 to 30 feet to the south would impact the historic integrity or significance of the structure or the Historic District. As for structural soundness, Planner Tubbs explained that it is a priority that the structure remains unharmed when being relocated. A copy of the 2016 Engineering Study was included in the packet. It was from when the homeowner originally applied to have the structure relocated. At that time, the engineer found that the structure was sound enough to be relocated in one piece. Before it was relocated, the City would have another survey done to ensure that nothing had changed since the last study. If the structure needed panelization, the item would return to the Historic Preservation Board for approval.

As for protecting the structure from weather and vandalism, a few years earlier, the City facilitated a project where a roof was added and the doors and windows were secured. This ensured that vandals were unable to access or damage the structure. Planner Tubbs noted that the new setting for the structure would be compatible because it is such a minor relocation. It would face the street as it does now, with the same or similar setbacks. The City would ensure that the structure could be relocated in one piece.

Due to the snow, a survey had not been done of the site recently. There was not an exact location for the building. However, there was a recommended Condition of Approval that required there be an updated Engineer's Report before the structure is relocated. There was also a Condition of Approval that there be a written plan to outline the procedures and final location. That plan would be reviewed by the Planning and

Building Departments. There was a requirement to obtain the services of a professional building mover to relocate the structure. Staff recommended that the Historic Preservation Board consider the relocation of a Significant Historic Structure at 336/360 Daly Avenue, hold a public hearing, and consider approval of the relocation.

Chair Scott opened the public hearing. There were no public comments. The public hearing was closed.

Board Member Beatlebrox noted that the item had been discussed thoroughly in the past. She believed the relocation of the single-car garage should be approved. Board Member Hutchings struggled with the application and wondered if the Board would approve of the relocation if it was a home rather than a single-car garage. He felt that the garage was built there for a reason and the relocation will affect the historic integrity. That being said, he understood the practical reasons for the request. The location of the single-car garage made the lot difficult to build on. Chair Scott understood the concerns expressed. He struggled with the request when it was discussed in the fall but recognized that the single-car garage supports a home that no longer exists. He reiterated that it is not a primary structure.

Board Member Beatlebrox pointed out that the structure is encroaching on the property. It is actually over the lot line, which is a more unique issue. As a result, moving the single-car garage slightly makes sense. It is a very similar location. Board Member Hutchings understood the arguments presented by other Board Members.

**MOTION:** Board Member Beatlebrox moved that the Historic Preservation Board APPROVE the relocation of a single-car garage to 360 Daly Avenue, based on the following:

**Findings of Fact**

1. The subject properties are located at 336 Daly Avenue and 360 Daly Avenue.
2. The historic site is listed as Significant on the Historic Sites Inventory.
3. The applicant is proposing to relocate the historic single-car garage on the Significant Site.
4. The single-car garage straddles the property line between 336 Daly Avenue and 360 Daly Avenue.
5. Both subject properties are under different ownership.

6. Development on these properties occurred during the Mature Mining Era (1894-1930) and the Mining Decline and Emergence of Recreation Industry Era (1931-1962).
7. According to Summit County Tax Records, a historic cross-wing cottage located at 332 Daly Avenue was built c. 1896. The cross-wing cottage first appears on the 1900 Sanborn Fire Insurance Map. This historic cross-wing cottage was later demolished in 1984.
8. The single-car garage accessory structure does not appear on the Sanborn Fire Insurance Maps until 1941.
9. The owner of 336 Daly Avenue seeks to develop their property without the impediment of the single-car garage and has asked that the City relocate the garage.
10. The Engineer's Report by J.R. Richards of Calder Richards Consulting Engineers was drafted in 2016 and states the single-car garage can be relocated whole. The engineer recommends replacing deteriorated elements where lifting joints are anticipated, providing additional supports for stabilizing the roof and walls prior to lifting the structure, and incorporating additional engineering to ensure no further damage occurs during the move.
11. The Park City Building Department issued a Notice and Order to Repair the garage and a single-cell cabin on August 29, 2016. The Notice and Order outlines issues such as stress in materials due to dead and live loads; members or appurtenances that are likely to fail, become detached, or collapse; building not meeting window pressure; wracking, warping, and buckling of walls; the potential collapse of entire structure; as well as its poor condition as to constitute a public nuisance.
12. The proposed site to the south of the single-cell cabin conveys a character as similar to that of the building's original site as possible. The garage will remain surrounded by a wooded aspen grove facing east toward Daly Avenue.
13. The integrity and significance of the historic building will not be diminished by its relocation.
14. The building is being relocated to its existing site. The building currently sits largely on City-owned property and will remain on City-owned property following its relocation.



15. The proposed project complies with the Design Guidelines for Historic Districts and Historic Sites, specifically the Universal Design Guidelines:
  - a. A site should be used as it was historically or be given a new use that requires minimal change to the distinctive materials and features.
  - b. The historic exterior features of a building should be retained and preserved.
  - c. Distinctive materials, components, finishes, and examples of craftsmanship should be retained or preserved.
  - d. Deteriorated or damaged historic features and elements should be repaired rather than replaced.
  - e. Each site should be recognized as a physical record of its time, place, and use.
16. The proposed project complies with the Design Guidelines for Historic Districts and Historic Sites, specifically Guidelines for Relocation and/or Reorientation of Intact Buildings or Structures:
  - a. When a structure is permitted to be relocated and/or reoriented, every effort shall be made to reestablish its historic orientation, setting, and relationship to the environment.
  - b. Relocation and/or reorientation shall be considered only after it has been determined by the Historic Preservation Board that the integrity and significance of the historic building will not be diminished by such action.
  - c. A historic building shall be moved in one piece wherever possible. When problematic structural or relocation route conditions preclude moving a building as a single unit, then partial disassembly into large sections may be acceptable.
  - d. The setting for a relocated historic building shall be selected for compatibility with the character of the structure and with the character of the original site.
  - e. A relocated/reoriented historic building shall be sited in a position similar to its historic orientation. The relocated/reoriented historic building shall maintain its relationship with the street and shall have a relatively similar setback.

17. The HDDR application was submitted on January 25, 2023, and deemed complete that same day. A public hearing was held by the Historic Preservation Board on March 13, 2023.
18. The 30-day appeal period expires on Thursday, April 13, 2023.

### **Conclusions of Law**

1. The proposal complies with the Historic District Design Guidelines outlined in Chapter 15-13 of the Land Management Code as conditioned.
2. The proposed work is consistent with the Park City General Plan.

### **Conditions of Approval**

1. PCMC will obtain an updated engineer's report to determine the Structure's ability to be relocated in one piece prior to the issuance of a Building Permit. If the report finds the Structure is in need of repairs or stabilization to facilitate the relocation PCMC will coordinate with industry professionals to make necessary improvements.
2. If a complete building permit has not been obtained by March 13, 2024, this HDDR approval will expire, unless an extension is requested prior to the expiration date and granted by the Planning Department.
3. The City Engineer shall review and approve all appropriate grading, utility installation, public improvements, drainage plans, and floodplain issues, for compliance with City and Federal standards, and this is a condition precedent to Building Permit issuance.
4. Any areas disturbed during construction surrounding the proposed work shall be brought back to their original state.
5. Deteriorated or damaged historic features and elements shall be repaired rather than replaced. Where the severity of the deterioration or existence of structural or material defects requires replacement, the feature or element shall match the original in design, dimension, texture, material, and finish. The applicant shall demonstrate the severity of deterioration or existence of defects to the extent that the historic materials are no longer safe and/or serviceable and cannot be repaired to a safe and/or serviceable condition. This demonstration shall be made to the Planning Director and Historic Preservation Planner. The Planning Department

shall approve the replacement of the Historic Materials in writing prior to removal.

6. Chemical or physical treatments, if appropriate, shall be undertaken using recognized preservation methods and the gentlest means possible. Treatments that cause damage to historic materials shall not be used.
7. The structure shall be protected from adverse weather conditions, water infiltration, and vandalism before, during, and after the relocation process.
8. A written plan detailing the steps and procedures shall be completed and approved by the Planning and Building Departments prior to the issuance of a Building Permit.
9. The final location shall be approved by the Planning and Building Departments.
10. A professional structural analysis shall be conducted prior to the relocation of the Historic Structure to ensure the garage is structurally sound and can be moved in one piece.
11. The Structure shall be moved by a licensed professional building mover.

Board Member Hutchings seconded the motion.

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

## **5. ADJOURN**

**MOTION:** Board Member Beatlebrox moved to ADJOURN the Historic Preservation Board Meeting. Board Member Hutchings seconded the motion.

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

The Historic Preservation Board Meeting adjourned at 5:20 p.m.

Approved by \_\_\_\_\_  
Randy Scott, Chair  
Historic Preservation Board

## Historic Preservation Board Agenda Item Report

Meeting Date: April 5, 2023

Submitted by: Levi Jensen

Submitting Department: Planning

Item Type: Staff Report

Agenda Section: CONTINUATIONS

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**Subject:**

**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

(A) Public Hearing; (B) Continue to May 3, 2023

**Suggested Action:**

**Attachments:**

[445 Park Ave Material Deconstruction Continuation Report](#)

## Planning Department Continuation Report



**Subject:** 445 Park Avenue – Material Deconstruction  
**Application:** PL-22-05133  
**Author:** Caitlyn Tubbs, Sr. Historic Preservation Planner  
**Date:** April 5, 2023

### Recommendation

Staff recommends the Historic Preservation Board (1) conduct a public hearing, and (2) continue the 445 Park Avenue Material Deconstruction to May 3, 2023.

### Background

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.

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 and 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.

# Historic Preservation Board Staff Report



**Subject:** Historic District Grant Program  
**Author:** Caitlyn Tubbs, Sr. Planner  
**Date:** April 5, 2023  
**Type of Item:** Work Session

## Acronyms

FY	Fiscal Year
HDDR	Historic District Design Review
HDGP	Historic District Grant Program
HPB	Historic Preservation Board
LMC	Land Management Code
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 five grant awardees from the 2023 Fiscal Year (FY) Historic District Grant Program (HDGP) application pool for funding. City Council approval of these recommended awards is scheduled for Tuesday April 4, 2023. Following the recommendation on March 1, the HPB requested a work session with staff to review the HDGP and discuss potential changes or improvements to the program.

## Background

Beginning in 1987, Park City Municipal Corporation (PCMC) has 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 A). 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](#)). During the February work session several HPB members noted they had received feedback from prior year grant recipients that the amount of funding awarded did not have a significant effect on the overall project costs and expressed an interest in awarding the full amounts requested for compelling projects. On March 1, 2023 the HPB reviewed the FY23 applications and awarded full funding to four projects and partial funding to one project ([Staff Report](#)).

### **Discussion**

Following the HPB meeting on March 1, 2023, the HPB requested a work session to discuss the upcoming FY 24 grant application cycle. Staff has compiled the following topics of discussion for the HPB's consideration.

After reviewing the HDGP in 2018 the Duval Companies observed the primary objective of the program is restoration of historic property. Additional training and education was suggested to expand public awareness of the HDGP for the continued public investment of these monies. The Historic Grant Study also recommended the following:

- Adopt a mission statement (This was completed in 2022 and is included previously in the body of this staff report.)
- Create program guidelines to enable impactful awards (The HPB recently opted to award full requests for impactful projects instead of a partial award for all qualifying projects)
- Create an application manual (This is provided at the opening of each application cycle). This manual includes the review criteria established by Staff and the HPB in prior grant cycles as well as contact information for the Historic Preservation Planner in case prospective applicants have any questions or concerns.
- Define program funding sources/levels (The three funding sources are identified during the public process and each fiscal year the amounts available are updated and presented). Three funding sources are available for the HDGP: Main Street Redevelopment Area (RDA), Lower Park Avenue RDA, and the General Fund.
- Build a database of approved projects for management and reporting (Currently tracked via spreadsheet but a user-friendly map or interface could be developed). This database could be accessible on the City's website and provide before and after photographs of the projects funded by the Grant Program.
- Introduce and sustain training and education (This could be further developed in conjunction with the communications strategy)
- Establish a communications strategy (In progress: Staff works with PCMC's Communications Team to advertise the opening of the application cycle. Further development of this strategy with additional advertising opportunities (e.g. HPB's first review of the applications, public hearings, etc.) would be beneficial.) To spread awareness of the HDGP, Staff and the HPB previously discussed posting signs on awarded properties to advertise the project funding. Additionally in prior years the HPB discussed requesting applicants provide a historical narrative about their sites with information that could be included on an educational plaque installed after the project has been completed.

### *Application Contents*

- Additional Detail in Project Narrative – The HPB found many of the FY23 applications lacked detail in the space provided for the project narrative. The Board's preference was to incentivize the use of best practices in preservation and additional detail in the project narratives would have been useful in determining which projects were utilizing standard industry practices as opposed to best preservation practices.

### *Eligible Projects*

- In prior meetings with the HPB the Board has provided input to staff that general maintenance projects (e.g. re-roofing, painting, etc.) should be ineligible for grant funding since they are examples of ongoing maintenance that is generally expected of property owners. Board member Stephens suggested if an applicant is seeking grant funding for a general maintenance project that funding could only be provided to offset the additional costs associated with preservation best practices.
- Below is the current list of eligible and ineligible projects:

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

### *Evaluation Criteria*

- Over the course of the HDGP Staff and the HPB have worked together to create a set of evaluation criteria by which to score prospective grant awardees. The current criteria are included in the following table:



Criteria Evaluation	Scoring Value	Staff Score	HPB Score
Character defining historic elements of the structure and/or site will be preserved and/or restored as viewed from the primary right-of-way.	0: Non-visible historic elements will be preserved or restored 1: Few visible historic elements will be preserved or restored 2: Several visible historic elements will be preserved or restored 3: Majority of visible historic elements will be preserved or restored 4: All visible historic elements will be preserved or restored		
Proposed improvements to the site will positively impact the vitality of the historic context of the neighborhood.	0: No proposed improvements 1: Minimal positive impact 2: General positive impact 3: Significant positive impact		
Proposed design and scope of work uses best practices for the treatment of historic materials.	0: None 1: Insufficient 2: Average 3: Above average 4: Exceeds expectations		
The historic features and elements of the structure and/or site will be enhanced by the proposed work.	0: Minimally enhanced 1: Generally enhance 2: Exceeds expectations		
Proposed work facilitates reversal of non-historic elements or alterations.	0: None 1: Some 2: Exceeds expectations *Note: If no non-historic elements or alterations are present mark N/A.		
Priority is given to restoration and treatment of historic materials, rather than replacing historic materials and features in-kind.	0: No priority given to restoration 1: Minimum priority given 2: Some priority given 3: General priority given 4: Exceeds expectations		

- These criteria were previously used by Staff during the initial review to obtain a

project score to recommend a partial grant award. During the FY23 grant cycle the HPB indicated their preference to award the entire requested amount to particularly meritorious projects.

### **Questions for HPB Consideration**

- 1) Is the HPB interested in pursuing specific architectural themes (e.g. accessory buildings, windows, doors, etc.) in future grant cycles?
- 2) Is the HPB comfortable with the eligible/ineligible projects list or should it be amended? Should the HPB only award funding to ongoing maintenance-type projects (e.g. reroofing, painting, etc.) only when offsetting the additional cost of preservation best practices instead of the industry standards?
- 3) Should the evaluation criteria be updated? Should the score weights be changed?
- 4) Would the HPB support the creation and ongoing maintenance of a database of grant awardees and their respective projects?
- 5) Are there additional submittal items which should be included in the application requirements?
- 6) Should there be an order of priorities for awards; should some project types take precedence over others? If so, which?
- 7) Should the City give priority to projects owned by full-time residents over part-time residents?
- 8) What other information, if any, would be helpful to the HPB in evaluating grant application requests?

# 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)

### City Staff

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Jonathan DeGray

Allison Kuhlow

Michael LeClerc

Russell Long

Ruth Meintsma

Sandra Morrison

## 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

Locally owned and operated businesses contribute to the vibrancy and authenticity of Main Street. It's important to support primary residents in Park City.



*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.

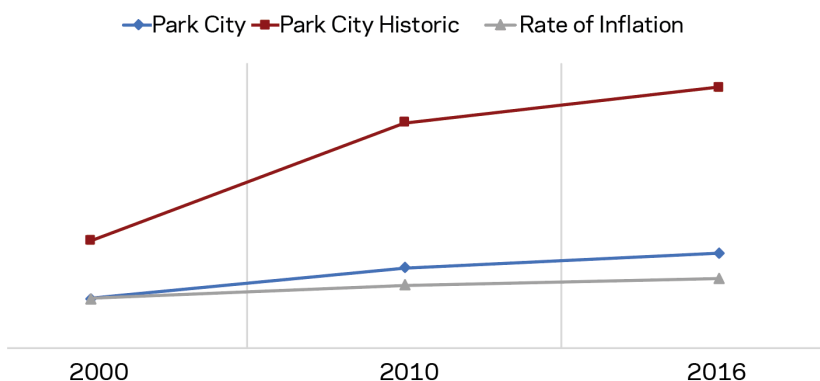
Based on sample data, Park City property values have risen more and at a faster rate in historic districts than in the city generally. 1990 data was too incomplete to analyze, but the trend of a widening gap is legible in an analysis of data from 2000-16..

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.

### LAND VALUE \$ / ACRE



*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.

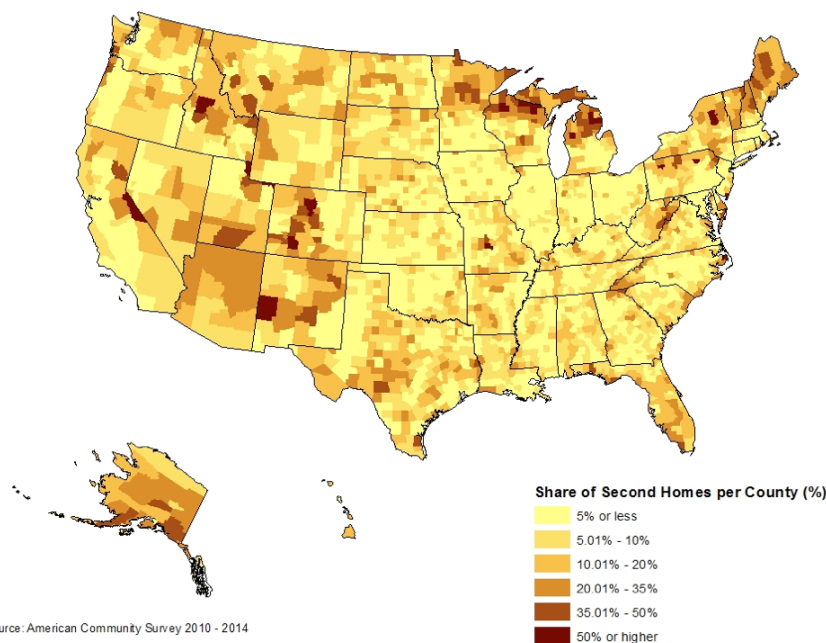
Households with income over \$200,000 per year comprise over 25% of households in Park City; by comparison, households earning over \$200,000 per year make up just over 5% of all households in the U.S.

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



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More than half of residences in Summit County are second homes.

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*With access to scenic beauty, skiing and recreation, Summit County has become a popular second home market.*



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.

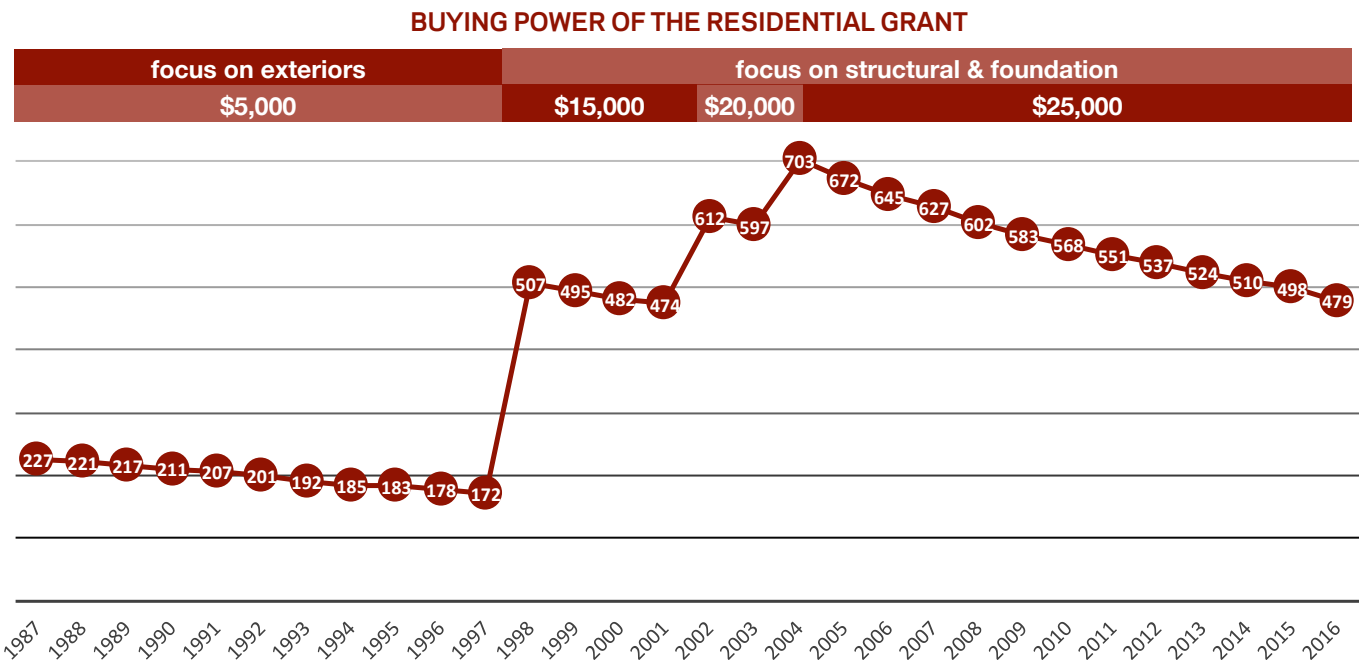
Many stakeholders who were interviewed during the engagement process identified *rising construction costs* as a reason for the diminished perceived relevance of the grant program. However, the rise in construction costs over time was matched and exceeded by a more significant rise in the buying power 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” 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.

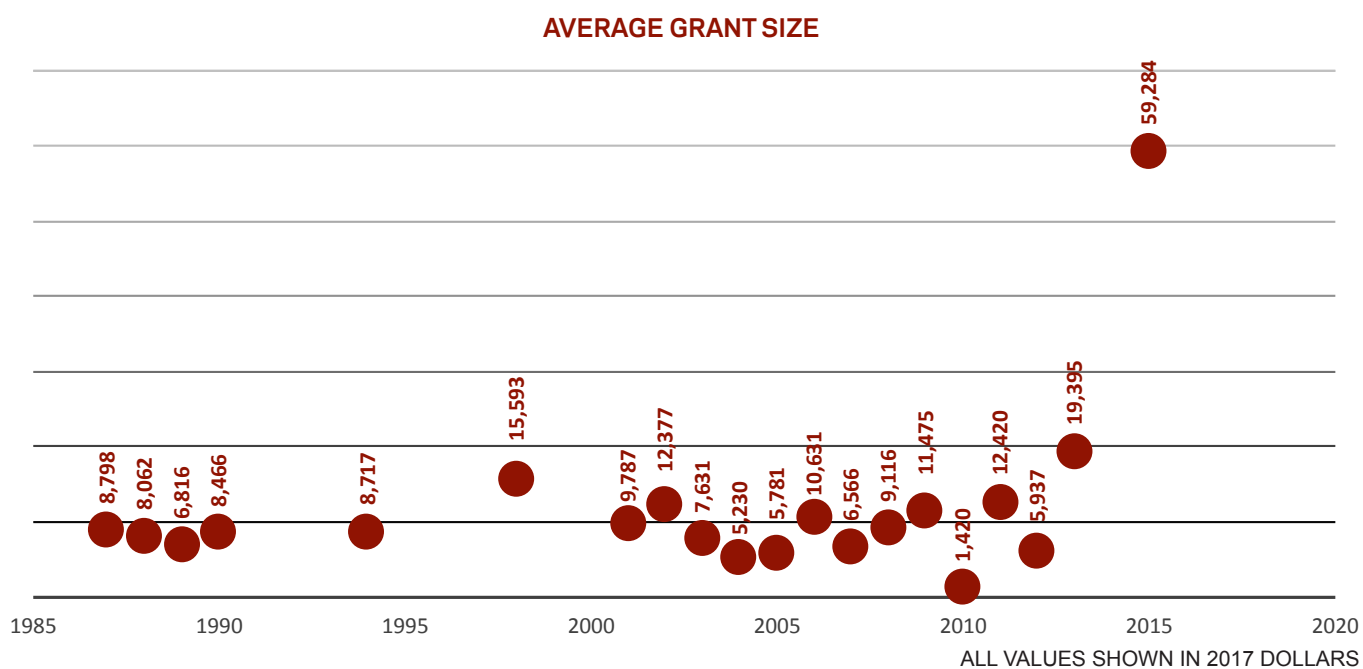
awards becoming larger over time. For approximately the first decade of the grant's life, residential awards were capped at \$5,000 and commercial at \$10,000. Both residential and commercial caps were raised to \$15,000 in 1988, then raised again in the early 2000s to \$20,000. The current maximum award 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, dampened 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.

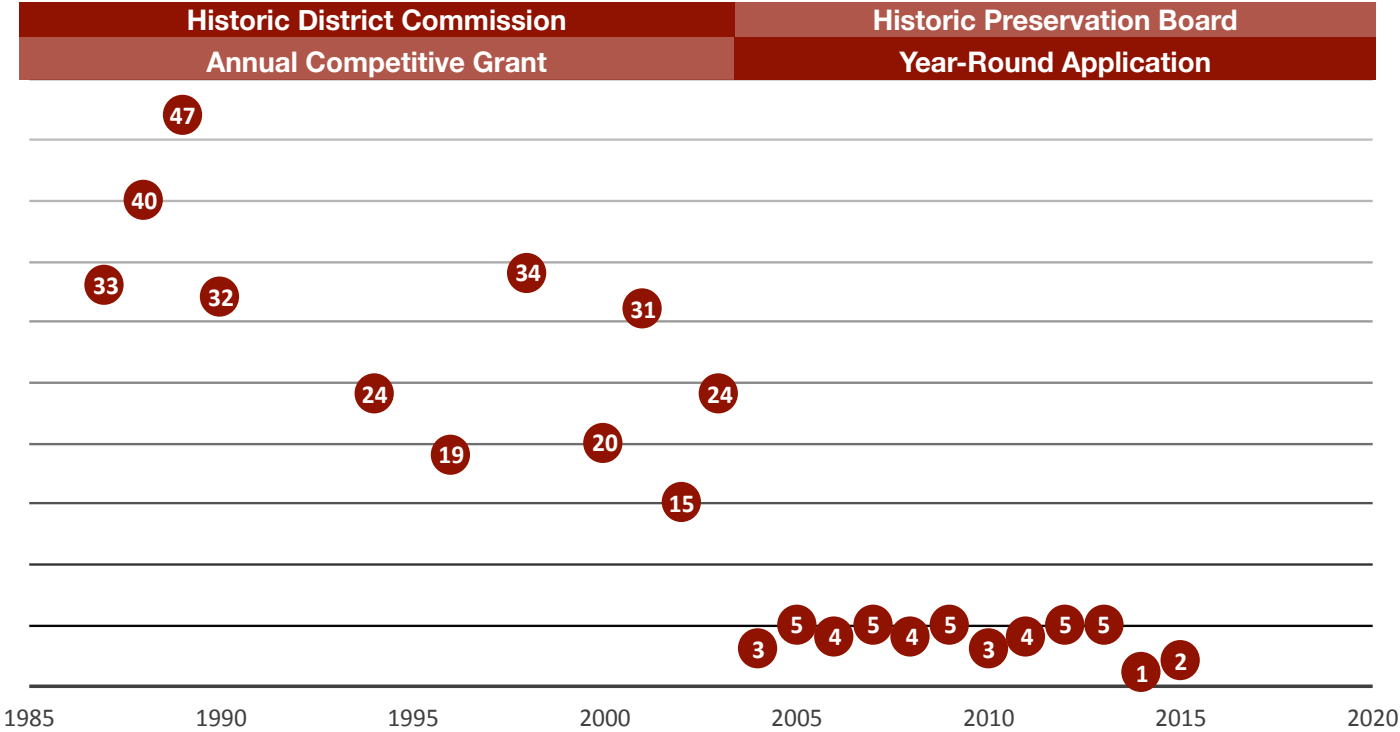
After 2003, it appears the grant became less visible to the community. The pre-2003 program had, by virtue of the nature of a competitive award, driven a community information and news cycle. Informational meetings would take place leading

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.



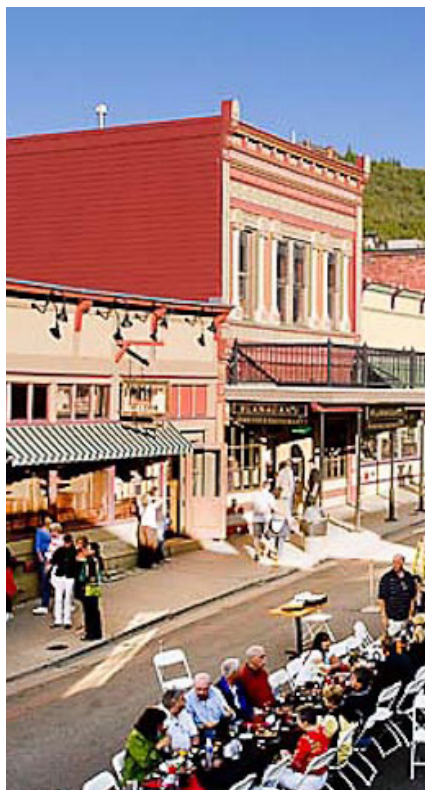
### Criteria

- 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:

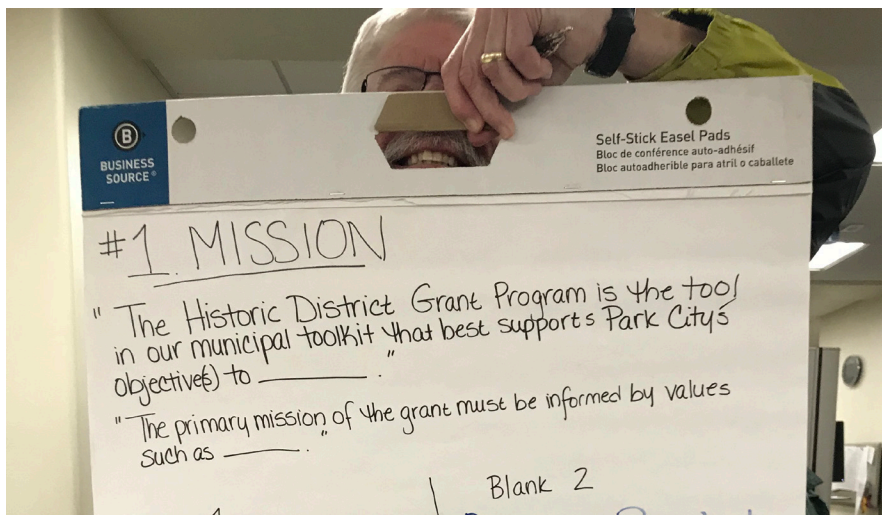
- "The Historic District Grant program is the tool in our municipal toolkit that best supports Park City's objective(s) to \_\_\_\_." (Mission & Values)
- "The primary mission of the grant must be informed by values such as \_\_\_\_." (Mission & Values)
- "The primary outcome of the grant should be \_\_\_\_." (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.