City Council
Staff Report

Subject:	**Council Top Priorities Discussion on Arts & Culture and Social Equity**
Authors:	**Jed Briggs, Budget Operations & Strategic Planning Manager**
Departments:	**Budget, Debt, and Grants**
Date:	**Nov 30, 2017**
Type of Item:	**Administrative**

Summary Recommendation

Staff recommends that City Council consider staff recommendations for the two separate Top Priorities of Arts & Culture and Social Equity, and provide feedback for staff to continue to define and implement effective initiatives.

Staff is also asking to merge the top priorities of Diverse Community Participation and Affordability into a new Social Equity priority.

Lastly, staff also recommends that Council discuss and give direction on whether these two priorities should remain, for now, as Top Priorities or should be elevated to Critical Priorities. Staff also recommends City Council discuss and give direction on the timing of changing Priorities (now vs during City Council Annual Retreat). As part of this discussion if City Council is interested in adding resources to either of these priorities, City Council may want to provide direction to staff to come back either at City Council meeting later in December or during the budget process.

Executive Summary

During the City Council's annual retreat in February, Council members established Arts & Culture as well as Affordability and Diverse Community Participation as new Top Priorities.

While staff has already been doing work in both of these areas for many years, staff strives to create innovative programs and plans to support Council's long-term goals and objectives. Staff is asking for Council discussion on the goals and next steps for Arts & Culture and for a new priority called Social Equity; this new priority would combine Affordability and Diverse Community Participation into one priority. Staff is also seeking Council's 'marching orders' for additional programs or resources for these priorities, feedback on strategy recommended by staff, and consensus on direction to meet Council's priorities.

Acronyms

PCMC	Park City Municipal Corporation
PAAB	Public Art Advisory Board
PCCC	Park City Community Church

The Opportunity

The city of Park City has long been an arts and cultural haven. Plans for an Arts & Culture District as well as a regional Arts & Culture Strategic Plan speak to the added emphasis in this area. Creating Arts & Culture as a Top Priority tells the community that we are adding focus to an area where we see great opportunity.

Social equity is ingrained in our culture and values. The City's Long-term Strategic Plan speaks to this with declarations of diversity, respect, and inclusivity. Turning Social Equity into a Critical or Top Priority would demonstrate these efforts more clearly to the community as a whole. It would also provide for the City a new filter or lens through which projects, plans, and staff reports can be viewed.

Background

The organizing principle behind identifying and defining Priorities is to create a critical path forward where everyone understands what it takes to achieve substantive progress in these areas—to bring high focus to issues the City needs to "get right" by highlighting and continually discussing them. Council reviewed and updated the priorities in their 2017 Council Retreat which act as the "marching orders" for the year, where Council would like to see a more detailed or specific plan of action. This action plan may include a new direction, plan, or resources in order to achieve Council's goals. Importantly, there are many other areas where staff spends significant time and energy, for example on community policing, that are not considered Critical or Top Priorities – yet are of great importance to the City Council and the Park City community.

The priorities also act as a filtering mechanism for City projects and initiatives to pass through before final decisions are made. Having projects or initiatives go through the process of demonstrating how they impact the priorities pushes these projects or initiatives in a new direction that helps Council to more fully realize their vision.

Critical Priorities are defined as ones where if we don't change the current trajectory of the item, the results could have significant negative impact on the community. While these are the definitions we have used since first establishing Critical Priorities and Top Priorities in a Study Session on December 2014, City Council may change these definitions. The three Critical Priorities of Transportation, Housing, and Energy did not change during the last Retreat, however, it was determined that the Top Priorities needed to be revised somewhat. Council added a few new Top Priorities as well and changed the name of several. In later work sessions Council has indicated which Top Priorities they wanted staff to bring back for further discussion during the year:

- Community Engagement – 4.13.17
- Diverse Community Participation – 4.13.17
- Historic Preservation - 7.13.17
- Environmental Health – 8.31.17
- Conservation of Natural Resources – 8.31.17
- Citizen Wellbeing – 9.14.17
- Arts & Culture – 11.30.17

- ~~Affordability~~ Social Equity – 11.30.17

Top Priorities

- Top Priorities are defined as topic areas in which "City Council would like to see significant progress"--areas where Council would like to see additional focus and/or resources.

- These are "marching orders" for which Council would like to have a detailed and specific action plan where significant progress can be achieved. This could be considered either adding additional focus and energy to work already taking place or a course correction from a previous plan, thus staff is looking for "new" direction.

- For every Top Priority, staff will schedule the Top Priority item into a City Council work session or study session for discussion and to review a detailed and specific action plan.

- Council's Long-term Strategic Plan identifies Priorities and Desired Outcomes. Desired Outcomes are areas that are considered to be important to the City, but do not necessarily need a new plan of action.

- Council Priorities may include areas that are not under the operational control of the City or do not have dedicated staff working on them. Council may still identify these areas so that the City/staff may be able to provide support to another entity that does provide that service.

- Council Priorities should be reviewed annually to ensure laser focus of meeting Council's objectives. Of course, staff wants to be able to respond to all of Council's identified issues, but this list should be kept relatively short for the areas where Council has the upmost concern.

Alternatives for City Council to Consider
1. **Recommended Alternative:** Staff recommends Council approve the Arts & Culture goals and next steps.
2. **Recommended Alternative:** Staff recommends Council approve the Social Equity goals and next steps.
3. **Recommended Alternative:** Staff recommends Council give direction on status of Social Equity and Arts & Culture as a Council Priority.
4. **Recommended Alternative:** Staff recommends Council give direction on whether staff should explore adding resources for either the priority of Arts & Culture and/or Social Equity. Staff also recommends, should Council wish to consider adding resources to either or both priorities, Council discuss and provide direction to either return in December for further discussion or plan for a discussion of this topic during the budget process.

Arts & Culture

Arts and culture have long been a mainstay for Park City and its residents and is a primary reason why they choose to make Park City their home. Visitors flock to our small town to enjoy many of our events like the Sundance Film Festival or the Arts Festival because they offer a unique experience that's difficult to replicate, which, in turn, further diversify our economy. We provide City programs and gatherings that are meant to engage and educate the community. We pride ourselves in constructing and maintaining public art that harmonizes with our town's natural surroundings and legacy—a legacy built on mining, skiing, the Olympics, and fun and funk.

Below you'll find staff's attempt at formulating the City's goals and objectives with regards to this priority. This isn't meant to say that these are the goals for the Arts & Culture District or the regional Arts & Culture Strategic Plan; these goals and objectives explain what the City's trying to achieve in a very broad and general sense and should align with other arts and culture endeavors where appropriate.

Value statement: Strengthen, unify, and connect artistic and cultural expression as the City grows into an arts & culture hub

Recommended Goals and Strategic Objectives for City Council to Consider:
1. **Public Art - Enrich and connect the community through visual arts in public spaces**
   a. Maintain and preserve the public art collection
   b. Acquire public art that aligns with the City's core values
   c. Select public art that reflects a sense of place
   d. Engage the community through public art
2. **Special Events - Facilitate cultural, arts, and entertainment experiences that are inclusive and meaningful**
   a. Create vibrant event offerings that celebrate Park City's unique culture, environment and sense of place
   b. Build inclusive experiences to connect the community
   c. Diversify events with cultural and economic benefits
   d. Involve and educate the community about the purpose, opportunities, and challenges of special events
   e. Mitigate impacts of special events to our neighborhoods and community by coordinating with local and regional partners
3. **Regional Collaboration - Continually assess arts & culture elements and identify opportunities locally and regionally**
   a. Identify and coordinate with local and regional partners, including non-profits
   b. Create defined and measureable goals regarding arts and culture
   c. Seek inspiration from community members and comparable cities

     d. Diversify and sustain funding sources for arts and culture

4. **Programs - Create opportunities that engage and inspire the community**
   a. Provide opportunities for public discussion that deepen understanding and seed creativity
   b. Expose the community to new ideas through a visual presentation
   c. Facilitate educational opportunities with community partners
   d. Create opportunities for the public to observe, support, and interact with local artists

5. **Economy - Diversify and enhance economy and improve the local and guest experience**
   a. Work with artists and arts & culture non-profits to create new opportunities for inclusive workspace, housing, and jobs within the City
   b. Create arts & culture amenities which provide additional experiences beyond snow and outdoor recreation
   c. Develop accessible, inclusive, and unique spaces where the community can gather
   d. Leverage private-public partnerships to elevate unique cultural experiences and capital projects

6. **Legacy - Cultivate the legacy of our City's cultural heritage**
   a. Protect and defend historic buildings and structures through education, guidelines, and regulations
   b. Proudly tell the story of the community through diverse methods
   c. Tie public art to cultural legacy
   d. Plan developments that compliment historic and small town nature
   e. Cultivate local uniqueness and character (mining, skiing, Olympics, fun and funk)

Recent Accomplishments and Ongoing Programs:
1. **Public Art**
   a. Updated Strategic and Project Plan for PAAB; active & engaged PAAB.
   b. Created interior MARC artwork;
   c. 1% for public art for municipal capital projects.

2. **Special Events**
   a. Arts Festival, Triple Crown, and Silly Market contract renewed and signed.
   b. Drafted and approved amendments to film code.
   c. Secured service agreement with event organizer for 4th of July.
   d. Created event environmental sustainability report card.
   e. Updated and refine event fee reduction policy.
   f. Created and adopted SEAC policies.

3. **Regional Collaboration**
   a. Park City Summit County Arts Council Master Plan & Arts Summit
   b. Arts & Culture community visioning
   c. Bi-annual Special Service Contract review and award

4. **Programs**

a. Library: Arte Latino, Dia de los Muertes, Eclipse in the Park, PCCC gatherings, etc.
   b. Recreation: Monthly Lunch and Learns, Dive-in Movies, Sundance Movies in the Park, Sundance Venue, Health Fair (blood drive), Anniversary Celebration
   c. Ice: Anniversary Celebration, Santa Event, Figure Skating Holiday Show, Sk8 to Elimin8 Cancer Event

5. **Economy**
   a. City working with the Sundance Institute and Kimball Art Center to create an arts and cultural area including office space and jobs, affordable housing and affordable work and retail space as well as elements to enhance vibrancy such as restaurant space, retail space and programming of the area.
   b. Continue to align the special service contract awards with the Council Critical and Top Priorities
   c. Provide funding and support for the PCSC Arts Council – Project ABC.
   d. Funding for public art
   e. Local Gathering Spaces: Main Street and Bob Wells plazas, Arts and Culture District, Library Field, City Park Community Center
   f. The City provides economic development grants to small businesses such as Ritual Chocolate and Soul Poles which provide unique experiences for locals and guests

Recommended Near Term Next Steps for City Council to Consider:

1. Account for all fixed assets, transfer of fixed assets, sale, and public-private partnerships for Arts & Culture District
2. RFP management and MPD application oversight for Arts & Culture District
3. Secure funding and create RFP for special event community survey
4. Install art on utility boxes
5. Create Brew Pub artwork
6. Develop a maintenance policy and updated inventory of public art
7. Complete China Bridge Murals
8. Update piano maintenance
9. Complete Restaurant Tax Grant Programming
10. Review a call for submission of art (Library)
11. Participate in completion of Arts & Culture Master Plan led by Park City Summit County Arts Council
12. Develop programming to celebrate the 2018 Winter Olympics at Ice Facility

Summary Recommendations for City Council to Consider

1. **Recommended Alternative:** Staff recommends Council approve the Arts & Culture goals and next steps.
   <u>Pros</u>

    a. Staff is working on major arts and culture projects currently and would like Council's direction on whether or not the goals and next steps outlined are congruent with Council's wishes.

Cons

    a. Council may want to flesh out the goals and next steps more, with more time and effort from staff.

Consequences of Selecting This Alternative

Solidifying arts and culture goals and next steps from Council will better inform and scope arts and culture current projects. It also accomplished the Council desire Council to present a mini strategic plan on this Top Priority.

Social Equity

Park City is an inclusive, diverse, and equitable community. We define diversity broadly, including but not limited to all races, ages, sexual orientations, gender identification, socio-economic backgrounds, and cultural beliefs. We strive to be a fair and balanced society where everyone can participate and has the opportunity to fulfill their potential because they have access to healthy, affordable food, transportation, quality education, and living wage jobs. We create unique ways to connect through community gatherings and a variety of communication channels. We strive to understand the needs of those who are underserved or the most vulnerable of our community. We recognize that it is our diversity that is the source of our strength and community foundation as we try to reflect that in all that we do.

Below you'll find staff and community partners' efforts at formulating the City's goals and objectives with regards to this priority. Some of these goals and objectives were taken from the other two Top Priorities: Diverse Community Participation and Affordability.

Also, in the table below you will see the current staff members involved in social equity-type of issues as it related to their job duties. While these are all full time roles, the hours shown are the hours each week this role spends in the area of social equity. It is also important to note that many other staff members from a myriad of departments are involved in these topics, including others in the following departments: Recreation, Ice, Library, Police, Transit, Sustainability, IT and Executive; however these individuals do have that involvement specifically called out in their job duties.

Name	Title	Department	Time: hours/week
Franco Libertini	Police Officer	Police	40
Collaborative partnerships with community members, school district, community partners, religious organizations and non-profits; Organize, promote and support community outreach events; Establish communication channels to achieve goals of diverse communication; Develop a version of the Citizen Academy for Spanish speaker; Community outreach to Diverse communities; Social media for Spanish speaking residents; See something/say something program; Neighborhood/Business Watch Programs, WATCH D.O.G.S. Program; Informational and safety video series; Leadership involvement initiatives; Community meeting series; Media outreach (television, radio, newspaper) and connecting resources to inform, educate, and boost participation in activities, events, and public processes throughout our community.			
TBD	Spanish Services Librarian	Library	20
Katrina Kmak	Youth & Spanish Librarian	Library	16
Purchasing materials for our Spanish speaking community. Providing programming for our Spanish speaking community. Providing programming for the Youth of our community. Purchasing materials for our Children's, Youth and Teen collection. Working a service point- and making sure that everyone, no matter their gender, gender identity, sexuality, sexual orientation, age, socio economic background, nationality, etc, has the same quality of experience and receives the same level of service when they come into the library. I feel that social equity and libraries go hand in hand, and we don't judge people when they enter the building, and we do the best we can to provide them with the services they need/desire.			
Lynn Ware Peek	Community Engagement Liaison	Community Engagement	13
• Meet with other Latino outreach leaders in Park City to coordinate efforts and information that flows to the Latino community • Promote City events in Spanish to encourage participation • Develop programs that create communication and bridge between the Latino Community and the City • Liaise between City staff and the Latino community to inform on City projects • Work with Cada Domingo show to book guests from City and to promote events • Coordinate translation of materials into Spanish • Present information in Spanish from the City (ie the parking management program) • Communicate with the Senior Center on a regular basis to inform them of upcoming meetings			
Michelle Stucker	Recreation Supervisor	Recreation	10
Oversee/tracking of fee reduction program. Ensure translation on all youth flyers. Send flyers to weekly group for distribution. Attend PC Promise subcommittee. Attend Park City Community Foundation meetings in regards to youth outreach programs. Transportation efforts for youth programs, developing routes for pick up/drop off.			
Phil Kirk	Captain	Police	10
Lynn Ware Peek/Rhoda Stauffer	Community Engagement	Housing	3
1. Community engagement between seniors and various City departments: Community Development, Sustainability, Building, Transportation Planning and City Council to bring services to the Seniors. Recent services include: • Passing out carbon monoxide detectors • Coffee with Council • Open Houses at Senior Center to explain and share plans for Community Center, the Affordable Housing project (Phase 1 Woodside Park), Lowell Avenue project, and other projects that have potential impact on this group • Transportation Planning (current and future projects) • Parking management Program 2. Regular interaction between Community Engagement Liaison and Summit County Senior Services director 3. Meet on as-needed basis with Heber City/Wasatch County Senior Center director. 4. Meetings with other City Departments which have interaction with senior population: recreation, ice, 5. Monthly visits to Senior Center by Community Engagement liaison to get feedback and updates on City projects. 6. Housing and Community Development staff/ Community engagement / Executive staff meet with group of Seniors and assisted living developers to hear ideas and explore whether the City could have a role in this effort.			
Amanda Angevine	General Manager	Ice	1
• Participate in social equity discussion • Educate staff and patrons on Fee Reduction program • Attend outreach events			
Matt Genther	Program Coordinator	Ice	1
• Coordinate translation of program information and flyers • Send program information to non-profits who distribute newsletters to the Latino community • Review and approve Fee Reduction applications • Attend outreach events • Apply for Solomon Fund grant • Create accounts and register patrons for programs through Fee Reduction* • Follow up with Fee Reduction families to collect payment* *not specific to students in fee reduction			
Jose Malendez	Transit Shift Supervisor	Transit	1
Assist with bus Time table guides, Time points and the Map, translating some of the most important information into Spanish. When service level changes I translate the PSA's into Spanish. Answer calls from Spanish speakers patrons when calling requesting bus schedules information or wanting to complaint about something. Assist the management team when issues (accidents/incidents) arises with Latinos passengers and translation is needed. Participate in Ski Resorts Open Houses nights and Job fairs in case translation is necessary when people prefer to communicate in Spanish. Also translating brochures for services such as Dial-A-Ride, or any new service.			
Ken Fisher	Recreation Manager	Recreation	0.5
Department offers scholarships; no direct oversight; subcommittee with PCCC & Library discussing roles and development of city community center; working on City Park Community Center design (house senior center)			

Value statement: Recognize our diverse populations within our complete community and strive for equitable public administration of services, justice and social well-being for all. Value and appreciate our differences and embrace our common humanity and contributions as the source of the strength of our town.

Recommended Goals and Strategic Objectives for City Council to Consider:

1. **Affordability – Identify areas where the City can positively impact the cost of living**
   a. Facilitate a range of affordable, quality housing opportunities that meet the life-cycle needs of persons at all economic levels
   b. Support efforts for affordable, quality, and adequate childcare for all who need it
   c. Endorse a living wage
   d. Strive for accessibility to quality healthcare (vision, mental, dental)
   e. Continually assess fees and taxes for all socio-economic classes
2. **Connection – Engage and empower diverse experiences to foster an inclusive, multi-cultural and -generational community**
   a. Create diverse opportunities
   b. Provide gathering spaces that connect the services of the community
3. **Enhance Communication – Determine the best channels of communication and use them to engage our community members.**
   a. Reach audience where they are at, whether it be through digital and/or interpersonal communication
   b. Use diverse platforms and methods to deliver and receive messaging
   c. Enhance communication between service providers
4. **Issue Awareness - Identify and address the multi-cultural and generational groups' concerns and interests**
   a. Partner with a full range of community groups and stakeholders
   b. Identify underserved and/or most vulnerable populations
   c. Educate the entire community on issues that matter to underserved populations
5. **Reflect Community Diversity - Encourage participation and remove barriers in process of local government and community groups**
   a. Serve all demographics
   b. Invite all to contribute their voice in the process
   c. Focus on integration with varying populations

Recent Accomplishments and or Ongoing Programs:

1. **Affordability**
   a. Special Service Contracts with local non-profits
   b. Recreation fee reduction program/tracking of all participants
   c. Goal of 20% participants of underserved population in each youth recreation program in alignment w/ PCCF goal and is the percentage of free or reduced school lunch program.
   d. Success - 20% participation in Karate (fall 2017)
   e. Success - Enrolled 20 fee reduction households from St. Mary's sign up day

    f. Success - received 10K from Solomon Fund for transportation and revenue offsett for fee reduction.

    g. Success - Free MARC admission Mon - Fri, any PCSD student = Jan - June 2017 1,271 free admission

    h. Success - Holy Cross Ministries - Swimming - $2 fee for group of 20 participants 2 x per week, 10 weeks summer.

    i. Success - Holy Cross Ministries - Tennis - $4 fee for group of 12 -22 participants, 1 x per week, 10 weeks of summer.

    j. Spring 2018 we will offer tennis and pickleball to TMJH at a rate of $5 per child.

2. Connection

    a. Provide translated City Council summaries in Spanish to Cada Domingo show on KPCW.

    b. First ever bi-lingual City Council Study Session in December 2016

    c. Help book regular guests on radio program

    d. IT department established translate button in Spanish for ParkCity.org

    e. Charlas con Council (chats with council) at Aspen Villas

    f. City participation in regular meetings of organizations that serve the Latino community: PC Unidos & PC Advocates

3. Enhance Communication

    a. Ice fliers translated into Spanish; will make double sided in the future and will work to get into schools by partnering with School District.

    b. Ice/Library participated in Back to School night at McPolin

    c. Library/Ice participated in outreach event at St.Mary's, sponsored by Solomon Fund.-library also did this

    d. Library has a full-time position that will split their time between Spanish and Youth services.

    e. Library updated their informational sheet into Spanish, as well as program information.

    f. Victim Advocacy resources translated into Spanish.

    g. Spanish speaking officers and victim advocate volunteers.

    h. Language Line for translation services when no Spanish-speaking officer or volunteer is available.

    i. Recently hired a Community Outreach Officer to focus on communication with diverse populations within our community.

    j. Recreation fliers for all youth programs translated to Spanish (double sided English/Spanish)

    k. Contribute to PC Unidos Facebook Page

    l. Deliver parking presentation in Spanish to restaurant workers

4. Issue Awareness

    a. Applied for Solomon Fund grant to provide transportation for half day camps with an interest to expand transportation services if successful.

    b. Talking to Latino groups - Bright Futures, Aspen Villas, and through various outreach to hear the issues.

    c. Met with key executive directors of non-profits to get their take and suggestions on Park City's social equity efforts

d. Van pick up from McPolin for youth programs (Thriller Dance had 4 participants)
e. The Library is having a session during their staff development called: Diversity -- Inclusion -- Equity: Are you embracing these standards of social justice?
f. Reading to End Racism program started at the Library this summer
g. Meetings organized with Latino community leaders and senior staff members of Senator Hatch, Senator Lee and Representative Bishop.

5. **Reflect Community Diversity**
   a. The Library just celebrated Dia de los Muertos yesterday with about 40 community members.
   b. Library tried implementing a Spanish Storytime in the past 6 months, however it did not gain any traction.
   c. Library also tried computer courses in Spanish, which also did not gain traction.
   d. Library has done special storytimes in the evenings with Holy Cross Ministries, and also provided the HCM kids several movies in Spanish this past summer.
   e. The Library and the Park City Film Series do a Foreign Cinema for Kids every school year, rotating between films in Spanish and French.
   f. The Film series and the Library partnered with Basin Rec to provide an outdoor screening in Spanish at Aspen Villas this past summer. 75 attendees
   g. The Library provided free computer use and printing for those who attended a program partnered with Immigrant Legal Services this fall.
   h. Community engagement partnered with City Council on an event at Aspen Villas with food and s'mores. About 30 community members participated.
   i. Community engagement partnered with PC Unidos to organize a forum for candidates. About 50 people participated. Food and questions.
   j. Community engagement partnered with Project for Deeper Understanding to hold DACA / Immigration talk about November 16.

Recommended Next Steps for City Council to Consider:

Where the City already provides many services to diverse populations, from Seniors to Spanish speaking individuals to youth, staff recommends the creation of a Social Equity Draft Action Plan that will:
   a. Establish comprehensive goals and performance measures that span all of the departments that provide services to our diverse populations;
   b. Identify current programs and services;
   c. Gap Analysis: Identify desired programs and services
   d. Alternatives analysis: Identify options and recommendations how the gaps can be filled and the most appropriate role for the City in filling those gaps.

Staff can return to Council with a Social Equity Draft Action Plan for feedback and direction.

Some items for possible inclusion in that Draft Action Plan that have been identified by a cross departmental team that also included City Council liaison Nann Worel:

1. **Affordability**
   a. Promote businesses to be more inclusive.
   b. Develop affordable housing.
   c. Promote a living wage and fair wage practices (through business licenses)?
   d. Educate what a living wage is in Park City
   e. Resolution for fair wage practices.
   f. Recreation – further promote our recreation fee reduction program to qualifying families
   g. Expand fee reduction to Public Skate for families with a child qualifying for fee reduction.

2. **Connection**
   a. Potentially hiring additional Spanish speakers as Tech Specialists who can provide assistance with fingerprint services, crime prevention, etc. for Spanish-speaking population.
   b. Help organize candidate forum in Spanish.

3. **Reflect Community Diversity**
   a. Program information in PC Community Foundation's newsletter; will start submitting information to Promise Newsletter.

4. **Enhance Communication**
   a. Establish preferred communication methods. Help City departments and non-City organizations establish such communications.
   b. Community Outreach Officer will also focus on the City's social media messaging to reach a broader population.
   c. Produce outreach materials in Spanish and English -- for special events and other impacts.
   d. Create consortium (hub) for consistent information on the services that impact each demographic; seniors, Latino or other diverse community, youth.
   e. Have non-profits develop shared database of Latino families to be able to communicate effectively with regard to current issues, activities, and critical information.
   f. Improve the number of channels of communication. Sharing messaging with other databases and text platforms, (i.e., School District, PC Unidos, People's Health Clinic, Peace House, PC TOTS, Community Foundation, Holy Cross Ministries, Christian Center, etc.).
   g. Regular outreach at Senior Center to inform and include in construction projects and other impacts going on around them.

5. **Issue Awareness**
   a. Community Outreach Officer will work with diverse populations to spread awareness regarding issues related to Police.
   b. Work with executive team to hone our understanding of community issues and work to further involve the City as a source of information and

community partner with other organizations that provide services to our diverse community populations.

c. Future transportation for youth soccer and drop off/pick up at different apartment areas in Park City.

Summary Recommendations for City Council to Consider

2. **Recommended Alternative:** Staff recommends Council approve the Social Equity goals and staff's recommendation to draft a Social Equity Action Plan that will identify Council goals under this priority, current activities, and the gap between what the City is doing now and Council's goals for this priority.

Pros

    a. Staff is working on social equity initiatives currently and would like Council's direction on whether or not the goals and next steps outlined are congruent with Council's wishes.

Cons

    b. Council may want to flesh out the goals and next steps more, with more time and effort from staff.

Consequences of Selecting This Alternative

Solidifying social equity goals and next steps from Council will better inform and scope current social equity initiatives. It also accomplishes the Council desire to present a mini strategic plan on this Top Priority.

Other Alternatives for City Council to Consider

Staff has been asked to bring the topic of social equity back for discussion from Council. Staff is recommending that Council add this as a new priority and have it replace Diverse Community Participation and Affordability. This will help to streamline and focus the Top Priorities and more clearly states what the City's values are with regard to inclusively, respect, and diversity.

Also, some members of Council have expressed the desire to turn this new priority into a Critical Priority to help further the goals and objectives of this topic. It has also been expressed by some Council members that more resources could be contributed to this priority as well for the same reason. As this is the first time Council is formally discussing the topic of social equity in a public meeting and since this is a request derived from Council, staff is not providing a recommendation but is looking for more clear direction from Council with regards to these alternatives first:

3. **Recommended Alternative:** Staff recommends Council give direction on status of Social Equity as a Council Priority.

    a. Replace the Top Priorities Affordability and Diverse Community Participation with Social Equity as a new Top Priority:

        i. Pro: This demonstrates Council's commitment to the ideals presented in this staff report—ideals that have been championed by Council

currently and in the past. It also would consolidate a list of priorities that may be too long.

    ii. <u>Con:</u> Would take focus off of Affordability and Diverse Community Participation.

b. Make Social Equity a Critical Priority now:

    i. <u>Pros:</u>

        1. Council will more fully recognize something that they already believe in and embrace.

        2. The level of service for social equity-type activities will get better.

        3. Council will be updated once a month on Social Equity projects, plans, and initiatives.

        4. Potential to add budget for staff, department, or a non-profit becomes easier.

    ii. <u>Cons:</u>

        1. This is the first time City Council is discussing this item in a public meeting.

        2. It could be argued that by adding a fourth priority that the Critical Priorities will become more diluted.

        3. Council may want the two new Council members to have an opportunity to participate in this discussion.

        4. Council has stated in the past that they want to review adding or removing priorities during the Council Retreat.

c. Discuss Social Equity during Council Retreat:

    i. <u>Pros:</u>

        1. The City Council Retreat is only three months from now.

        2. The best reason for waiting on this is that Council will have two new members coming on board to help scope and craft the strategic vision of the City. Adding a Critical Priority now does not allow them to add their voice to the process.

        3. Council members have stated in the past that they want to review adding or removing priorities during the Council Retreat.

    ii. <u>Cons:</u>

        1. Council may want to move on this now because they already believe in the ideals outlined previously in the staff report.

        2. Turning Social Equity into a Critical Priority now would demonstrate their commitment and would allow for more progress to be made sooner on this important topic. The level of service may remain the same until Council decides the status during the Retreat.

d. Turn Social Equity into a new category—a lens or filter for Council to judge projects, plans, and staff reports through.

    i. <u>Pro:</u> Council could create another category to add to the strategic planning process. Council has talked about the Critical Priorities being filters—it may make sense to have Critical Priorities and filters be two different categories. Critical Priorities are the things where Council

doesn't feel like there's a critical path forward, (e.g., plan, budget, staff time, etc.), whereas filters could be areas where Council would like projects, plan, and staff reports to be filtered through. As an example Council could have social equity, energy, and community engagement be filters for almost any project, plan, and staff report to pass through before final decisions are made on them.

    ii. <u>Con:</u> Creating filters and Critical Priorities may confuse the simple message of three Critical Priorities. When talking with constituents it may jumble the message of having three Critical Priorities and a list of filters as well.

  e. Null Alternative: Do nothing

    a. Social equity will continue to march on like it has been in the past. There has been some focus on it, but nothing like making it a Critical Priority or Top Priority.

4. Recommended Alternative: Staff recommends Council give direction on whether staff should explore adding resources for either the priority of Social Equity. Staff also recommends, should Council wish to consider adding resources, Council discuss and provide direction to either return in December for further discussion or plan for a discussion of this topic during the budget process.

  a. Add a position and a department for social equity

    i. <u>Pro:</u>

      1. Adding a resource would further the goals and objectives set out earlier in the staff report.

      2. The City could create a hub for all social equity-type of initiatives, plans, and activities with internal staff and external partners.

      3. Those who feel underserved or vulnerable would be able to use this person as a point of contact for the issues they're facing.

      4. The City would show its support for these types of issues.

      5. The City would retain control of services provided.

    ii. <u>Con:</u>

      1. This is the first time City Council is discussing this item in a public meeting and adding resources before understanding Council's main goals and priority status could be premature.

      2. Council may want the two new Council members to have an opportunity to participate in this discussion.

      3. Adding resources during the fiscal year is not considered a budgeting best practice and goes against established guidelines.

      4. Adding resources may take away from other priorities, goals, or objectives that Council wants funded during the budget process.

      5. Not clear on job description, status within the organization, and where they would be located.

  b. Partner with a local non-profit to create social equity hub

    i. <u>Pro:</u>

1. Partnering would further the goals and objectives set out earlier in the staff report.
2. Create a hub for all social equity-type of initiatives, plans, and activities with internal staff and external partners.
3. Those who feel underserved or vulnerable would be able to use the non-profit as a point of contact for the issues they're facing.
4. The identified populations may feel more at ease interacting with a non-profit rather than a government entity.
5. The City would show its support for these types of issues.

ii. Con:
1. Council may want the two new Council members to have an opportunity to participate in this discussion.
2. The City would not retain direct control of services provided.
3. Would probably require a financial contribution which should happen during the budget process.

c. **Wait until plan is more fully established**
   i. Pro: Staff can develop a Draft Social Equity Action Plan and hold a work session on it before the Council Retreat. This would allow Council to identify which services they would like the City to provide and for which services Council would like the City to partner with another organization, possibly a nonprofit.
   ii. Con: This option would take a little longer than doing making a formal action right now.

d. **Null Alternative: Do nothing**
   b. Social equity will continue to march on like it has been in the past. There has been some focus on it, but nothing like adding resources and an action plan.

Department Review
The following departments have reviewed this staff report: Community Engagement, Community Development, Economy, Library, Legal and Executive.

Attachments
1. Arts & Culture Info Sheet and Report
2. Social Equity Info Sheet and Report