

BOARD OF DIRECTORS MEETING
Tuesday, September 17, 2019
Wasatch Brew Pub, 2nd Floor Meeting Room
8:30am - 10:00am

In Attendance:

Alison Kuhlow, Michael Barille, John Kenworthy, Rhonda Sideris, Mike Sweeney, Susan Meyer, Cristina Aguirre, Puggy Holmgren, Monty Coates, Jessica McCleary, Amanda Young, Colby Larsen, Cristina Aguirre, Ed Shaul, Ted Eberle, Bob Kollar

Absent: Shirin Spangenberg, Greg Ottoson, Brian Miller, Kate Serpe, Ashley Williams

Other Present:

Lisa Phinney, Meisha Lawson, Johnny Wasden, Jonathan Weidenhammer, Jenny Dierson, Lynn Ware Peek, Miles Rademan, Linda Jager, Jed Briggs, Kristen Doyon, Blair Isleib

JK called the meeting to order 8:40am. Michael welcomed everyone opened the meeting at 8:40am.

Minutes from August 2019 – Motion to approve by Puggy. Seconded by Monty. Minutes approved.

Public Input

Bob Kollar -Thanks to Meisha & Monty for Autumn Aloft. JK & Puggy praised the Singer-Songwriter event. Feedback was that it helped retail and restaurants during the event. Puggy gave Kudos to The City Events team for keeping it well organized.

Michael welcomed Alison, new Executive Director. Michael spoke on his experience with HPCA and his love for Main Street and thanked everyone for working with him.

Michael also spoke on his experience visiting Chattanooga, TN and is excited to keep programming on Main St. moving forward. Michael's hope is that we work with Alison to keep the positive momentum going forward.

Alison introduced herself and history. She first came to town in 1996, and previously worked for the HPCA from 2010 – 2016 as the Executive Director. Alison's focus is on action, is looking at her role with fresh eyes and will create some action plans in the near future.

Michael and Alison have been working together on some existing initiatives, trash is one of them. Michael talked about the position papers and how the main focus on all of them comes back to employees, in his opinion. One thing he would suggest is that the HPCA use that as the focus. How do we engage the employees, maintain them and keep businesses fully staffed.

Historic District Commercial Vehicle Loading Zone Updates (J. Weidenhamer)

Michael discussed the survey; we received about 10% response rate on our survey. Michael offered for a hang tag option in the survey for businesses with short term delivery. The general response was that things are working fine now and let's not alter it.

Jonathan talked about the support from Council to move forward on the 6 CV locations on the street, Post Office, Chimayo, Brew Pub, with a new one near tupelo/Museum and 9th St. Trolley turnaround and near the Transit Center & Swede Alley which would be a bit more of substantial location. The intention will be up until 5:00pm, 15 minute intervals. After 5pm 3 of them, Chimayo, Brew Pub and Tupelo area would be drop and load only. The other areas would be allowed to stage.

The cabs gave the feedback that they needed a staging area. Council understands that it is a bit of a trial and reminded the HPCA that feedback is vital to this.

Michael asked for the level of communication and plan? Jonathan said they will utilize the Events team and Linda to create outreach in the near future. There will be a soft enforcement to get started. Jonathan said they will put out a "Rules of the Road" as well.

Michael requested shoulder season testing and not peak season and a one-page notification for businesses with zones mapped out.

Alison added that putting in a start date would produce less frustration. Johnny will be ordering signs this week so we will have more outreach in the next few weeks.

The City will be painting curbs to mark the locations and gorilla barricades.

JK asked if all locations are permit required? Jonathan said you will not need a permit before 5pm and after 5pm you will need a license.

Jonathan talked big picture. He discussed the neighborhood's feedback of the commercial traffic. They are frustrated and becoming more vocal.

Rhonda added that she is on the emails from the neighborhood and will often defend the actions of The City but they do have their own view on the street.

Lynn talked about keeping the broad perspective is important but everyone has their own thought and their own mindset. Lynn said some say they don't see this as an issue but others do so it makes for a lot of mitigation.

JK has sat on transportation boards for 8 years and talked about the roundabout. JK said that tightening that bubble pushes into the roundabout. If we take a one way, we are taking a failed intersection with safety and transportation issues and increasing it.

Rhonda added that shuttles are in fact taking cars off of the road and we need to remember that. JK added that we have to balance things and keep in mind that the shuttles are taking 1200-1500 cars off the street.

Jonathan added that they appreciate the HPCA's willingness to work with City Council and City on parking and transportation goals. Jonathan was following the email exchange about shoulder season parking and wants to support us on some flexibility there.

Rhonda asked why the low turnout for survey response; perhaps it was lack of anonymity; getting it into the right hands; Alison, Lisa & Meisha will explore some options to increase response rates.

Cristina added that she receives the survey as an employee and perhaps there is an assumption that a manager has received and taken the survey.

Meisha added that we have some list cleaning to do and Lisa will work with her and Alison and Beth on how to get that list narrowed down and accurate.

JK added that we do hear about the City's transportation and parking goals, we hear about 248 and the millions of dollars in surveys but not wanting the plan that comes from UDOT The question is how do we get there? We have a great philosophy but how do we get there?

Michael stated that we are probably the most managed parking in town and we have tried to approach it as a partnership. What we should be looking at is what can we do to enhance that partnership? Is there is a short term promotion we can do, where is that long term park and ride solution for employees that won't go away?

Marketing Update – Meisha Ross

The marketing committee created "Main Street Elevated" which will hopefully drive traffic to upper Main Street. Meisha isn't sure we are on the right track.

Meisha's feedback is that perhaps we take a step back and work with the Merchant group that speak to who the business is rather than some one-off jugglers, for example. It doesn't speak to the authenticity of Main St.

There was a cello player in Miner's Park and a juggler. Meisha recommended not hiring small performers and working with businesses on some visioning and get behind the program. While these acts were good, they were missing the mark on what the goals are.

JK said we are missing the one big idea so let's think about it and focus on the bigger picture.

Michael offered that things often do start slowly and generate momentum. Michael thinks some businesses are taking the initiative so the membership adding to it enhances the overall feel. Michael would hesitate pulling back entirely.

Jessica added that Silly Sunday ends this weekend and is usually a slower market. She recommends not spending the money on activation for that weekend. Testing it out next summer would be more beneficial and focus on the big idea.

Rhonda thanked Jenny for permitting us so quickly. Jonathan added that the Events Subcommittee needs to provide feedback for Park Silly and that goes before Council in March.

Meisha asked if we should take a vote on programming this weekend. Michael asked Meisha what other dates she had on the schedule to program?

Fall Shoulder Season Advertising Campaign - Experience Historic Park City

- October 15 – November 14
- Message: Remind residents of the Wasatch Front & Back that Historic Park City remains open during the shoulder season.
- Budget:
 - Outside of Summit County - \$4,000
 - Summit County - \$2,500
- Holiday Campaign
- Advertising: November 15 – December 14
 - Budget:
 - Outside of Summit County - \$4,500
 - Summit County - \$2,500
 - Programming: November 29 – December 1
 - Budget:
 - Programming - \$4,200
 - Holidays in Historic Park City Programming - Elevate holiday programming and kick off the holiday season the weekend of Small Business Saturday. Encourage merchants to participate by hosting a special event, offering a special program, or discounts.
 - Merchants working together: open houses and adding maybe a charitable component.
 - Gallery Stroll
 - Small Business Saturday
 - Merchant Open House & Activations
 - Electric Parade

Meisha talked about a Letter to the Editor campaign to talk about how supporting small businesses helps us all.

Meisha talked about a “Free Swede Campaign” where parking would be free for slower time periods.

Michael added that Johnny will take the lead on that but it does create some issues so that is an ongoing conversation.

#PC Native Initiative - Kristen Doyon and Blair Isleib from Flight Boutique

The campaign was started to bring local and visitors back to Main Street. There are so many businesses that were created here by locals.

About 36% of local businesses are women-owned and this campaign is to highlight the women-owned, local businesses.

It started as a decal on our window and it spread quickly and has spread to the Junction, Estes, etc. Anyone is welcome to join. This initiative is morphing as we go.

Rhonda asked how do people know about it? Blair said they have been on KPCW, PCTV, etc

Michael asked what the criteria is and how are they hoping to use the platform? The criteria is locally owned and women owned. It's to create awareness. Maybe by seeing the decal people will more apt to shop at that location.

This initiative was initially designed as a reaction to chain stores. All social media posts are tagged #pcnative #shoplocal #womenowned

Email flightboutique@gmail.com to get added and Liz at PC Signs will produce the decal.

There will be a shopping event on Oct. 11th and the businesses will be offering some sort of discount on that day. There will be a big basket of gift cards, raffle give-aways and some businesses will have appetizers, etc.

Michael asked if Kristen & Blaire can send Meisha information on the event. Rhonda thanked them for coming and asked them to stay involved in the HPCA.

Michael asked Jenny to delay her portion of the agenda due to time. Jenny agreed.

PC Visioning Presentation – Linda Jager & Jed Briggs

Linda said they are about 3 months in to the 6-month visioning project. The City aims to do a visioning project every 10 years. Myles started this project back in the 80s. The roll of visioning is to help with strategic planning and The City's general plan. It's important to have as much participation as possible.

There is a project website for Visioning 2010 on www.parkcity.org and you will see timelines, ways to get involved. There is a community survey with about 700 responses so far. As the responses come in the data is updated.
<https://lab.future-iq.com/park-city-community-visioning-2020/>

Take the Survey: (Open through November)

<https://www.research.net/r/ParkCityVision2020>

What we heard in 2009 - Conserve & protect the natural environment

- Promote balanced, managed & sustainable growth
- Preserve sense of place, character & heritage
- Foster community vitality & vibrancy
- Support and promote diversity in people, housing & affordability
- Advance a thriving, diverse & sustainable economic base

The Community Engagement stage continues through October. Let Linda know if there is someone you'd like her to come talk to.

JK added that everyone should be involved the visioning project.

Think Tank will come back together in November with a Future Summit on November 20th; there will be focus groups as well and go in front of Council Jan. 2020.

There is an Engagement Workshop Program which is one-hour long that will help with strategic planning and The City when putting together the general plan.

For the discussion The City asks what the successes and failures are and are they on the right track?

There is a discussion on opportunities and challenges facing Park City in the next 5-10 years. These items are derived from the survey.

View all the detailed information in the think Tank Report: <https://lab.future-iq.com/wp-content/uploads/2019/09/park-city-vision-2020-think-tank-report.pdf>

Jed discusses that what happens is that you gather information, meet with different groups of people and based on what they are hearing create different scenarios and "drivers" including Community Evolution – Loss of diversity, affordability, over-tourism, Development Trajectory- growth, developments, etc and Wildcards - Climate Change and Impact of Fed. Immigration policy. This is what is discussed in the hour-long discussion Jed & Linda will have with the HPCA.

Community Evolution: There are two ways to go about it: 1. Leaning in to focusing on being a resort town and 1. Let's adapt and evolve to what the community is thinking and hone in on locals.

The Development Trajectory is about being proactive not reactive. Architects of the future; looking at technology and bold, cutting edge ideas.

What ends up happening through these meetings is you pick the preferred vs. expected future for the next 10 years.

Next steps will be Community Engagement:

- Think Tank will come together Nov 20, focus groups Nov. 2019 and the final report Jan. 2020.

JK asked if there is a slide on where the Think Tank ended up? Jed stated that there is concern about leading the conversation before the survey is taken.

The HPCA will do a session with the visioning team. Michael asked if it is open to the whole membership? Yes, the more the merrier.

10:00am Trash & Recycling Update

Alison provided updates on Trash & Recycling. Alison has been working with The City on Trash & Recycling for the Main Street District. Trash is the reason the HPCA exists. In 2009 Summit County decided they were no longer going to provide trash services. If you look at the businesses on Main, not everyone can have their own trash bins on their property, not everyone has room in their store so the common dumpster program was created so businesses.

The common dumpsters are located on Swede Alley with two additional containers for cardboard. There are two other ways businesses receive trash services: some have their own cans and totes. Most of the west side businesses use totes because of their distance from Swede Alley. There are also individual dumpster containers. Mike has one under Town Lift that his tenants use, and Mike handles the contract with the trash company, for example.

The current contract expires end of November. What we have heard through the trash committee and City Council is to take a look at how much trash can we divert from the landfill.

Cardboard, glass and food waste are the top three materials in our trash that can be recycled. If we are able to divert those three items, there will be a large decrease in the number of trash pickups required.

The issue Alison encountered in talking to recycling providers in Summit County, is that everyone has their own way of doing businesses. There are huge differences in food waste disposal from front of house to back; from biodegradable to compostable, and for one term use items (ice cream cups for example).

Alison's recommendation is to send out an RFQ – request for qualifications which allows us to negotiate; There are two components – trash and recycling or both. We want them to submit their frequency, types of containers, cost, etc. It is not as simple as putting out a dumpster for food waste and a dumpster for glass. There are major contamination issues with food waste. Food waste also deals with sanitary issues.

Knowing there are huge City goals for environmental sustainability so Alison is looking at ways to incentivize businesses to participate. How can we get people to recycle thus reducing our trash cost? Recyclables used to be a commodity but currently it is twice the price to get rid of those recyclables.

Alison has a draft document and will distribute to the HPCA in the near future that talks about the scope of services we would like to see; Sunday pickups, cleaning the dumpsters, etc.

Michael asked logistically, how do you see us moving forward and arriving at a contract? How do we get to a new contract with a new scope of services?

Alison said the current contract expires Nov. 30 which doesn't allow for education or make any changes to trash. The recommendation is to stay with Republic Services through April 30th and start the new program May 1st.

There is a recommendation to have a RFQ selection committee that will be comprised of various businesses and different types of recycling (or none) programs.

Alison would like to gather public input prior to the selection committee.

Jenny added that if we could get businesses to break down the cardboard, it would help a lot.

Michael added that the committee is made up of Ken Davis, Mike Sweeney and Puggy primarily and any support would be helpful.

Monty discussed the issue with the dumpster behind the Wasatch Brew Pub is that it becomes a community dumpster.

Jenny stated that they are pulling boxes and contacting those dumping where they are not supposed to.

The HPCA ended the conversation thanking Michael for all of his work. Rhonda presented Michael with a beautiful framed print of Park City. We will miss Michael a great deal.

Meeting adjourned at 10:20pm.

Puggy moved to approve the minutes and adjourn. Kate seconded.

**October 15, 2019
Board Packet
Written Updates**

P&L and Balance Sheet – Information provided by Alison Kuhlow and Shirin Spangenberg
Due to Alison’s recent start with the organization additional work understanding the current budget and practices. A complete budget will be presented to the Board for approval at the November meeting (only draft review in June) along with the current balance sheet and actuals versus budget reports.

Waste Management Report – Information provided by Alison Kuhlow
The draft Waste Management Report has been presented to Park City Municipal. The document outlines the individual characteristics of trash removal in the area and recommendations of materials to recycle. At this time the City Council will review the report, determine diversion rates that meet their goals and issue a Request for Qualifications (RFQ). We are using an RFQ to solicit information from service providers. Costs of their services will be included within their proposals along with a narrative of how they will provide service to the Main Street BID. The terms of the contract will be negotiated after the service provider(s) are chosen.

Upon knowledge of the costs of services, discussions regarding an incentive rate and programs can begin with the City. A copy of the draft waste report can be found [here](#).

HPCA Marketing and Communications Snapshot – Information provided by Meisha Ross
Project Updates

- HPCA fall advertising campaign launches this week.
- Our media buy will rely heavily on paid search and paid social. We continue to see the best results with these efforts, and we continue to see traditional media outlets selling these channels, but we can manage these efforts internally.
- Locally, we’ll have a presence on the ParkRecord.com and KPCW.

Events

- We have been working closely with Park City Municipal on the 2019 Halloween on Main Street event. The operating plan can be found [here](#).

Halloween Schedule

Time	Task	Responsible
a.m.	Street signed with Street Closure Details	PCMC
1:00 p.m.	KPCW set up at The Cabin	KPCW
2 p.m.	Hard Closure	PCMC
2 p.m.	Street stocked with additional trash cans / poop bags	PCMC
2:00 - 2:30	Nuzzles & Co	HPCA
2:30 - 6:30	PCFD onsite	PCFD
3:00 p.m.	Police on site assisting with traffic control and street closures	PCPD
3:00 - 5:00 p.m.	Trick-or-Treating	HPCA Merchants
4:45 p.m.	Dog Parade Staging – Lower Main Street	
5:00 p.m.	Dog Parade Lower Main Street to Heber	
6:00 p.m.	Event Ends	All
6:15 p.m.	PCPD Clear Street	PCPD

Holiday Event Activation

- The Electric Parade is scheduled for Small Business Saturday, November 30, 2019.
- Our 2019 Holiday Event Activation will primarily take place November 29 – December 1.
- *We encourage member businesses to activate their business during this weekend. Additional details will be available soon with ideas and turn-key opportunities to participate.*

Successes

A quick glance at our most successful social media posts for September.

Facebook

Historic Park City Utah
Published by IG HistoricParkCity [?] · September 2 · 🌐

In Park City, we celebrate Labor Day with a nod to our history. Happy Miner's Day, friends.

👍 **Get More Likes, Comments and Shares**
Boost this post for \$30 to reach up to 5,900 people.

2,298 219

Historic Park City Utah
Published by Loomly [?] · September 9 · 🌐

The weather may be cooling down, but we're heating things up Saturday night with the @autumnaloft Candlestick. The event begins at 8:00 p.m. and includes 12 baskets and their burners.

<http://www.autumnaloft.com/>

👍 **Get More Likes, Comments and Shares**
Boost this post for \$30 to reach up to 5,900 people.

1,362 People Reached	163 Engagements	Boost Post
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👍 🙌 🐶 Claudia Huertas, Curt Rhead and 50 others 2 Comments 7 Shares

Instagram

- 1,296
- 1,287
- 1,235
- 1,225
- 1,072
- 967
- 852

Discussion Topics

Park City Summit County Arts Council Letter of Intent – Alison Kuhlow

Action Requested: No action requested.

Mike Sweeney worked with the Park City Summit County Arts Council (PCSCAC) to program the old Zoom restaurant as well as the Marriott rentals space at 692 Main Street. The Zoom building houses the CREATE PC artist workspace and gallery program that Loughlin is a part of, and the building next door houses BRAND PC, a retail space for makers to sell their creations.

Meisha Ross initiated a discussion with PCSCAC's Executive Director Jocelyn Scudder about programming their exterior space during events and other times during the year. Jocelyn was just as interested in the HPCA working with them when seeking creators for events and activations.

A draft Letter of Intent (LOI) is circulating between the two organizations and is beginning to outline the key collaboration goals between the two organizations. For example:

- HPCA will contact the PCSCAC first anytime the HPCA needs creator(s) for event programming.
- HPCA will promote the PCSCAC among other members when solicited for contacts for creator(s).
- The PCSCAC will consider activating private property adjacent to their locations during events and district promotions.
- Both the HPCA and PCSCAC will continue to work together on promotion of arts in Historic Park City.

PSSM Feedback Process – Alison Kuhlow

Action Requested: Provide feedback on the proposed process.

The City is seeking HPCA's feedback regarding the Park Silly Sunday Market and extension of their contract to operate on Main Street after 2020. Two open houses are proposed to solicit comments from members. The two events would occur the first week in November with one taking place before 10am and the second after 5pm. The open houses also provide an opportunity for members to meet Alison and members of the HPCA Board. At the open house we will highlight both trash and future changes along with holiday activation.

We will send email notices to members along with encouraging the board members to reach out to five other merchants to let them know about the events. PSAs on KPCW along with a media alert for the Park Record will provide additional notice of the gathering.

The comments received will be distilled and presented to the HPCA Events Committee the second week in November and their summary will be review by the Board at the November Board Meeting.

Organization Top Priority – Alison Kuhlow

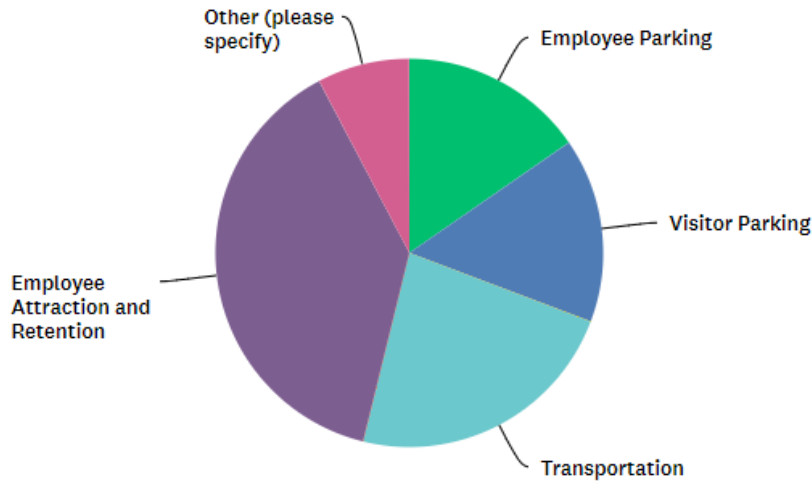
Action Requested: Consider specifying a top priority for the organization to focus on.

Thirteen board members responded to the survey requesting your thoughts on the issue most important to the organization. By focusing efforts in a limited amount of areas we can see greater success which will soon allow us to address to the next highest priority.

Once direction is provided by the Board, a process to brainstorm solutions will be developed and shared with the Board.

What one issue is most important to focus on for the overall health of Main Street and its businesses?

Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Employee Parking	15.38%	2
Visitor Parking	15.38%	2
Employee Housing	0.00%	0
Transportation	23.08%	3
Impacts from events	0.00%	0
Employee Attraction and Retention	38.46%	5
Other (please specify)	Responses 7.69%	1
TOTAL		13

Savor the Summit Update – Alison Kuhlow

Action Requested: Determine if the HPCA wants to have a formal stance on this topic.

On October 3 the Park City Restaurant Association sent a press release announcing the event will “take a vacation” in 2020 to allow the organization to seek input from past guests of Savor the Summit, as well as representatives from the City and restaurants throughout the community to acknowledge the annual event’s strengths and explore new opportunities to strengthen, expand and build a refreshed, invigorated dining spectacle.

There are Main Street restaurants that feel the loss of the event for a year will cause disappointment among the visitors who travel for the event. Some restaurants can sell reservations a year in advance and a few have already booked seats.

The Restaurant Association has been asked to provide a summary of their decision at the October Board Meeting. A separate meeting gathering the impacted restaurants and the Board of the Restaurant Association is being coordinated.

Committee Membership- Alison Kuhlow

Action Requested: Confirm continued membership of committees and select additional members to participate. Article IV within the HPCA's by-laws addresses committees and provides the following as guidelines for operating.

4.01 Creation of Committees From time to time the Board of Trustees may create a committee or committees for such purposes as the Board of Trustees may determine. Each such committee shall consist of no less than two (2) Trustees and may also consist of other individuals as determined by the Board of Trustees.

Each such committee shall have such powers and duties as shall be prescribed by the Board of the Trustees from time to time. Each such committee shall report to the Board of Trustees, unless expressly and specifically directed otherwise by the Board of Trustees. Each such committee must receive the prior express written approval of the Board of Trustees regarding the expenditure of any funds.

4.02 Rules of Procedure A majority of the members of any committee may fix its rules of procedure, subject to the approval of the Board of Trustees. Marketing/Branding Committee

Currently there are four (4) active committees. Previously, the HPCA had committees that focused on tenant mix, holidays, infrastructure and parking. Committees can be reactivated, and new committees can be formed to meet the needs of the organization.

Trash and Recycling Committee

The Trash and Recycling Committee is responsible for overseeing the contract between Park City Municipal Corporation and Allied Waste for trash removal in the district. The Trash and Recycling Committee additionally monitors the mobile recycling center and works to maintain a steady income source to continue the recycling service. The Trash and Recycling Committee meets approximately four times a year.

- Ken Davis – Java Cow
- Puggy Holmgren - Crosby Collections
- Mike Sweeney – Brothers Three

Parking Committee*

The Parking Committee was formed to examine the impact of parking policy, to offer recommendations, and to consider long term strategies and communicate these to the City, including pricing, employee permitting and other operations that impact the merchants. The Parking Committee will work on a comprehensive set of recommendations to the City, addressing the issues above at the beginning and conclusion of each season. The Parking Committee meets monthly.

- Ken Davis – Java Cow
- Mary Ann Cirino – Davanzas
- *Additional members needed*

**The Parking Committee Johnny Wasden was accepting applications for will be absorbed into an HPCA Parking Committee. The City determined they would still receive the needed input. The two applicants for the City's committee are now participating members of this committee.*

Marketing Committee

The Marketing Committee offers strategic marketing direction for the organization. Much of the organization's marketing efforts are funded through grants and the local government. This committee assists with selection of projects to include within grant application and funding requests. The Marketing Committee meets approximately four times a year.

- Susan Meyer – Meyer Gallery
- Rhonda Sideris – Park City Lodging
- Shirin Spangenberg – Escape Room

- Ed Shaul – Deer Valley Resort

Events Committee

In 2010, the HPCA Board gave the Events Committee the authority to review and provide recommendations to the City on events. The Events Committee developed a matrix by which all existing and proposed events are reviewed. The Events Committee meets monthly.

- Puggy Holmgren – Crosby Collection
- Ken Davis – Java Cow
- Monty Coates – Southwestern Expressions
- Cristina Aguirre – Egyptian Theatre