

Staff has been tracking the number of events and City Service fees across multiple departments. Please refer to Exhibit B for the analysis on the number of events, LOS and fee reduction.

- LOS and City Service Fees continue to slightly increase for departments and event applicants due to inflation and increases in fee schedule (cost of providing service), increased mitigation efforts (including required security & safety precautions, transportation planning, sustainability and community engagement/outreach.
- Costs and LOS for public safety has increased substantially over the past 2 years.
- While there are a number of new events each year, there are also a fair amount of events that either do not return or that withdraw their application based on conflicts with the existing event calendar and/or venues/facility availability each year.
- While staff explored varied programs, policies and code changes based on Council direction, providing clear direction to staff regarding the City's role regarding events will be beneficial to staff when bringing proposed changes back to Council.
- It is important to note that changes to programs, policies and code should be consistently applied to any applicant across the board. It is likely that staff would be challenged to provide different standards to different event types or due to an applicant's charitable, non-profit or for-profit status.
- The balance of the Special Event calendar is delicate and complex. With about 95% of the City's permitted events being organized by local non-profit organizations, many events depend on City Fee Reductions. The other 5% of for profit events (many local businesses) that pay their City Service Fees help to offset costs to the City.
 - Keeping a balance between for profit and not for profit events is important. Even more important is making sure that events are well organized and planned, as in the end, it is not the tax status of an organization that makes a successful event, it is how the event impacts (both positively and negatively) the community that makes a difference.
 - While many events do receive Fee Reductions, most events pay at least a portion of their fees. There are only a handful of events that receive full fee reductions.

Role of Special Events, Number of Events and Balance of the Calendar

1. What Does City Council effectuate as the role/goals of Special Events in the City?
 - a. Current role/goals of Special Events is to provide economic, community and cultural benefit while maintaining public safety and mitigating impacts to the community.
2. Is Council supportive of the number of events and the balance of the event calendar or does Council request to further reduce impacts, cut or reduce the number of events? Please refer to Exhibits B, and C.
3. Does City Council want staff to maintain direction to take the 'foot off the gas pedal', or does Council wish for staff to 'tap the break' or 'put foot on the gas' with regards to the number of events? Please refer to Exhibit D – Matrix of Potential Changes
 - a. Maintaining 'foot off the gas pedal' will result in maintaining current LOS/mitigation including balancing the event calendar based on section 4A of the code, providing a series incentives/disincentives with fee reduction and other

Exhibit D – Alternatives for Council to Consider

programs to gain positive reduction in event impacts. New items for staff to explore would include protecting some weeks in the shoulder season unless the event is compelling to the community, and black out peak weekends in the summer to further restrict events on weekends that are already busy, and creating a quarterly application process for events.

- i. This would continue to put some pressure on events, but allow the City to continue to facilitate events that provide community, cultural and economic value to the City, as well as, align with City Council and community goals. This option may also explore how to incentivize more locally focused events, as well as, building a year round community in alignment with Council's goals.
- b. 'Tapping/Hitting the breaks' may result in reducing (cutting/denying) events on the existing calendar, creating defined no event time periods on the calendar and hard restrictions prohibiting any new events during certain peak times of the year and/or placing further financial responsibility on events with regards to LOS and City Service fees, and would explore would also reduce the scale (attendance) and/or number of events. Staff could also recommend changing application timeline for all events to quarterly review so that they come to Council all at once instead of on an event by event basis.
 - i. This will reduce the City's role in facilitating events regardless of their value and send a clear message to the applicants as well as the community regarding the City's role in events. This option will have strong impacts to both the local community and economy, and may reduce the City's role in creating a year round community.
- c. 'Foot on the gas' approach would result in facilitating events and actively recruiting events to apply to be held in Park City and may include increasing the City's role in financially supporting existing and new events and further building out a year round event calendar. While staff does not believe this is Council's current direction, staff wanted to remind Council of the difference between this option and 'Foot Off the Gas' or 'Tapping or Hitting the Break'
 - o This will increase the City's role in facilitating events and while this will cause additional impacts to the City and community as well as have budget implications, will also help to further create a year round community and resort destination.

Possible changes regarding the role, number of and balance of event calendar:

1. Can Council provide more clear direction on the role/goals of Special Events and give staff a year to cull?
2. Is Council supportive of protecting the event calendar in the shoulder seasons (fall/spring) v and creating blackout dates in the busy season (winter/summer)?
3. Should staff explore creating a nonevent weekend or month? Are there any exceptions to this that Council would consider to approve events during these time periods?
4. Should staff explore creating a quarterly application process that would allow staff to bring all many events to Council for approval at once instead of on an event by event basis?

Level of Service Provided at Events

Since Council gave direction to staff to ‘take the foot off the gas pedal’ staff has made a series of changes to the way they permit and mitigate events. Many events have been significantly changed for example Ragnar, 4th of July, Sundance Film Festival, Arts Festival, Park Silly Sunday Market.

- Changes have included many ‘carrot’ approaches including increased and proactive engagement and communications, sustainability plans/ green event pilot program, various transportation initiatives (increased transit, dynamic, consistent and predictable parking plans, and increased residential mitigation/enforcement) as well as increased public safety due to national and international security concerns which has resulted in a formalized risk assessment.
 - Staff hosted a round table with event applicants to discuss the opportunities and challenges of Special Event Sustainability Standards and will be returning to a subsequent council meeting to discuss that topic. This is important, sustainability standards are one of the criteria directly tied to Special Event Fee Reduction.
- Departments have increased such services through the budget process based on specific requests from Council as these topics critical and top priorities.
- Special Events Department has also been required to increase the level of mitigation in these areas to either maintain standards or in many cases have had to increase Level of Service for major events to effectuate change (2017 – 4th of July, Arts Festival, Park Silly Sunday Market, Miners Day, Halloween and more recently Sundance Film Festival).
- As staff coordinates between departments, we have been able to create predictable costs both to departments and event applicants.
- While the strategies to mitigate and reduce event impacts to the local community/residents and have been well received, they are growing in cost and create additional staffing pressures on both the City and event applicants.
 - Every special event has a cost associated with it. Council should decide whether the event organizer pays for those cost or those paying taxes in the City (residents and visitors) will pay for it. Every year the cost of putting on events goes up and adds puts pressure on the City’s budget.
 - Budget resources are finite and as staff tries to determine where the best place to allocate resources it must balance the needs between Community Critical and Top Priorities as well as essential services. As special event mitigation and security efforts have increased dramatically in recent years, staff is asking Council for clear direction on these efforts.

Questions for Council:

1. Is Council supportive of the current LOS/mitigation being provided at events including increased public safety, transportation/parking/residential neighborhood protection, sustainability, community engagement?

Role and Amount of Special Event City Service Fee Reduction

Special City Service Fee Reduction provides an opportunity to event applicants to reduce City fees, while maintaining positive economic, cultural and community benefits – rather through indirect revenues or community place making. Fee Reduction, also provides a series of desired outcomes directly tied to Council’s critical priorities – specifically Transportation, Energy (Sustainability), and Social Equity.

- The Fee Reduction Process has increased fiscal responsibility of both departments and applicants. This process continues to facilitate events that achieve City Council goals while incentivizing impact reduction.
- The City’s funding does not have requirements regarding marketing outside of our community. Many other sources of funding (Restaurant, Chamber Special Event Grants etc...) require out of area marketing to drive business. If the City reduces their role in Special Event City Fee Reduction, applicants may rely more heavily on other funding that requires marketing to out of area visitors.

Questions for Council:

1. What does Council effectuate as their role in providing Special Event Fee Reduction?
2. Who should pay for increased LOS/mitigation - City or Event Applicants?
 - a. Is Council supportive of increasing the annual Special Event Fee Reduction Threshold based on cost inflation and increased LOS or does Council want to put these increased costs back on applicants?

Possible changes to the Fee Reduction Process for staff to explore include:

- a. Create an application limit to reduce the number of times applicants can apply for fee reduction and make applicants more fiscally responsible.
- b. Explore additional Fee Reduction Criteria based on Council’s direction regarding their role in Special Events?
- c. Require additional reporting post event if the applicant receives fee reduction (more than event debrief and invoice). If Council wishes for staff to explore this item, Council should be clear on the goals of such financial reporting.

Approval Authority Regarding Special Events

The City Council retains full authority over event approvals, including smaller events which they have delegated their approval authority to Staff.

- Staff evaluates each Special Event Application based on section [4A](#) of the municipal code.
 - Staff has the authority to approve/deny Level 1, Level 2 or Level 3 Special Events which have not substantially changed, year over year.
 - Staff makes recommendations to City Council regarding the approval/denial of any new Level 3 Special Event or any Level 3 Special Event with substantial changes.
- City Council has the authority to approve new Level Three Special Events, or Level Three Special Events that have substantial changes.
- City Council retains the final authority for any appeals regarding Special Event denials.
- SEAC’s role is to advise and provide recommendations to City Council from a

Exhibit D – Alternatives for Council to Consider

community perspective regarding event debrief, event prioritization and threshold and city service fee reduction policy in Park City. SEAC's role is purely advisory, and currently SEAC does not have authority to review proposed new events.

- Staff balances many perspectives when evaluating events – from community and economic benefit, departmental coordination, and jurisdictional partners (such as County and School District) and community stakeholders (such as HPCA, Chamber, Resorts and Restaurant/Lodging Associations).

Questions for Council to consider:

1. Does Council want to explore changing their authority over Special Events (Does council desire more authority or less authority regarding event approvals?)
2. Does Council want to defer authority to an Event Commission (staff, community stakeholders and community members)?
3. Does Council want to defer event denials/appeals to SEAC before coming to Council? Changes to Council's Approval Authority will require code changes, and would also likely have an effect on SEAC's role.

4. Modifications

Council could discuss other options for any of the above for staff to explore. Council should be clear on what they believe the City's role is on events.

Staff Recommendations

	Quarterly event application deadline for all events	Protect Shoulder Seasons	Protect Peak Summer/Winter Seasons?	Grandfather Some Events	Cap Total # of L3 Events	Cap Number of Tournament/ Trail Events	Reduce number of events/ Change location of events that require parking removal and road closures.	Keep Events but Reduce Attendance/Impacts
Occupancy	↓	↔	↓	↔	↔	↔	↔	↓
Economic Impact	↔	↓	↓	↔	↔	↔	↔	↓
Community	↗	↗	↗	↔	↗	↗	↗	↔
Social Equity	↓	↓	↓	↔	↔	↔	↔	↔
Transportation	↔	↔	↔	↔	↔	↔	↗	↗
Sustainability	↔	↔	↔	↔	↔	↔	↔	↗
Public Safety	↔	↔	↔	↔	↔	↔	↗	↗
Community Engagement	↔	↔	↔	↔	↔	↔	↔	↗
Costs to City	↔	↓	↔	↔	↗	↔	↔	↗
Time/Staffing Resources to City	↗	↔	↔	↔	↔	↔	↔	↓
Cost to applicants	↔	↔	↔	↔	↔	↔	↔	↗
Requires Code Changes	X	NA	X	NA	NA	NA	NA	NA
How Soon? Immediate, 6 mos, 1 year, longer?	1 year (Jan 2019)	Immediate	Immediate	Immediate	Immediate?	Immediate	Immediate	Immediate
Pros	Council would review new events all at once	Shoulder Seasons Remain Quiet	Creates Blackout Dates for Peak Seasons so no more events apply.	Important Economic and Community Events can be planned for in advance.	May allow opportunities for new events as others fall off.	Allows residents/community better access to fields and trails for local use.	May significantly reduce community (resident and business impacts).	Reduces impacts by controlling attendance.
Cons	May impact events that Council wants to Facilitate	Works against creating a year round community	May remove events that Council/Community wants.	Costs may increase year over year.	Community Members may see this as not doing anything. New events that are proposed may have different impacts that effect the community differently (positive and negative)	May reduce revenues received from Trails and Field Rentals. May reduce positive economic benefit of these events. Removes event types and venues alignment.	Many large events require parking removal/ road closures to mitigate impacts (Arts Fest, Tour of Utah, Concerts on Lower Main, Parades etc...) This task may not produce results up to Council expectation.	May be challenging to control attendance at free of charge/community events. May create strain on at risk/need individuals who want to attend events.

