



## BOARD OF DIRECTORS MEETING

Tuesday, April 21, 2020

Join URL: <https://zoom.us/j/99076758069>

Phone Quick Link: +16699009128,,99076758069#

8:30am - 10:00am

### Mission statement:

To promote, enhance and encourage an atmosphere that is beneficial to the businesses of Historic Park City and the community, while informing and building consensus among property owners, merchants, and governmental agencies.

### HPCA Regular Meeting

- |   |         |
|---|---------|
| I. Roll Call  | 8:30am  |
| II. Note regarding Minutes from March 17, 2020<br>8:35am  |         |
| III. Public Input (Any matter of business not scheduled on agenda)  | 8:40am  |
| IV. Questions on Items included within the Written Update Section <ul style="list-style-type: none"><li>• P &amp; L and Balance Sheet</li><li>• Marketing and Communications Snapshot</li></ul> | 8:45am  |
| V. Update from Park City Chamber and Visitors Bureau  | 8:50am  |
| VI. Update from Summit County Economic Development Director   | 9:05am  |
| VII. Historic Park City Economic Recovery Plan  | 9:20am  |
| VIII. Parking Technology Improvements   | 9:55am  |
| IX. Adjourn Regular Meeting   | 10:00am |

**Note:** HPCA is an organization for and by its members. All member opinions are welcome and thorough discussion is encouraged. From time to time deference will be given to Board of Directors so that business on the agenda may be completed. However, our goal is to foster an environment where all feel welcome to speak, all opinions are heard, and no one feels intimidated to participate.

### Future Meetings

Note: This future meeting schedule is TENTATIVE and subject to change. Let Alison know if you wish to be included on the calendar invite for all Board Meetings.

May 19, 2020

August 28, 2020

June 16, 2020

September 15, 2020

July 21, 2020

October 20, 2020

### Pending Discussion Items:

- PCMC Infrastructure \$500,000
- Autumn Aloft Event Review Presentation
- 2020 Budget Preparations

**DRAFT**  
**MINUTES OF THE BOARD OF DIRECTORS MEETING**  
**Tuesday, March 17, 2020**  
**Zoom – online meeting platform**  
*Minutes by Shirin Spangenberg, Secretary/Treasurer*

**BOD Attendance:** John Kenworthy, Rhonda Sedaris, Mike Sweeney, Susan Meyer, Shirin Spangenberg, Greg Ottosan, Ashley Williams, Puggy Holmgren, Monty Coates, Bob Kohler, Jessica McCleary, Ed Shaul, Colby Larsen, Cristina Aguirre, Kate Serpe, Ted Eberle and Alison Kuhlow (Executive Director).

**Absent:**

**Minutes from February 18, 2019 Meeting**

Rhonda Sedaris asked for a motion to approve the minutes from February 18, 2020. Greg Ottosan motioned to approve the minutes. The minutes were unanimously approved.

**Meeting Recording**

A copy of the entire meeting is available here.

<https://drive.google.com/file/d/1rKDWO3iP9EZi5mnE31fjidNZ6Z0aPYDc/view?usp=sharing>

**Adjourn**

Rhonda Sedaris motioned to adjourn the meeting at 9:56 am. Ed Shaul, seconded. The motion passed.

**Next meeting April 21, 2020 at 8:30 am**

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**April 21, 2020**  
**Board Packet**  
**Written Updates**

**P & I and Balance Sheet – Information provided by Alison Kuhlow**

Current P&L reports for Operations, Autumn Aloft, Grants and Other Restricted Funds and Trash and Recycling are included at the end of this packet, along with a current balance sheet for the organization.

**HPCA Marketing and Communications Snapshot – Information provided by Meisha Ross**

**2021 PLANNING**

2021 FY Restaurant Tax Grants were submitted March 30, 2020. Presentations are scheduled to the grant committee for April 27 & 28. We have not heard how restaurant tax grants for 2021 will be impacted due to the COVID-19 crisis.

FY21 Special Event and fee waiver applications were submitted the first week of April. The HPCA submits applications for Halloween on Main and Autumn Aloft. Holiday event applications will be due in August. At this time, the HPCA remains optimistic Autumn Aloft, Halloween on Main, and Holiday festivities will be allowed to move forward with increased sanitation practices in place.

**FY20 EXECUTION**

Significant focus has been placed on developing and execution a marketing plan to support the HPCA's recovery plan. A review of the plan is scheduled during the board meeting.

**SOCIAL MEDIA SUCCESSES**


A quick glance at our most successful social media posts for March / April.

# FACEBOOK

**Historic Park City Utah**  
Published by Meisha Ross [?], March 15

Our community joins communities across the world in efforts to reduce the spread of COVID-19. The Historic Park City Alliance will monitor and share news of restaurants operating for curbside take-out or delivery as well as when restrictions are lifted.

On behalf of all Historic Park City merchants, we thank you for your support during these times. We encourage you to continue to support our family of businesses as you are able through the use of online purchases or gift cards for a later date.



HISTORICPARKCITYUTAH.COM  
**COVID-19 impacts in Historic Park City**  
The Park City community joins many across the world in a unified...

**Get More Likes, Comments and Shares**  
When you boost this post, you'll show it to more people.

1,318 People Reached    173 Engagements    [Boost Post](#)

Suei Alesna, Liz Routledge and 28 others    1 Comment    3 Shares

Like    Comment    Share

**Performance for Your Post**

1,318 People Reached

57 Reactions, Comments & Shares

28 Like	21 On Post	7 On Shares
2 Wow	2 On Post	0 On Shares
14 Sad	6 On Post	8 On Shares
10 Comments	1 On Post	9 On Shares
3 Shares	3 On Post	0 On Shares

116 Post Clicks

1 Photo Views	48 Link Clicks	67 Other Clicks
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**NEGATIVE FEEDBACK**


0 Hide Post    0 Hide All Posts  
0 Report as Spam    0 Unlike Page

Reported stats may be delayed from what appears on posts

**Historic Park City Utah**  
Published by Loomy [?], April 9 at 1:03 PM

Historic Park City merchants remain open through innovative business operations within the scope of public health orders in place in the Park City community.

"Business owners in Park City's historic district were innovators long before COVID-19 interrupted day-to-day operations," explains Alison Kuhlow, Historic Park City Alliance Executive Director. "While we are counting down the days until we resume normal business operations, many of our merchants have re-imagined their... See More



**Get More Likes, Comments and Shares**  
When you boost this post, you'll show it to more people.

1,307 People Reached    111 Engagements    [Boost Post](#)

**Performance for Your Post**

1,307 People Reached

58 Reactions, Comments & Shares

26 Like	26 On Post	0 On Shares
41 Love	28 On Post	13 On Shares
0 Comments	0 On Post	0 On Shares
4 Shares	4 On Post	0 On Shares

66 Post Clicks

23 Photo Views	5 Link Clicks	38 Other Clicks
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**NEGATIVE FEEDBACK**

2 Hide Post    0 Hide All Posts  
0 Report as Spam    0 Unlike Page

Reported stats may be delayed from what appears on posts

**Historic Park City Utah**  
Published by Meisha Ross [?], April 3 at 1:18 PM

PSA: Park City Provisions By Riverhorse has essential goods and remains open!



**Get More Likes, Comments and Shares**  
When you boost this post, you'll show it to more people.

904 People Reached    184 Engagements    [Boost Post](#)

Steve Joyce, Enrique Sanchez and 45 others

**Performance for Your Post**

904 People Reached

48 Reactions, Comments & Shares

40 Like	40 On Post	0 On Shares
8 Love	8 On Post	0 On Shares
0 Comments	0 On Post	0 On Shares
0 Shares	0 On Post	0 On Shares

137 Post Clicks

87 Photo Views	0 Link Clicks	50 Other Clicks
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**NEGATIVE FEEDBACK**

1 Hide Post    0 Hide All Posts  
0 Report as Spam    0 Unlike Page

Reported stats may be delayed from what appears on posts

Historic Park City Utah  
Published by Loomly (7) · March 30 at 1:12 PM · 🌐

The Snow Must Go On!  
We've long said March was one of our snowiest months, yet this year it is not quite as celebrated.



Performance for Your Post

886 People Reached

46 Reactions, Comments & Shares #

33 Like	31 On Post	2 On Shares
6 Love	6 On Post	0 On Shares
2 Sad	2 On Post	0 On Shares
1 Comments	1 On Post	0 On Shares
4 Shares	3 On Post	1 On Shares

13 Post Clicks

3 Photo Views	0 Link Clicks #	10 Other Clicks #
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NEGATIVE FEEDBACK

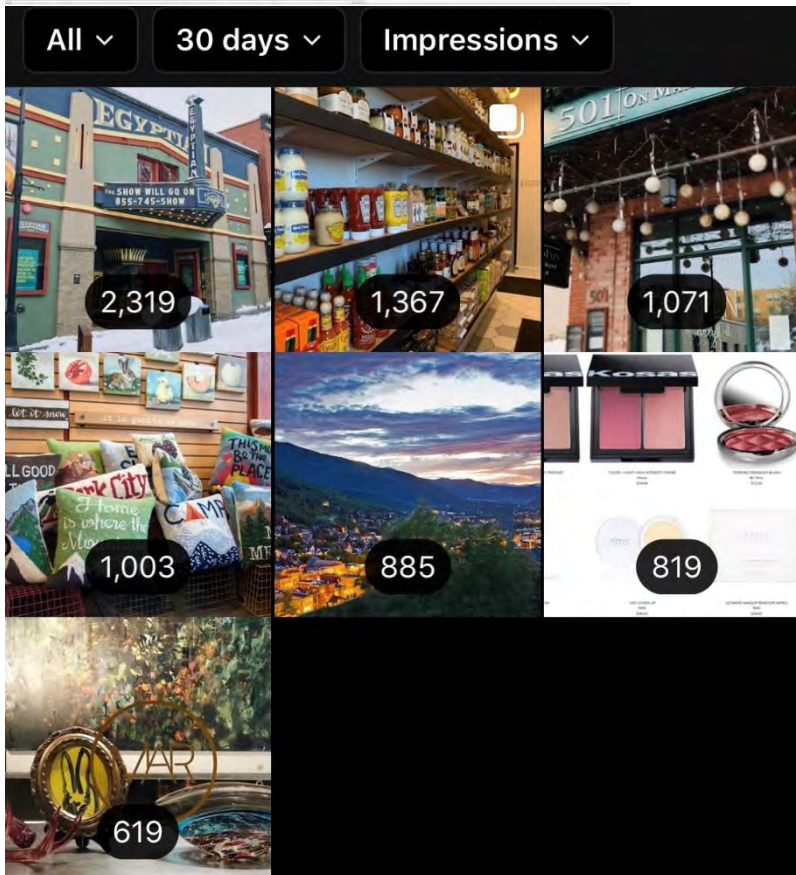
1 Hide Post	1 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

Get More Likes, Comments and Shares  
When you boost this post, you'll show it to more people.

886 People Reached      59 Engagements      [Boost Post](#)

INSTAGRAM



## DISCUSSION TOPICS

### Update from Park City Chamber and Visitors Bureau

Bill Malone, President and CEO of the Park City Chamber and Visitors Bureau will review the outlook on projected bookings as well as group business.

## **Update from Summit County Economic Development Director**

Jeff Jones, Summit County's Economic Development Director will review the forecasted impacts to the Summit County economy from the COVID-19 epidemic.

## **Historic Park City Economic Recovery Plan**

A draft Economic Recovery Plan for the HPCA is included at the end of this packet. Alison Kuhlow, HPCA Executive Director and Meisha Ross, HPCA Marketing Manager will review the plan at the meeting.

## **Parking Technology Improvements**

Before the downtown parking management program was implemented in 2017, little information was available that could help demonstrate how parking resources and infrastructure were being utilized. Since a primary goal was to understand and adapt to usage, City staff has determined that significant technological improvements could be pursued that would provide clearer data and decrease operational costs and better customer service.

Some of the planned improvements include:

- Bring China Bridge parking accessibility in line with the rest of Park City lots, including easier payment options and better wayfinding.
- Expanding online resources for customers to manage their parking needs remotely.
- Utilize License Plate Recognition (LPR) on a broader scale to improve data collection and deliver more efficient parking enforcement. This could result in better use of demand-based management principles in terms of pricing flexibility.

These improvements are a combination of local feedback and suggestions made in the 2015 Nelson Nygaard study for enhancing customer experience, improving traffic flow by eliminating vehicle queuing, reducing operational costs by cutting paper waste, limiting vandalism occurrences, and reducing energy consumption.

The following summarize the City's rationale to replace gated parking system with multi-space parking meters in the China Bridge Parking Garage.

Customer Experience: The current payment model is pay after you park. This is less ideal in that a visitor comes to town, parks, and has a nice experience on Main street, pulls up to a gate demanding payment, and leaves with that as a last experience in park City. In general, the philosophy of paying for parking before going to enjoy Park City just makes sense. A customer looking for parking will be more willing to pay for parking with the anticipation of a nice evening on Main street and leave it at that. Currently the Go Park City app is advertised on the actual parking structure but paying with the Go Park City app is not available, nor possible with the gate equipment. This is confusing to customers seeking parking having to deal with 2 different systems based on where they park. We have also gathered that the gates act as a deterrent for visitors as they are perceived to restrict access and pulling up to them is a commitment that many visitors on vacation do not want to hassle with. Permit holders will simply need to register their license plates with Parking Services in order to park. This "virtual permit" system is much simpler to use as the license plate becomes the permit number, reducing instances of forgotten or mis-shared permits.

Continuity: Every other paid parking lot is served by multi-space parking meters and allow for either payment at the parking meter, or with the Go Park City app. These options are simple and recognizable as the Luke II parking meter is one of the most widely used meters internationally. No

paper waste, customer notification capabilities for parking session extensions/expiries, and reporting simplicity.

Data: Currently running two parallel systems creates data gaps that make gathering and reporting data highly labor intensive and cumbersome. The Luke II management software makes use of incoming data into highly readable, on-demand reporting that is valuable and simple to read.

Cost Savings: The gate system currently costs roughly \$250,000 annually. They require significant upkeep maintenance and electrical power to operate smoothly. Replacement parts are very costly, and it is becoming more difficult to source when damage and vandalism occurs.

Event Parking: The gate system becomes overloaded during high traffic times, which extends the queuing line onto Marsac Ave and Swede Alley. This creates congestion. Up to this point, staff raises the gates and contracts staff at China Bridge to alleviate the queuing, but even this creates congestion as vehicles can only enter as quickly as staff can process payments. With the multi space parking meters, event patrons may read the rate signs out on the road, make a decision whether the cost is worth parking, pull in, find a stall, and safely pay for parking from their phone or as a pedestrian at the parking meters.

Traffic Circulation: With the above-mentioned strategies, Parking Staff is working with Transportation Planning to find optimal circulation strategies and this project supports this effort by making China Bridge more approachable from a visitor, clarifying wayfinding, advertising occupancy more accurately through the Go Park City app, and reducing queuing on the streets.

04/17/2020

**Grants and Other Restricted Funds Budget Addendum**

HPCA recently confirmed that the Parking Revenue funds (\$40,000) were never collected from City Hall for FY21 budget. The City has requested a financial audit prior to releasing the funds. Alison Kuhlow is pursuing bids for an audit.

**Operating Budget Addendum**

Funds need to be reallocated to the CSL License Fees.

**Balance Sheet Addendum**

Bond Deposit has been repaid. Working with Accountant to categorize correctly.

Line Item Total Liabilities and Equity: accounts payable amount is not subtracted from this line. Double checking with accountant.

# HISTORIC PARK CITY ALLIANCE

## BALANCE SHEET

As of March 31, 2020

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
Autumn Aloft Checking	21,057.40
Operations Checking	45,274.77
Reserve - Money Market	21,426.31
Trash and Recycling Checking	16,844.11
<b>Total Bank Accounts</b>	<b>\$104,602.59</b>
Accounts Receivable	
Accounts Receivable	0.00
<b>Total Accounts Receivable</b>	<b>\$0.00</b>
Other Current Assets	
Undeposited Funds	0.00
<b>Total Other Current Assets</b>	<b>\$0.00</b>
<b>Total Current Assets</b>	<b>\$104,602.59</b>
Other Assets	
Bond Deposit	760.00
<b>Total Other Assets</b>	<b>\$760.00</b>
<b>TOTAL ASSETS</b>	<b>\$105,362.59</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	199.90
<b>Total Accounts Payable</b>	<b>\$199.90</b>
Credit Cards	
Zions Credit Card - closed 10/9/2019	0.00
<b>Total Credit Cards</b>	<b>\$0.00</b>
<b>Total Current Liabilities</b>	<b>\$199.90</b>
<b>Total Liabilities</b>	<b>\$199.90</b>
Equity	
Opening Bal Equity	0.00
Retained Earnings	78,326.82
Net Income	26,835.87
<b>Total Equity</b>	<b>\$105,162.69</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$105,362.59</b>



# HISTORIC PARK CITY ALLIANCE

## BUDGET VS. ACTUALS: FY20 OPERATING - FY20 P&L CLASSES

July 2019 - June 2020

	FY20 CSL LICENSES		FY20 OPERATIONS		TOTAL	
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
<b>Income</b>						
BID License Fees			56,374.00	56,376.00	\$56,374.00	\$56,376.00
CSL Fees	25,272.00	25,272.00			\$25,272.00	\$25,272.00
Interest Income			45.96		\$45.96	\$0.00
Other Primary Income			7,868.58		\$7,868.58	\$0.00
Services				1,000.00	\$0.00	\$1,000.00
<b>Total Income</b>	<b>\$25,272.00</b>	<b>\$25,272.00</b>	<b>\$64,288.54</b>	<b>\$57,376.00</b>	<b>\$89,560.54</b>	<b>\$82,648.00</b>
<b>GROSS PROFIT</b>	<b>\$25,272.00</b>	<b>\$25,272.00</b>	<b>\$64,288.54</b>	<b>\$57,376.00</b>	<b>\$89,560.54</b>	<b>\$82,648.00</b>
<b>Expenses</b>						
Annual Dues and Licenses			145.00	1,000.00	\$145.00	\$1,000.00
Chamber of Commerce			55.00		\$55.00	\$0.00
Licenses and Permits			27.00		\$27.00	\$0.00
Ski Utah			669.00		\$669.00	\$0.00
<b>Total Annual Dues and Licenses</b>			<b>896.00</b>	<b>1,000.00</b>	<b>\$896.00</b>	<b>\$1,000.00</b>
General Meeting Expenses					\$0.00	\$0.00
Board Meeting Expenses			61.11	80.00	\$61.11	\$80.00
Membership Meeting				400.00	\$0.00	\$400.00
Quarterly Open Houses		100.00	94.91		\$94.91	\$100.00
<b>Total General Meeting Expenses</b>		<b>100.00</b>	<b>156.02</b>	<b>480.00</b>	<b>\$156.02</b>	<b>\$580.00</b>
Marketing					\$0.00	\$0.00
Directory Map			788.29		\$788.29	\$0.00
Events					\$0.00	\$0.00
Halloween		475.00			\$0.00	\$475.00
Holidays in HPC		1,430.00			\$0.00	\$1,430.00
<b>Total Events</b>		<b>1,905.00</b>			<b>\$0.00</b>	<b>\$1,905.00</b>
PR Contract				2,500.00	\$0.00	\$2,500.00
Web Hosting & Maintenance			18.17		\$18.17	\$0.00
<b>Total Marketing</b>		<b>1,905.00</b>	<b>806.46</b>	<b>2,500.00</b>	<b>\$806.46</b>	<b>\$4,405.00</b>
Meals & Entertainment			20.23		\$20.23	\$0.00

# HISTORIC PARK CITY ALLIANCE

## BUDGET VS. ACTUALS: FY20 OPERATING - FY20 P&L CLASSES

July 2019 - June 2020

	FY20 CSL LICENSES		FY20 OPERATIONS		TOTAL	
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
Gifts			92.59		\$92.59	\$0.00
<b>Total Meals &amp; Entertainment</b>			<b>112.82</b>		<b>\$112.82</b>	<b>\$0.00</b>
Miscellaneous Expenses			190.00	200.00	\$190.00	\$200.00
Operating					\$0.00	\$0.00
Bank Charge			150.00	64.00	\$150.00	\$64.00
Insurance D&O			2,475.00	2,300.00	\$2,475.00	\$2,300.00
Insurance Workers Comp			387.00		\$387.00	\$0.00
Misc			16.35		\$16.35	\$0.00
Post Office Box Rental			118.00	118.00	\$118.00	\$118.00
Software		300.00	1,214.11	1,850.00	\$1,214.11	\$2,150.00
Supplies & Materials			110.77	500.00	\$110.77	\$500.00
<b>Total Operating</b>		<b>300.00</b>	<b>4,471.23</b>	<b>4,832.00</b>	<b>\$4,471.23</b>	<b>\$5,132.00</b>
Professional Services					\$0.00	\$0.00
Accounting		1,395.00	2,781.25	5,300.00	\$2,781.25	\$6,695.00
Bookkeeping				750.00	\$0.00	\$750.00
Contract Work		17,772.00	55,070.16	51,028.00	\$55,070.16	\$68,800.00
<b>Total Professional Services</b>		<b>19,167.00</b>	<b>57,851.41</b>	<b>57,078.00</b>	<b>\$57,851.41</b>	<b>\$76,245.00</b>
Trash and Recycling		3,800.00			\$0.00	\$3,800.00
<b>Total Expenses</b>	<b>\$0.00</b>	<b>\$25,272.00</b>	<b>\$64,483.94</b>	<b>\$66,090.00</b>	<b>\$64,483.94</b>	<b>\$91,362.00</b>
NET OPERATING INCOME	<b>\$25,272.00</b>	<b>\$0.00</b>	<b>\$ -195.40</b>	<b>\$ -8,714.00</b>	<b>\$25,076.60</b>	<b>\$ -8,714.00</b>
Other Expenses						
Other Miscellaneous Expense			84.69		\$84.69	\$0.00
<b>Total Other Expenses</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$84.69</b>	<b>\$0.00</b>	<b>\$84.69</b>	<b>\$0.00</b>
NET OTHER INCOME	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$ -84.69</b>	<b>\$0.00</b>	<b>\$ -84.69</b>	<b>\$0.00</b>
NET INCOME	<b>\$25,272.00</b>	<b>\$0.00</b>	<b>\$ -280.09</b>	<b>\$ -8,714.00</b>	<b>\$24,991.91</b>	<b>\$ -8,714.00</b>

# HISTORIC PARK CITY ALLIANCE

## GRANTS AND RESTRICTED FUNDS: BUDGET VS. ACTUALS: FY20 OPERATING - FY20 P&L CLASSES

July 2019 - June 2020

	CHAMBER EVENT GRANT FY20		PARKING REVENUE FY20		RESTAURANT TAX GRANT FY20		TOTAL	
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
<b>Income</b>								
FY19 Carryover				1,405.00		2,316.00	\$0.00	\$3,721.00
Grants							\$0.00	\$0.00
Chamber Event Grant		1,500.00					\$0.00	\$1,500.00
Restaurant Tax Grant					40,000.00	40,000.00	\$40,000.00	\$40,000.00
<b>Total Grants</b>		<b>1,500.00</b>			<b>40,000.00</b>	<b>40,000.00</b>	<b>\$40,000.00</b>	<b>\$41,500.00</b>
Parking Revenue				40,000.00			\$0.00	\$40,000.00
<b>Total Income</b>	<b>\$0.00</b>	<b>\$1,500.00</b>	<b>\$0.00</b>	<b>\$41,405.00</b>	<b>\$40,000.00</b>	<b>\$42,316.00</b>	<b>\$40,000.00</b>	<b>\$85,221.00</b>
<b>GROSS PROFIT</b>	<b>\$0.00</b>	<b>\$1,500.00</b>	<b>\$0.00</b>	<b>\$41,405.00</b>	<b>\$40,000.00</b>	<b>\$42,316.00</b>	<b>\$40,000.00</b>	<b>\$85,221.00</b>
<b>Expenses</b>								
Marketing							\$0.00	\$0.00
Advertising							\$0.00	\$0.00
Local							\$0.00	\$0.00
Fall			2,500.00	1,250.00			\$2,500.00	\$1,250.00
Holiday			1,245.00	2,500.00			\$1,245.00	\$2,500.00
In-Market				3,000.00			\$0.00	\$3,000.00
Spring				3,000.00			\$0.00	\$3,000.00
<b>Total Local</b>			<b>3,745.00</b>	<b>9,750.00</b>			<b>\$3,745.00</b>	<b>\$9,750.00</b>
Wasatch Front							\$0.00	\$0.00
Fall					3,126.48	4,000.00	\$3,126.48	\$4,000.00
Holiday					3,869.66	4,500.00	\$3,869.66	\$4,500.00
Spring					71.88	4,900.00	\$71.88	\$4,900.00
<b>Total Wasatch Front</b>					<b>7,068.02</b>	<b>13,400.00</b>	<b>\$7,068.02</b>	<b>\$13,400.00</b>
<b>Total Advertising</b>			<b>3,745.00</b>	<b>9,750.00</b>	<b>7,068.02</b>	<b>13,400.00</b>	<b>\$10,813.02</b>	<b>\$23,150.00</b>
Digital Content					195.00		\$195.00	\$0.00
Assets (video, photography, content)					2,463.90	3,000.00	\$2,463.90	\$3,000.00
Website/Interactive Experience					600.00	2,600.00	\$600.00	\$2,600.00
<b>Total Digital Content</b>					<b>3,258.90</b>	<b>5,600.00</b>	<b>\$3,258.90</b>	<b>\$5,600.00</b>
Directory Map			902.76	2,000.00			\$902.76	\$2,000.00
Events							\$0.00	\$0.00

# HISTORIC PARK CITY ALLIANCE

## GRANTS AND RESTRICTED FUNDS: BUDGET VS. ACTUALS: FY20 OPERATING - FY20 P&L CLASSES

July 2019 - June 2020

	CHAMBER EVENT GRANT FY20		PARKING REVENUE FY20		RESTAURANT TAX GRANT FY20		TOTAL	
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
Event Insurance	1,500.00		403.00				\$1,903.00	\$0.00
Halloween		500.00					\$0.00	\$500.00
Holidays in HPC		500.00	231.00	1,000.00	4,251.00		\$4,482.00	\$1,500.00
Light Parade		500.00	1,010.00	1,500.00			\$1,010.00	\$2,000.00
<b>Total Holidays in HPC</b>		<b>1,000.00</b>	<b>1,241.00</b>	<b>2,500.00</b>	<b>4,251.00</b>		<b>\$5,492.00</b>	<b>\$3,500.00</b>
Music and Performance Art (deleted)			601.95				\$601.95	\$0.00
Open House Event			111.79	2,000.00		1,500.00	\$111.79	\$3,500.00
Seasonal Activation				4,655.00		8,816.00	\$0.00	\$13,471.00
<b>Total Events</b>	<b>1,500.00</b>	<b>1,500.00</b>	<b>2,357.74</b>	<b>9,155.00</b>	<b>4,251.00</b>	<b>10,316.00</b>	<b>\$8,108.74</b>	<b>\$20,971.00</b>
Kiosk			125.00				\$125.00	\$0.00
PR Contract			24,000.00	20,500.00	6,000.00	13,000.00	\$30,000.00	\$33,500.00
<b>Total Marketing</b>	<b>1,500.00</b>	<b>1,500.00</b>	<b>31,130.50</b>	<b>41,405.00</b>	<b>20,577.92</b>	<b>42,316.00</b>	<b>\$53,208.42</b>	<b>\$85,221.00</b>
<b>Total Expenses</b>	<b>\$1,500.00</b>	<b>\$1,500.00</b>	<b>\$31,130.50</b>	<b>\$41,405.00</b>	<b>\$20,577.92</b>	<b>\$42,316.00</b>	<b>\$53,208.42</b>	<b>\$85,221.00</b>
NET OPERATING INCOME	\$ -1,500.00	\$0.00	\$ -31,130.50	\$0.00	\$19,422.08	\$0.00	\$ -13,208.42	\$0.00
NET INCOME	\$ -1,500.00	\$0.00	\$ -31,130.50	\$0.00	\$19,422.08	\$0.00	\$ -13,208.42	\$0.00

# HISTORIC PARK CITY ALLIANCE

## TRASH AND RECYCLING: BUDGET VS. ACTUALS: FY20 OPERATING - FY20 P&L CLASSES

July 2019 - June 2020

	RECYCLING AND TRASH		TOTAL	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Income				
CSL Fees		3,800.00	\$0.00	\$3,800.00
Interest Income	25.46		\$25.46	\$0.00
Trash and Recycling Fees	45,554.26	30,000.00	\$45,554.26	\$30,000.00
<b>Total Income</b>	<b>\$45,579.72</b>	<b>\$33,800.00</b>	<b>\$45,579.72</b>	<b>\$33,800.00</b>
GROSS PROFIT	<b>\$45,579.72</b>	<b>\$33,800.00</b>	<b>\$45,579.72</b>	<b>\$33,800.00</b>
Expenses				
Operating			\$0.00	\$0.00
Supplies & Materials	15.35		\$15.35	\$0.00
<b>Total Operating</b>	<b>15.35</b>		<b>\$15.35</b>	<b>\$0.00</b>
Trash and Recycling	1,300.00		\$1,300.00	\$0.00
Recycling Contract	21,900.00	29,200.00	\$21,900.00	\$29,200.00
Trash Contract	10,000.00	10,000.00	\$10,000.00	\$10,000.00
<b>Total Trash and Recycling</b>	<b>33,200.00</b>	<b>39,200.00</b>	<b>\$33,200.00</b>	<b>\$39,200.00</b>
<b>Total Expenses</b>	<b>\$33,215.35</b>	<b>\$39,200.00</b>	<b>\$33,215.35</b>	<b>\$39,200.00</b>
NET OPERATING INCOME	<b>\$12,364.37</b>	<b>\$ -5,400.00</b>	<b>\$12,364.37</b>	<b>\$ -5,400.00</b>
NET INCOME	<b>\$12,364.37</b>	<b>\$ -5,400.00</b>	<b>\$12,364.37</b>	<b>\$ -5,400.00</b>

# HISTORIC PARK CITY ALLIANCE

## AUTUMN ALOFT: BUDGET VS. ACTUALS: FY20 OPERATING - FY20 P&L CLASSES

July 2019 - June 2020

	AUTUMN ALOFT		AA - CHAMBER GRANT		AA - RESTAURANT TAX GRANT		AA - SPONSORSHIP		TOTAL AUTUMN ALOFT		TOTAL	
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
Income												
Event Sponsorship							21,500.00	22,000.00	21,500.00	22,000.00	\$21,500.00	\$22,000.00
Event Sponsorship Carryover								10,295.00		10,295.00	\$0.00	\$10,295.00
<b>Total Event Sponsorship</b>							<b>21,500.00</b>	<b>32,295.00</b>	<b>21,500.00</b>	<b>32,295.00</b>	<b>\$21,500.00</b>	<b>\$32,295.00</b>
Grants												
Chamber Event Grant			8,500.00	9,500.00					8,500.00	9,500.00	\$8,500.00	\$9,500.00
Restaurant Tax Grant					29,946.71	30,000.00			29,946.71	30,000.00	\$29,946.71	\$30,000.00
<b>Total Grants</b>			<b>8,500.00</b>	<b>9,500.00</b>	<b>29,946.71</b>	<b>30,000.00</b>			<b>38,446.71</b>	<b>39,500.00</b>	<b>\$38,446.71</b>	<b>\$39,500.00</b>
<b>Total Income</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$8,500.00</b>	<b>\$9,500.00</b>	<b>\$29,946.71</b>	<b>\$30,000.00</b>	<b>\$21,500.00</b>	<b>\$32,295.00</b>	<b>\$59,946.71</b>	<b>\$71,795.00</b>	<b>\$59,946.71</b>	<b>\$71,795.00</b>
<b>GROSS PROFIT</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$8,500.00</b>	<b>\$9,500.00</b>	<b>\$29,946.71</b>	<b>\$30,000.00</b>	<b>\$21,500.00</b>	<b>\$32,295.00</b>	<b>\$59,946.71</b>	<b>\$71,795.00</b>	<b>\$59,946.71</b>	<b>\$71,795.00</b>
Expenses												
Contract Labor												
Balloonmeister							5,000.00	5,000.00	5,000.00	5,000.00	\$5,000.00	\$5,000.00
Contemporary Services								12,000.00		12,000.00	\$0.00	\$12,000.00
Event Management							8,500.00		8,500.00		\$8,500.00	\$0.00
Sponsorship Coordinator							1,470.00		1,470.00		\$1,470.00	\$0.00
<b>Total Contract Labor</b>							<b>14,970.00</b>	<b>17,000.00</b>	<b>14,970.00</b>	<b>17,000.00</b>	<b>\$14,970.00</b>	<b>\$17,000.00</b>
Marketing												
Advertising					9,762.01	11,901.00			9,762.01	11,901.00	\$9,762.01	\$11,901.00
Events									90.85		\$90.85	\$0.00
City Services			260.00	260.00	2,845.70	2,500.00	456.30		3,562.00	2,760.00	\$3,562.00	\$2,760.00
<b>Total Events</b>			<b>260.00</b>	<b>260.00</b>	<b>2,845.70</b>	<b>2,500.00</b>	<b>456.30</b>		<b>3,562.00</b>	<b>2,760.00</b>	<b>\$3,562.00</b>	<b>\$2,760.00</b>
Swag					2,500.00	2,500.00	1,348.78		3,848.78	2,500.00	\$3,848.78	\$2,500.00
<b>Total Marketing</b>			<b>260.00</b>	<b>260.00</b>	<b>15,107.71</b>	<b>16,901.00</b>	<b>1,895.93</b>		<b>17,263.64</b>	<b>17,161.00</b>	<b>\$17,263.64</b>	<b>\$17,161.00</b>
Meals & Entertainment												
Pilot Dinner								3,000.00		3,000.00	\$0.00	\$3,000.00
<b>Total Meals &amp; Entertainment</b>								<b>3,000.00</b>		<b>3,000.00</b>	<b>\$0.00</b>	<b>\$3,000.00</b>
Miscellaneous Expenses												
Operating			522.30						522.30		\$522.30	\$0.00
											\$0.00	\$0.00

# HISTORIC PARK CITY ALLIANCE

## AUTUMN ALOFT: BUDGET VS. ACTUALS: FY20 OPERATING - FY20 P&L CLASSES

July 2019 - June 2020

	AUTUMN ALOFT		AA - CHAMBER GRANT		AA - RESTAURANT TAX GRANT		AA - SPONSORSHIP		TOTAL AUTUMN ALOFT		TOTAL	
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
Balloon & Pilot Participation Expense			500.00	500.00	4,775.00	5,000.00	275.00		5,550.00	5,500.00	\$5,550.00	\$5,500.00
Emergency Services							2,795.00		2,795.00		\$2,795.00	\$0.00
Equipment			1,460.14	1,450.00					1,460.14	1,450.00	\$1,460.14	\$1,450.00
Insurance D&O					6,539.00	6,539.00			6,539.00	6,539.00	\$6,539.00	\$6,539.00
Lodging			4,482.81	4,483.00	1,100.00	1,100.00			5,582.81	5,583.00	\$5,582.81	\$5,583.00
Misc				1,511.00		275.00	724.57	1,675.00	724.57	3,461.00	\$724.57	\$3,461.00
Propane							3,195.91	3,500.00	3,195.91	3,500.00	\$3,195.91	\$3,500.00
Restrooms			1,274.75	1,275.00					1,274.75	1,275.00	\$1,274.75	\$1,275.00
Signage							511.07		511.07		\$511.07	\$0.00
Temporary Labor							1,010.25		1,010.25		\$1,010.25	\$0.00
<b>Total Operating</b>			<b>7,717.70</b>	<b>9,219.00</b>	<b>12,414.00</b>	<b>12,914.00</b>	<b>8,511.80</b>	<b>5,175.00</b>	<b>28,643.50</b>	<b>27,308.00</b>	<b>\$28,643.50</b>	<b>\$27,308.00</b>
<b>Total Expenses</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$8,500.00</b>	<b>\$9,479.00</b>	<b>\$27,521.71</b>	<b>\$29,815.00</b>	<b>\$25,377.73</b>	<b>\$25,175.00</b>	<b>\$61,399.44</b>	<b>\$64,469.00</b>	<b>\$61,399.44</b>	<b>\$64,469.00</b>
NET OPERATING INCOME	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$21.00</b>	<b>\$2,425.00</b>	<b>\$185.00</b>	<b>\$ -</b>	<b>\$7,120.00</b>	<b>\$ -</b>	<b>\$7,326.00</b>	<b>\$ -</b>	<b>\$7,326.00</b>
							<b>3,877.73</b>		<b>1,452.73</b>		<b>1,452.73</b>	
NET INCOME	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$21.00</b>	<b>\$2,425.00</b>	<b>\$185.00</b>	<b>\$ -</b>	<b>\$7,120.00</b>	<b>\$ -</b>	<b>\$7,326.00</b>	<b>\$ -</b>	<b>\$7,326.00</b>
							<b>3,877.73</b>		<b>1,452.73</b>		<b>1,452.73</b>	

# Historic Park City Economic Recovery Plan

The draft plan follows the formatting and public health directives outlined within Governor Herbert's economic recovery plan, Utah Leads Together (March 24, 2020, Version 1)<sup>1</sup>.

## Background

The Historic Park City small business community is not only critical to the charm of Park City, but also at the forefront of economic activity within the area. The Historic Park City Alliance encourages customers to support locals first as we work to support the small business economy.

The efforts outlined within focus on a slow recovery plan allowing for the relaxing of health orders while still maintaining measure to reduce the spread of the virus. It is important to the Historic Park City community to slowly return to normal business operations with the hopes that the 2020/21 winter tourism season is protected from a reoccurrence of the virus.

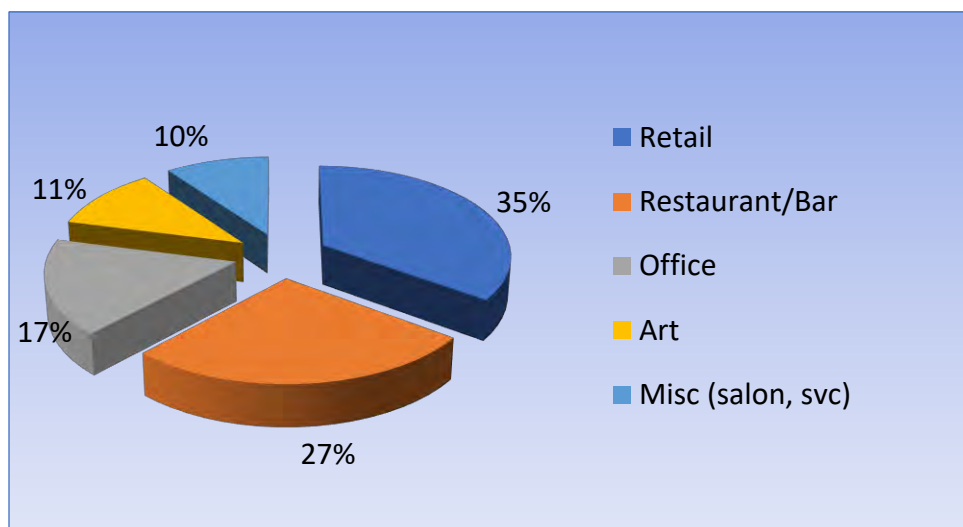
Estimated Taxable Sales		
Rank	GEO	FY 2019
1	Deer Valley	\$ 302,082,170
2	Main Street	\$ 192,422,190
4	Entryway	\$ 138,976,991
3	Treasure Mountain	\$ 153,021,888
5	Prospector	\$ 76,795,951
6	Rest of City	\$ 55,215,707
7	Park Meadows	\$ 21,187,827
8	Thaynes	\$ 14,987,068

Historic Park City generates the largest sales tax revenues (not including lodging) in Park City proper and account for x% of Summit County's overall sales tax revenues. Historic Park City will leverage the importance of the area in the overall economic health of the community.

Table 1 FY19 Geographical Estimated Sales within Park City proper.

## Historic Park City Business Mix

The HPCA developed the following action plan with the intent that no business will be left behind. Retaining, strengthening, and innovating are keys to a successful outcome. Understanding that there will be phases where relaxed regulations benefit certain sectors are taken into consideration along with industry types that look to rebound and see customer traffic.

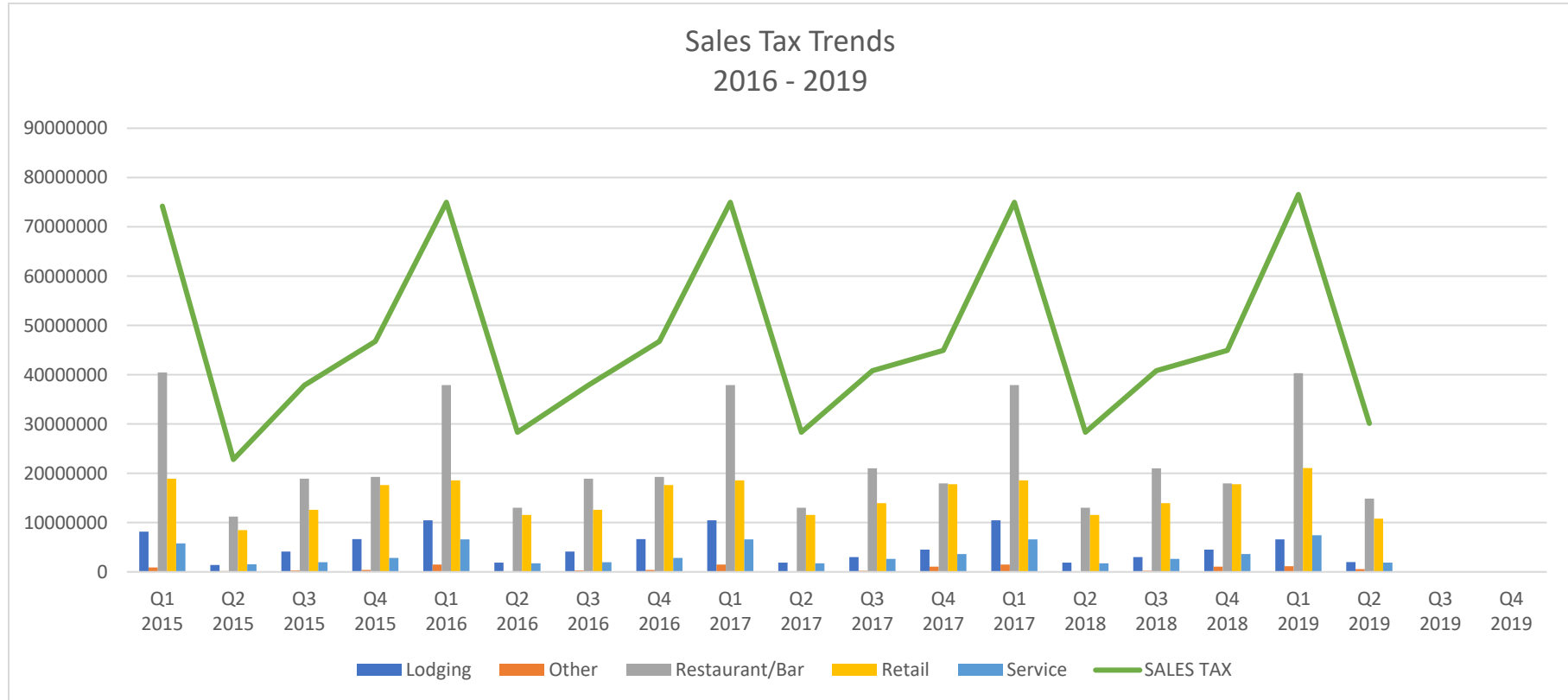


<sup>1</sup> The Utah Leads Together Plan. (2020, March 24). Retrieved April 14, 2020, from <https://coronavirus.utah.gov/the-utah-leads-together-plan/>



## Sales Tax Trends

The sales tax trends for Historic Park City show strong sales in Q1 of each year which comprises the bulk of the Winter ski season.



## The Plan<sup>2</sup>

The Utah Leads Together plan recognizes that markets correct, recessions end, and prosperity returns. We anticipate three phases with a specific strategy:

### Urgent Phase

This is the phase we are in right now and is expected to last 8–12 weeks (with a focus on eight) beginning March 16, 2020. The objective is clear: Mitigate the spread of COVID-19 through strict social distancing measures. The strategy is to identify, mitigate, and reduce the virus' impact before Utah reaches a hospital-bed crisis. A detailed work plan is in place. This phase involves a coordinated public health response, large-scale testing, and a historic economic stimulus. We adapt and we innovate. *Adherence to this phase will shorten other phases and accelerate economic recovery.*

### Stabilization Phase

This phase is expected to last 10–14 weeks (with a focus on 10) and is expected to be the longest phase. The objectives are to make sure there is no backtracking on the progress made during the urgent phase, provide promising medical treatments, and continue to lay the groundwork for a complete economic recovery. In this phase we innovate. A detailed work plan is under development. It is during this phase that private and public sector policies will aid with the economic recovery. *Adherence to this phase will hasten economic recovery.*

### Recovery Phase

This phase is expected to last 8–10 weeks (with a focus on eight). The objectives are to provide promising medical treatments and continue the hard work of restoring economic confidence. In this phase we overcome. A detailed work plan is under development. *Adherence to this phase will ensure Utah's economic recovery comes more quickly and in a more sustained way.*

These phases, including the major objectives and detailed work plans, create a path for Utah's economic recovery.

### The Path to Recovery



<sup>2</sup> The Utah Leads Together Plan. (2020, March 24). Retrieved April 14, 2020, from <https://coronavirus.utah.gov/the-utah-leads-together-plan/>

<h1>Urgent Phase</h1>	<p><i>Measure = COVID-19 transmission rate of 1.5 at the beginning and 1.0 at the end (This phase will be extended until transmission rate is consistently below 1.0.)</i></p>	
<p><b>Coordinated public health response coupled with historic economic stimulus</b>  <i>Adherence to this phase will shorten other phases and accelerate recovery. ADAPT and INNOVATE</i></p>		
<p><b>Goal:</b> 8-12 weeks beginning March 16, 2020</p>	<p><b>Measure of Challenge:</b> Infections increasing and jobs declining</p>	
<p><b>Public Health Characteristics and Practices</b></p>	<p><b>Marketing Plan</b></p>	<p><b>Operations, Physical Improvements and Practices</b></p>
<ul style="list-style-type: none"> <li>• Urgent public health practices</li> <li>• Testing increases</li> <li>• Contact tracing and active monitoring</li> <li>• Extensive social distancing</li> <li>• High-risk populations stay at home</li> <li>• Urgent medical research and planning</li> <li>• Group gathering limitations (10 or fewer)</li> <li>• No on-premise dining to limit crowds</li> <li>• Significant K-12 school disruptions</li> <li>• College and universities switch to online learning</li> <li>• Significant travel restrictions</li> <li>• Focused support for health care system and professionals</li> <li>• Monitor health indicators, including mental health</li> <li>• Monitor need for additional public health measures. Act quickly if warranted.</li> </ul> <p>ADHERENCE TO THIS PHASE WILL SHORTEN OTHER PHASES AND ACCELERATE RECOVERY.</p>	<p>Goal: Communicate Historic Park City’s offerings during the urgent phase of recovery.</p> <ul style="list-style-type: none"> <li>• Message: <ul style="list-style-type: none"> <li>○ Historic Park City businesses remain open through innovative business practices. <ul style="list-style-type: none"> <li>▪ Distribute press release to local and regional media.</li> <li>▪ Localized advertising buy <ul style="list-style-type: none"> <li>• Park Record</li> <li>• KPCW</li> <li>• Local paid search and social</li> <li>• Programmatic Digital</li> </ul> </li> <li>▪ Salt Lake City advertising buy <ul style="list-style-type: none"> <li>• Programmatic Digital</li> <li>• Regional paid search and social</li> </ul> </li> </ul> </li> <li>○ Incorporate business operations adhering to safety precautions as advised by the Health Department into messaging.</li> </ul> </li> <li>• Target Audiences <ul style="list-style-type: none"> <li>○ Local // Park City Area to include greater Summit &amp; Wasatch Counties</li> <li>○ Wasatch Front</li> <li>○ Park City 2<sup>nd</sup> Homeowners</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Reduce trash service on common trash containers in Swede Alley, allow all businesses to utilize and HPCA to cover costs through June 2020.</li> <li>• Provide updates to members on business resources available.</li> <li>• Consolidate messaging with Park City Area Restaurant Association (PCARA) and Park City Area Lodging Association (PCALA).</li> <li>• Reducing organization expenses where possible.</li> </ul>

## Urgent Phase Strategy

This phase focuses on reducing expenses for businesses, providing essential communication to members and marketing.

Marketing

Example of marketing message.



<h1>Stabilization Phase</h1>	<p>Measure = COVID-19 transfer rate less than one and declining.  <i>(The state will return to the Urgent Phase if transmission rates increase.)</i></p>	
<p><b>Public health measures and economic interventions begin to take hold</b>  <i>ADAPT and INNOVATE</i></p>		
<p><b>Goal:</b> 10-14 weeks (after stay-at-home order is lifted)</p>	<p><b>Measure of Challenge:</b> Transmission of COVID-19 and job losses slow</p>	
<p><b>Public Health Characteristics and Practices</b></p>	<p><b>Marketing Plan</b></p>	<p><b>Operations, Physical Improvements and Practices</b></p>
<ul style="list-style-type: none"> <li>• Public health practices continue</li> <li>• Testing becomes broad based</li> <li>• Contact tracing and active monitoring continue</li> <li>• Social distancing continues, but in a more targeted and careful way</li> <li>• High-risk populations continue to stay home</li> <li>• Medical research and planning intensify</li> <li>• Group gathering limitations softened</li> <li>• Travel restrictions lessen</li> <li>• Continued support for health care system and professionals</li> </ul>	<p>Goal: Drive increased foot traffic to the street.</p> <ul style="list-style-type: none"> <li>• Message: <ul style="list-style-type: none"> <li>○ Think Local / Small Business First</li> <li>○ Press Release: Local Business Offerings – Main Street businesses product offerings / everyday brands.</li> <li>○ Local Direct Mail Distribution</li> <li>○ Continued presence in local media</li> <li>○ Continued presence in regional media <ul style="list-style-type: none"> <li>• Incorporate safety / sanitization practices into communication efforts.</li> <li>• Continued presence in regional media</li> </ul> </li> </ul> </li> <li>• Target Audiences <ul style="list-style-type: none"> <li>○ Local // Park City Area to include greater Summit &amp; Wasatch Counties</li> <li>○ Expanded presence in Wasatch Front</li> <li>○ Regional Visitors (with caution)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Monitor reopening of businesses and adjust trash pick-up accordingly</li> <li>• Provide updates to members on business resources available</li> <li>• Consolidate messaging with Park City Area Restaurant Association (PCARA) and Park City Area Lodging Association (PCALA).</li> <li>• Reducing organization expenses where possible.</li> <li>• Dining deck installation can begin May 1 (dining restrictions subject to health orders).</li> <li>• Continue free parking on Main Street and in other parking areas. Time limits enforced.</li> <li>• Installation of hanging flower baskets.</li> <li>• Encourage businesses to plant flowers.</li> <li>• Coordinate the same 3 days a week that all businesses who can open, are open, per health orders. “Vibrancy Days”</li> <li>• Advocate for business fees to be waived (licenses, dining decks, inspections, etc.)</li> <li>• Develop best practices for the different types of operations on Main Street to ensure a high level of sanitation as businesses reopen.</li> <li>• Installation of additional sanitization stations.</li> <li>• Enhance and increase number of signs directing towards public restrooms.</li> </ul>

## Stabilization Phase Strategy

This phase focuses on developing best practices guidelines, as the Health Department slowly allows businesses to reopen. reducing expenses for businesses, providing essential communication to members and marketing. Continuing to lobby for cost reductions for businesses as well as keep HPCA expenses in check.

### Dining Decks

Dining Decks can be placed on the street as of May 1, like previous years. The placement of dining decks will show a start to return to business even if the decks are not used for some time. As part of this, the HPCA will send a letter to City Hall requesting the decks be placed prior to intended use.

Once business regulations lessen, the HPCA requests the decks be “dressed” with flowers and tables, even if dining cannot yet begin. When dining begins, the HPCA supports the elimination of the requirement to serve lunch. This waiver is requested for 2020.

### Parking

The HPCA will submit a request to City Hall requesting that there is no charge for parking during the Stabilization Phase. Customer traffic to Main Street will be reduced and many shoppers will be budget conscious. Any way the HPCA can eliminate burdens for customers will be pursued.

<h1>Recovery Phase</h1>		Measure = COVID-19 transfer rate of near zero.
<b>Return to stability and positive growth</b> <i>ADAPT, INNOVATE, and OVERCOME</i>		
<b>Goal:</b> 8-10 weeks		<b>Measure of Success:</b> Virus under control and job growth
<b>Public Health Characteristics and Practices</b>	<b>Marketing Plan</b>	<b>Operations, Physical Improvements and Practices</b>
<ul style="list-style-type: none"> <li>Public health practices result in improved hygiene</li> <li>Testing becomes mainstream</li> <li>Contact tracing and active monitoring continue</li> <li>Social distancing changes to smart public health practices</li> <li>High-risk populations continue to take extreme precautions</li> <li>Medical research and planning pays dividends</li> <li>Work towards a vaccine intensifies</li> <li>Group gathering limitations eased</li> <li>Travel restrictions eliminated</li> <li>Broad improvements in health care system efficiency and appreciation for professionals</li> </ul>	<p>Goal: Maintain market awareness as a small business / local economy.</p> <ul style="list-style-type: none"> <li>Messaging: Continued messaging stressing the importance of supporting the small business economy. <ul style="list-style-type: none"> <li>Continued regional advertising</li> <li>Increased brand presence in regional print publications.</li> <li>Increased public relations outreach highlighting the importance of the small business economy.</li> </ul> </li> <li>Target Audiences <ul style="list-style-type: none"> <li>Local // Park City Area to include greater Summit &amp; Wasatch Counties</li> <li>Wasatch Front</li> <li>Park City 2<sup>nd</sup> Homeowners</li> <li>Regional Drive Markets</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Monitor reopening of businesses and adjust trash pick-up accordingly</li> <li>Provide updates to members on business resources available</li> <li>Reducing organization expenses where possible.</li> <li>Coordinate to ensure “Vibrancy Days” when all open businesses are operating. Assists with marketing messaging.</li> <li>Continue free parking on Main Street and in other parking areas. Time limits enforced.</li> <li>Eliminate use of DLS zones</li> <li>Advocate for business fees to be waived (business license, dining decks, inspections, etc.)</li> <li>Refine best practices for the different types of operations on Main Street to ensure a high level of sanitation as businesses begin to reopen.</li> <li>Installation of additional sanitization stations in area.</li> <li>Enhance and increase number of signs directing towards public restrooms.</li> <li>Focus on business promotion versus special events</li> </ul>

## Recovery Phase Strategy

This phase focuses on increasing business to the area while not reinvigorating the virus. This phase will be the longest phase.

### Business Promotion versus Special Events

Main Street hosts several Special Events throughout the year. Due to the health emergency and uncertainty of regulations many are cancelling. The HPCA encourages the annual events that can take place, do take place. However, the HPCA is not supportive of adding additional events to the calendar. Many events include third party vendors selling wares and food. The HPCA would like all efforts to be placed on utilization of existing businesses to provide services for special events.