



SUMMIT COUNTY'S 2026 STRATEGIC OBJECTIVES & WORK PLAN

Summit County's Mission, Vision, and Values

VISION

Summit County is a vibrant and thriving community, renowned for its natural beauty, exceptional quality of life, and a strong, sustainable economy that supports a healthy, prosperous, and culturally diverse citizenry.

MISSION

We provide high-quality, equitable, and inclusive services that protect the health, safety, and welfare of the community, making Summit County the best place to live for current and future generations.

VALUES

Regional Collaboration: Work with our federal, state, municipal, and community partners to achieve mutually beneficial outcomes

Responsiveness: Take action in a timely manner, meeting the needs of our citizens

Preservation: Preserve our land, water, air, and culture

Leadership: Motivate others to collaboratively achieve mutual goals

County Council's Strategic Objectives

Growth Management & Regional Planning

The County will manage and mitigate the impacts of growth internally and through working with municipal and regional partners. Specifically, Summit County will:

- Discuss the desired growth and development patterns across jurisdictional borders
- Develop necessary programs and explore opportunities for working together
- Understand our impacts on each other
- Utilize growth and development tools to enhance quality of life with a focus on connection and coordination around the region's physical, natural, and economic environments and communities

Local Housing Choice

In 2026, Summit County will continue to assess ways to facilitate a diverse and thriving County evidenced by a wide variety of housing -both price and type that will result in the creation and retention of welcoming neighborhoods, which together make up the larger County.

Transportation & Traffic Congestion

The County will work closely and collaborate with federal, state, and local governments, as well as regional transportation service providers and community partners, to plan, program, and build a transportation system to reduce traffic congestion and provide robust transportation options that promote safe, reliable, and healthy transportation solutions.

Environmental Stewardship

The County will demonstrate leadership and set direction for plans, policies, partnerships, and initiatives to secure, protect, and conserve our water, land, and air quality for the present and future, as well as implement an internal organizational culture that supports environmental stewardship. This public health issue requires a collaborative, multidisciplinary, all-of government effort.

Summit County's 2026 Work Plan

County Council's Seven (7) Policy Priorities (that pertain to the above strategic objectives) are:

#1 - Updates to General Plans

Complete draft updates to the Snyderville Basin and Eastern Summit County General Plans based on additional community input following the "Our Summit" visioning initiative. Specifically in 2026, staff will prioritize work sessions and public hearings with the two Planning Commissions and the County Council with the goal of Plan adoption by year-end.

Strategic Objectives:

Growth Management & Regional Planning
Local Housing Choice
Transportation & Traffic Congestion
Environmental Stewardship

#2 - Housing

Cline Dahle Public-Private Partnership: Complete development and financial partnership agreement between Summit County and Columbus Pacific Development. Start on design details.

Housing Authority: Complete strategic plan and implement programs to increase housing affordability for community members, including:

- Incentives to build and deed restrict accessory dwelling units (ADUs)
- Utility allowance study
- Down-payment assistance feasibility study
- A pilot program to subsidize rents and/or HOA payments for those making approximately 55% AMI (i.e. teachers, first responders, and support staff)
- Other rental and buyer assistance programs

Long-term Planning: Align the County Council's goal of entitling 1,500 affordable housing units over the next ten (10) years (excluding the public-private partnerships in Kimball Junction and on Cline Dahle) with the State Housing Plan provisions as implemented by the Utah State Legislature.

Revisit the Council's 1,500 unit goal in a half-day workshop (quarter one of 2026) to refine, discuss creating an affordable housing overlay zone, and clarify the Housing Authority's role.

Short-Term Nightly Rentals: Continue enforcement program from 2025. Reconvene the internal working group established in 2024 to draft additional regulations utilizing data and information learned from the Azora enforcement software platform. Respond to any code changes adopted by the Utah State Legislature.

Strategic Objectives:

Growth Management & Regional Planning
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#3 - Regional Planning and Transportation

Kimball Junction: Advance the design of the Kimball Junction/I-80 interchange and the SR-224 pedestrian crossing project in coordination with the Utah Department of Transportation (UDOT) (construction is scheduled to begin in 2030).

Rural Planning Organization: Collaborate with Mountainlands Association of Governments (MAG), eastern Summit County municipalities, and regional partners on the Wasatch Back Rural Planning Organization (WBRPO) 2027 update, including establishing program objectives and performance metrics, developing projects, and delivering a public engagement process.

Transportation Planning: Reestablish the local Transportation Convening Group and participate in UDOT's 2034 Olympics Transportation Working Group to coordinate infrastructure and sustainability planning for the 2034 Winter Olympic Games and long-term regional needs.

Rail Trail: Remain engaged with the State of Utah regarding the Rail Trail and explore potential partnership or funding opportunities aligned with both the county and state's transportation priorities.

Strategic Objectives:

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#4 - Solid Waste Management

Solid Waste Action Plan: Complete and acquire Council approval of the action plan addendum to the 2018 Solid Waste Master Plan with updated waste reduction and diversion targets and strategies to increase the lifespan of the Three Mile Landfill by 10 additional years. Enhance public communications, engagement, and education through various online tools and story maps.

Enhance Recycling Options: Establish six remote recycling drop-off sites for cardboard, glass, and mixed recyclables in each area of the county (Snyderville Basin, Park City, North Summit, and South Summit) to increase recycling options for residents closer to their homes. Ensure continuity of services while Recycle Utah moves to a new location.

Recycle Utah (RU) Relocation: Work with Recycle Utah and Park City Municipal Corporation to move the Park City recycling center to the FJ Gillmor Lot 4. Help RU navigate the county's development and permitting processes for a smooth transition.

Strategic Objectives:

Growth Management & Regional Planning
Environmental Stewardship

#5 - Lands and Natural Resources Management

Ure Ranch: Approve conservation easements for recreation area, the homestead, wetlands, and south and south-east meadows (in quarter one). Hold work session with Council on programming agricultural and recreation spaces (April). Hold public meetings and finalize trails, recreational, and management plans (done by September).

910 Ranch: Close on property and complete steps to close out the Forest Legacy Grant. Initiate stakeholder meetings to help finalize management plan. Start construction of parking area, including completing all community development and permitting processes. Once parking area is built, pilot parking fee program.

Weber Watershed Project: Complete NEPA process (June) and start on-the-ground wildfire mitigation treatments and forest health projects (July) as part of the five-year plan with the U.S. Forest service. Continue to work on acquiring additional grants for wildfire mitigation treatments.

County Lands Program Development: Enhance communication efforts regarding conservation easements on county acquisitions, emphasizing public access, funding sources, and the benefits and value of these lands. Participate in discussions regarding planning for Cline Dahle, Dakota Pacific Real Estate Development Public-Private Partnership, and Snyderville Basin Cemetery District. Strengthen department structure and vision.

Strategic Objectives:

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#6 - Senior Citizens Services

Deed-Restricted Senior Housing: Work with the Housing Authority to evaluate opportunities to develop deed-restricted housing for seniors that allows them to downsize while offering amenities such as proximity to medical facilities and walkable access to essential services.

Strategic Planning: Hire consultant to complete a strategic plan for the seniors program, including level of program expansion, public investment, and the feasibility of establishing a Continuing Care Retirement Community (CCRC) within the county. The purpose of this plan is to inform the Council's policy direction and budgeting for senior citizen services.

Collaboration on New Senior Center in Park City: Continue to partner with Park City Municipal Corporation to plan a new senior center in Park City that meets the needs of the local senior population. Engage seniors in this process.

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#7 - Public-Private Partnerships and County Facilities

Kimball Junction: Begin implementation of the Dakota Pacific Real Estate (DPRE) Public-Private Partnership project: execute venture agreement, complete Housing and Transit Reinvestment Zone (HTRZ), demolish the Sheldon Richins county services building, complete schematic design of the parking garage, and process applications received from DPRE.

Complete tenant improvements to the county's landmark facility in Kimball Junction (former Skullcandy headquarters building), occupy the building, and open it to the public.

Cline Dahle: Support progress on the public-private partnership with Columbus Pacific Development, ensuring integration of components with the county's broader housing and economic strategies.

Facilities Master Plan: Implement Phase One of the facilities master plan from 2025 with a specific focus on improvements and systems upgrades to the County Courthouse.

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Department-Driven Work that May Require Council Input

County Administration

- State legislative session and Summit County's legislative working group
- Federal lobbying
- Peak Performance Initiative
- Childcare Initiatives
- Employee engagement initiatives
- Capital projects: Skullcandy tenant improvements, floor 2 of Skullcandy building, demolition of Sheldon Richins building, public-private partnerships with DPRE and Columbus Pacific, tenant improvements to the former Mountain Regional Water building, implementation of Phase One of the Facilities Master Plan
- Help HR pilot new merit pay and performance evaluation systems
- Continue to facilitate working group for the Solid Waste Action Plan addendum

Animal Control

- Update Animal Control Code (noise ordinance and kennel permit)
- Collaborate with Communications and Public Engagement Department on a communications and education campaign that differentiates animal control from a rescue, educates the public on enforcement, and improves public relations
- Continue working with contracted animal behaviorist to rehabilitate animals that come into the shelter as a means to reduce euthanasia rates and to keep staff safe by identifying aggressive behaviors in animals

Communications and Public Engagement

Support communications and public engagement around Council directives, departmental initiatives, and crisis response management

Community Development Department

Planning Projects

- Canyons Village
- Park City Outlets ("Junction Commons") Redevelopment
- Utah Olympic Park
- FJ Gillmor Subdivision
- DPRE/County/HVT Public Private Partnership
- Support and work hand-in-hand with the Summit County Housing Authority and Economic Development Departments on affordable and workforce housing initiatives
- Respond to applications and legislative changes at the state level
- Assist Recycle Utah with the Conditional Use Permit (CUP) and Master Planned Development (MPD) processes for their application on FJ Gillmor Lot 4

Community Development Department (cont'd)

Development Code Amendments:

- Affordable Housing overlay
 - Create new zones
 - Transportation study requirements
 - Accessory building revisions
 - Ridgeline development
 - Architectural design guidelines
 - Height
 - Use tables and definitions
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County Fair & Special Events

- Plan for and put on the 2026 County Fair with an eye to sustainability, such as food waste and bike valet. Also work to improve the rodeo (i.e. theme nights) and increase revenues, increase participation in the home arts program, and improve communications about fair schedule and offerings
 - Work to acquire grants to fund safety improvements to the County fairgrounds
 - Revise event and film permitting applications
 - Manage the USU Extension contract
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Economic Development & Housing

- Amend the Moderate Income Housing Plans as necessary for the Snyderville Basin and Eastern Summit County planning districts to remain compliant with Utah Code
 - Update the “Fee in Lieu” provisions within the Summit County Code
 - Work with the Summit County Housing Authority and other non-profit housing development partners to provide housing services benefitting low-and moderate-income residents
 - Complete the development of a Housing Dashboard and GIS Land Prioritization tool
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Emergency Management & Wildland Fire

- Work with Park City Municipal Corporation on the next iteration of Summit County’s Pre-Disaster Hazard Mitigation Plan (due 2027)
 - Transition to being imbedded with Park City Fire District and the Summit County Sheriff’s Office
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Facilities Department

- Implement Phase One of the facilities master plan
 - Complete budgeted projects for all county facilities
 - Right-size county fleet
 - Assist with all the capital projects and office moves in 2026
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Finance Department

- Deploy and implement new financial accounting and payroll technology system
- Annual Financial Audit
- Prepare 2027 budget
- Prepare 5-year capital improvement plan, utilizing updated facilities study
- Bill and collect annual assessments for appropriate assessment districts
- Assist Administration with ongoing Peak Performance Initiative
- Hire and onboard new grants coordinator

Health Department

Public Health

- Build new department-wide Strategic Plan (2026-30)
- Recognition by the Public Health Accreditation Board
- Develop Targeted Case Management/Wise Woman/Pre-School Development Grant (0-8 Programs)
- Increased focus on cancer awareness/screening in Women's Health programming
- Navigate uncertainties in federal funding, vaccine policies, and the increased presence of preventable childhood diseases

Behavioral Health

- Establish a Stabilization & Mobile Response Team for kids
- Establish a transitional housing framework for individuals participating in recovery court or with a behavioral health diagnosis
- Expand youth prevention coalitions in the North Summit and Park City school districts to enhance prevention efforts
- Develop a new suicide prevention strategic plan to include postvention for all tiers of response.
- Complete updates to the Summit County Mental Wellness Strategic Plan

Sustainability

- Adopt resolution updating the county's sustainability and climate change action goals
- Continue participation in Utah Renewable Communities to advance community wide renewable energy goal. Contemplate approving ordinance following Public Service Commission program approval which would officially adopt the community renewable energy program for Summit County
- Support local businesses taking sustainability actions through implementation of the Green Business Program and align program with updated Summit County Sustainability and Climate Change action goals
- Integrate sustainable design and construction best practices into capital improvement projects and review of development applications
- Other: Continue Climate Change and Public Health Speaker Series; Support efforts to increase diversion and improve recycling rates in the county's solid waste management program; and continue to support the General Plans updates efforts

Heritage & Arts

History

- Assist with completing histories of Ure Ranch and 910 Ranch including oral history interviews with owners. Assist with possible history-related programming.
- Work on plans to secure a new site for the Summit County Museum

Library

- Prepare to move and then move the Kimball Junction branch to the former Skullcandy building once renovations are completed
- Expand educational and social opportunities for children, teens, and adults through library programming, including partnering with the seniors director to provide routine skills development courses for seniors, specifically in technology and cyber security, among others

Public Art

- Complete RFP and installation of public art benches at the Justice Center as part of the Sheriff and Attorney's offices expansion
- Plan public art installations for the new landmark facility in Kimball Junction

Human Resources/Personnel

- Advance recommendations from subcommittees to the Compensation Committee based on direction given in the Compensation Committee's 2024 report. Specifically in 2026, this includes rollout of the new PTO policy and piloting the new merit pay and performance evaluation systems
- Continue to support a benefits program to retain personnel to accomplish the work plan
- Training of employees on numerous areas for successful working operations
- Onboard new FTE budgeted in 2026

Information Technology

- Improve online transactions with public and internally
 - Asset management system
 - Keep working cybersecurity plans utilizing tools provided with grants
 - Reduce technical debt by more training on current technology contracts
 - Implement Tyler Enterprise system
 - Support new facilities
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Lands & Natural Resources

- Create internal multi-departmental Summit County working group to better understand how water is used in county operations, where it comes from, how usage compares to water rights inventory, and make a plan for future use and change applications
 - County lands uses policy with Attorney's Office (allowable commercial uses on county lands that would require permits and/or leases) and create fee schedule
 - Work with budget committee to implement staffing plan in future county budgets. Once staff are on board, start implementation of Phase One of the recreation plans on the Ure Ranch and 910 Ranch (must be done in 2027)
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Public Works Department

- Acquire certificate of occupancy for the expansion building to the Justice Center and move in Sheriff's Office and Attorney's Office in February 2026
- Start remodel of the old Sheriff's Office at the Justice Center to be completed in September 2026

Engineering and Roads Department

Projects that include interdisciplinary collaboration and coordination with Transportation Planning Division, Engineering, and Roads:

- Old Ranch Road Trail and Road reconstruction
- SR-32 trail in South Summit
- Work with UDOT on improvement to Silver Summit/US-40 interchange
- Bridge infrastructure and maintenance

Solid Waste Management

- Continue and expand diversion projects at both landfills
- Implement remote recycling drop-off sites and hire new landfill spotter

Stormwater

- Education and outreach
- Permitting

Weeds

- Expand community weeds tours
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Senior Citizens Program

- Complete strategic plan
 - Implement fourth congregate meal at the Park City Senior Center
 - Add a second county-sponsored monthly activity at each of the three senior centers
 - Partner with the library to provide routine seniors skills development courses, specifically in technology and cyber security, among others
 - Onboard budgeted driver to transport seniors to activities
 - Continue to seek grants and other funding opportunities for enhanced programming for seniors
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Transportation Planning

- Manage the vanpool program
- Finalize the Transportation Sales Tax (TST) policy update, select regionally significant projects for 2026, and determine project status for completion or reallocation of funds
- Support the High Valley Transit (HVT) design and construction of the SR-224 Bus Rapid Transit (BRT)
- Operate and expand the Summit Bike Share program
- Complete the Active Transportation Plan update and begin implementation of action items
- Construct the SR-32 trail segments between Oakley and Kamas and between Kamas and Francis
- Identify priority projects and coordinate with state and local partners to support development of the Utah Trails Network, including:
 - Parley's Trail
 - Highland Drive Tunnel
 - Millennium Trail
 - Phoston Spur
 - SR-32 Trail
 - SR-248 Trail
- Complete the US-40 Corridor Study to increase mobility, connectivity, and resilience between Summit and Wasatch counties
- Complete the SR-32 Corridor and City Centers plan to development a wholistic transportation and land use vision to increase quality of life in south Summit County