



**PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
September 21, 2023**

The Council of Park City, Utah, will hold a special meeting in person at the Park City Library at 1255 Park Avenue, Park City, Utah 84060. Meetings will also be available online with options to listen, watch, or participate virtually. [Click here](#) for more information.

SEMI-ANNUAL STRATEGIC PLANNING RETREAT - 9:00 a.m.

I. ROLL CALL

II. PUBLIC INPUT (ANY MATTER OF CITY BUSINESS NOT SCHEDULED ON THE AGENDA)

III. 9:15 a.m. - STRATEGIC OBJECTIVES PRIORITIZATION EXERCISE & UPDATE

1. Review Previous and Current Council Survey Results
[Strategic Objectives Review and Update](#)
[Exhibit A: Strategic Objectives Survey Report](#)
[Exhibit B: Strategic Objectives Survey Results](#)

IV. 9:45 a.m. - LONG-RANGE PLANNING INITIATIVES

1. Park City's General Plan
[General Plan Staff Report](#)
[Exhibit A: Draft General Plan Request for Proposals](#)
2. Potential Historic Park City Area Plan
[Potential Historic Park City Area Plan Staff Report](#)
[Exhibit A: Task Force on Downtown Enhancements Staff Report](#)
[Exhibit B: 2002 Old Town Improvement Study I \(OTIS I\)](#)
[Exhibit C: 2011 Historic Park City Improvement Plan](#)
[Exhibit D: 2011 OTIS Updates and Re-Evaluation Study \(OTIS II\)](#)
[Exhibit E: 2012 Historic Park City Improvement Plan Presentation](#)
[Exhibit F: 2016 Downtown Parking Study Implementation Plan](#)
[Exhibit G: Potential Historic Park City Area Plan Presentation](#)
3. Rocky Mountain Power Infrastructure
[RMP Infrastructure Staff Report](#)
[Exhibit A: RMP Infrastructure Presentation](#)
4. Public Input on Long-Range Planning Initiatives

V. 12:45 p.m. - WORKING LUNCH - LEADERSHIP PARK CITY CLASS PROJECT - "LET'S TALK"
A majority of the Summit County Council may be in attendance.

VI. 2:00 p.m. - BREAK

VII. 2:15 p.m. - MAYOR'S TRANSPORTATION INITIATIVES

1. Winter Peak Traffic Mitigation Efforts Update
[Winter Peak Traffic Update](#)
2. Regional Transportation Convening and Emerging Disruptors Committee Updates
[Transportation Initiatives Staff Report](#)
[Exhibit A: Initial Emerging Disruptors Topics](#)
[Exhibit B: Dedicated Bus Lanes/High Occupancy Vehicle Lanes](#)
[Exhibit C: One-way Loop](#)
[Exhibit D: Urban Aerial Gondola](#)
[Exhibit E: Passenger Rail](#)
[Exhibit F: Salt Lake City International Airport Connections](#)
[Exhibit G: Arterial Reversible Flex Lane](#)
3. Gordo Property Feasibility
[Gordo Property Feasibility Presentation](#)
[Exhibit A: Gordo Land Use History and Environmental Update](#)
4. Public Input on Mayor's Transportation Initiatives

VIII. CONSENT AGENDA

1. Request to Approve Park City's "For Argument" for the \$30 Million General Obligation Bond on the November 21, 2023 General Municipal Election Ballot
[General Obligation Bond City Pro Statement Staff Report](#)

IX. CLOSED SESSION

The Council may consider a motion to enter into a closed session for specific purposes allowed under the Open and Public Meetings Act (Utah Code § 52-4-205), including to discuss the purchase, exchange, lease, or sale of real property; litigation; the character, competence, or fitness of an individual; for attorney-client communications (Utah Code section 78B-1-137); or any other lawful purpose.

X. ADJOURNMENT

A majority of City Council members may meet socially after the meeting. If so, the location will be announced by the Mayor. City business will not be conducted. Pursuant to the Americans with Disabilities Act, individuals needing special accommodations during the meeting should notify the City Recorder at 435-615-5007 at least 24 hours prior to the meeting.

***Parking is available at no charge for Council meeting attendees who park in the China Bridge parking structure.**

Council Agenda Item Report

Meeting Date: September 21, 2023

Submitted by: Michelle Kellogg

Submitting Department: Budget, Debt & Grants

Item Type: Information

Agenda Section: 9:15 a.m. - STRATEGIC OBJECTIVES
PRIORITIZATION EXERCISE & UPDATE

Subject:

Review Previous and Current Council Survey Results

Suggested Action:

Attachments:

[Strategic Objectives Review and Update](#)

[Exhibit A: Strategic Objectives Survey Report](#)

[Exhibit B: Strategic Objectives Survey Results](#)

Topic: 2023 Strategic Objectives Prioritization Exercise and Updates
Author: Jed Briggs
Purpose: Review progress and update City Council Retreat Strategic Objectives Exercise
Stakeholders: Park City Council, community, and Staff

Introduction / Issue Summary:

Last year, at the Annual Council Retreat, Council members completed a survey to help prioritize some of the many important issues facing Park City. Topical areas were referred to as *Strategic Objectives* and helped the organization and its teams and departments differentiate between sometimes competing initiatives based on importance. By clarifying between competing goals and objectives, the City is able to deprioritize certain initiatives and elevate the focus and resources dedicated to others.

Another goal was to facilitate a deeper and more meaningful public policy debate. The survey questions were intentionally developed by departmental managers with often conflicting community input. In addition, the survey assumed that Park City would always prioritize and continue to provide exemplary community services in health, safety, and welfare without disruption. The City provides many of the community's essential services— public safety, public works, water, and more. These types of public services remain a priority for Park City and are intentionally not represented because our commitment is not being debated.

Given the previous prioritization survey's effectiveness and the progress made, we will resend a new survey to help you reevaluate priorities and consider new and sometimes competing initiatives.

We are pleased to share several highlights from the past year that were prioritized at your past Retreat. These include, but are not limited to:

- **Affordable Housing:** Homestake P3, Regional Housing Authority discussions, the reorganization of the Affordable Housing Fund, and more;
- **Transportation:** Regional Transportation Convening, grant funding awards, Emerging Disruptors Committee, Long-Range Transportation Master Plan adoption, and more;
- **Environment:** Cash for Grass program, zero-waste contract, Homestake soil remediation, enhanced wildfire mitigation, adjusted water conservation rates, hedging natural gas consumption, and more;
- **DEI/Social Equity:** Increased budget for a Senior Center P3, \$1M budgeted for qualifying childcare subsidy program, Social Equity Committee relaunched, improved Municipal Equality Index, and more;
- **Balancing Resort Economy with Community:** Construction mitigation efforts, enhanced special event and peak period mitigation, a new Neighborhood's First Program, Citywide lower speed limits and enforcement and education, legislative efforts, and more;
- **Recreation:** Funded a new City Park Building and PC MARC pools, Recreation General Obligation Bond, Pickleball Pilot Program, Rail Trail Master Plan, elevated services at neighborhood trailheads, and more; and
- **Organizational Infrastructure:** Regional Utah Olympic Committee meetings and survey, rebid health insurance (\$500k in annual savings), overhauled City's procurement policies, hired new City attorneys and first-ever Procurement Manager, and more.

Although there are so many accomplishments and too many to list, an important consideration is that many of the initiatives since the last prioritization exercise are still underway and requiring organizational resources and attention. Adding new policies, programs, or initiatives may require additional resources.

Recap of Previous Survey:

Council was asked to score each Strategic Objective from most important to least important. Often, many Strategic Objectives conflict with one another while others complement. Strategic Objectives typically compete for organizational resources, such as money, labor, time, focus, stakeholder partnerships, and more.

The Strategic Objectives Report summarizes the previous survey results. Strategic Objectives that scored above three could be considered priorities to pursue. Strategic Objectives scoring lower than three were not pursued in most cases.

In order to summarize our progress, we added a third column to represent a cost estimate for each Strategic Objective, and a Notes Column provides progress updates.

Conclusion:

The survey exercise aims to continue to assist City Council in defining and prioritizing municipal teams and departments and create a transparent venue to discuss sometimes competing public policies, programs, and initiatives. Over the next year, we will continue to use the survey and ensuing Council discussions to help shape the allocation of organizational resources and develop and scrutinize budget requests in preparation for the FY25 budget process.

We will send out a link to the new survey in a few days.

Housing

Rank	Strategic Objective	Score	Cost Est.	Dept(s)	Status	Notes
1	Develop and construct affordable housing by incentivizing the private sector or via public-private partnerships.	4.83	\$	Housing	In progress	Homestake P3, Mine Bench RFP, Clark Ranch land survey contract, comprehensive reorganization of affordable housing budget to better support P3 strategy, and continued Senior P3 project scoping.
2	Create a regional authority within three years and deprioritize the City-centric approach. Look to build first within City but explore opportunities outside of 84060	4	\$0	Housing	In progress	Initiated Regional housing authority discussions with Summit County, procured Consultant, and convened Task Force.
3	Strive to retain at least 15% of Park City's workforce housing within city limits.	4	\$	Housing	In progress	Still working toward this goal. Recent deliverables include Homestake P3 (89 units) and Film Studio rezone (185 units). Other projects being contemplated include Woodside/Senior P3, HOPA, Clark Ranch, and Mine Bench.
4	Create a new funding source dedicated to creating more affordable housing.	3.5	\$\$\$	Housing, Budget	In progress	Discussed with Council, and focus remains to use/allocate existing funding prior to additional consideration.
5	Increase density and height and reduce parking requirements in the LMC to increase affordable housing development.	3.5	\$0	Housing	In progress	Using Lisa Wise Consultancy to review and recommend LMC changes.
6	Park City should fund an affordable housing buy-down program to retain existing housing stock instead of focusing on new affordable development	2.5	\$\$\$	Housing	Not pursuing	Minimal resources spent on this. Yet PCMC initiated the Lite-Deed Pilot Program and closed on 4 properties to secure year-round residency and local workforce requirements.
7	Park City should develop and construct its own affordable housing projects within City limits	2.5	\$\$\$\$\$	Housing	Not pursuing	Not pursuing due to low prioritization. Projects under consideration are P3's.

Transportation

Rank	Strategic Objective	Score	Cost Est.	Dept(s)	Status	Notes
1	Establish a regional transportation task force (city/county, resorts, chamber, etc.) to identify collaborative solutions and financial partnerships.	4.5	\$0	Transportation	In progress	The mayor launched a Regional Transportation Convening. Meetings ongoing. Progress report will be presented to Council at the Semi-Annual Retreat.
2	Pursue new/additional funding sources to pay for increased transit service and maintain transportation fund balance for capital projects.	4.33	\$\$\$\$\$	Transportation, Budget	In progress	Researching the Transportation Utility Fee and continuing to pursue grants to pay for capital projects. A \$7.4M grant was recently secured for bus shelter improvements, Federal operating grants increased by \$3M/year, and \$1.8M in SR-248 (COG) money was secured. In discussion with resorts to collaborate on winter transit service.
3	Pursue innovative transportation solutions, (e.g., one-way traffic flow concept, from Bonanza/Kearns/Park Ave/DVD, to accommodate transit and BRT lanes, expand sidewalks, and create bike lanes).	3.5	\$\$\$\$\$	Transportation	In progress	The Mayor appointed an Emerging Disruptors Committee. Meetings ongoing and progress report will be presented to Council at the Semi-Annual Retreat.
4	Create a regional traffic 5-year plan – intercept lots (park & rides), expand microtransit, and increase regional services.	3.5	\$\$\$\$\$	Transportation	In progress	Park City Council adopted the Long-Range Transportation Master Plan, or Park City Forward, in September 2022, and the Short-Range Transit Plan in April 2023. PCMC is participating in the newly established Regional Planning Organization (RPO) for the Wasatch Back specifically focused on transportation. The Mayor’s Regional Convening Group will produce a high-level regional transportation solutions overview incorporating existing plans from PCMC, Summit County, Wasatch County and High Valley Transit.

5	Pursue ownership and operations of SR-248 corridor.	3.17	\$\$\$\$\$	Transportation	In progress	Initiating an SR-248 Corridor Improvement Plan (property acquisition, collaborating with PCSD, UDOT, and Summit County, Gordo site feasibility, etc.).
6	Park City should build public parking within City limits, and shuttle locations as close to in-town destinations as possible	2.83	\$\$\$	Transportation	Not pursuing	Not pursuing this strategy due to prioritization.
7	Keep transportation operation expenses within existing revenue resources	2.83	\$0	Transportation	Not pursuing	The City will continue to fund transportation expenses within existing resources, but aggressively pursue additional revenues, as noted in our efforts to secure capital and operating grants. In FY23, we used fund balance to pay for the Microtransit Pilot Program and Richardson Flat transit service. Long term, these initiatives require sustainable funding sources or a reprioritization of transit routes.
8	Park City should forego capital solutions and focus on temporary and operational solutions to mitigate peak day traffic and congestion	2.17	\$0	Transportation	Not pursuing	The City was able to continue its focus on long-term capital solutions for transportation issues and also heavily invest in a comprehensive Peak Day Operations Program.

Environment

Rank	Strategic Objective	Score	Cost Est.	Dept(s)	Status	Notes
1	Create an aggressive cash for grass (landscape incentives/rebates) water conservation program.	4.33	\$	Public Utilities	Complete	Council adopted the 2023 Landscape Incentive Program in May during the FY24 Budget process.
2	Focus more time and resources on zero-waste initiatives.	4.17	\$	Environmental Sustainability	In progress	Working on a long-term plan for Main Street waste and recycling prior to developing regulations to require businesses and multifamily facilities to recycle.
3	Remediate contaminated soils through an evaluation of site-specific characteristics and engage in the appropriate regulatory mechanisms.	3.83	\$\$	Environmental Regulatory	In progress	Several successful initiatives; Homestake soil remediation, Gordo site characterization, , and the Mayor's 2023 Soils Round Table recommendations in process.
4	Enhance wildfire mitigation efforts.	3.33	\$\$	Trails O&M	In progress	\$100k added in FY23 for Defensible Space and Wildfire Mitigation work. Returning to Council on October 5 th for update and policy discussion.
5	Create a regional recycling facility with partners.	3.33	\$\$	Environmental Sustainability	In progress	Continued collaboration with Summit County and Recycle Utah.
6	Adjust water rates to promote water conservation, focusing on non-residential.	3.17	\$0	Public Utilities	Complete	Council adopted a comprehensive overhaul of PCMC water rates to enhance conservation as part of the FY24 Budget.
7	Park City should export Beville-excluded soils under environmental permitting to locations outside City limits	3.17	\$\$\$	Environmental Regulatory	In progress	(Same as 3. above) Several successful initiatives; Gordo site characterization, Revised Soil Cover Ordinance, and the Mayor's 2023 Soils Round Table recommendations in process
8	Incentivize energy efficient and net zero construction in private development (residential and commercial) through outside funding sources.	2.83	\$0	Environmental Sustainability	In progress	Not pursuing this strategy due to prioritization.

DEI – Social Equity

Rank	Strategic Objective	Score	Cost Est.	Dept(s)	Status	Notes
1	Create a new Senior Citizens Center within City limits.	4.5	\$\$\$	Executive, Housing	In progress	Increased budget commitment to \$3.5M in FY24. Scope and design process for P3 underway.
2	Create a Multicultural Committee.	3.67	\$0	Executive	In progress	Mayor and staff are engaging with other municipalities to learn best practices. A draft structure has been created with a plan to discuss with Council at the beginning of the new year.
3	Renovate and repurpose the Miner's Library/Hospital.	3.5	\$\$	Executive	Not yet started	TBD
4	Hire a DEI Manager to provide organizational and community leadership.	3.33	\$	Executive	Not currently pursuing	In lieu of hiring an FTE to manage this work, the internal Social Equity Committee has been relaunched and meets monthly to further our internal equity work. The committee will report on activities and progress in an upcoming Council meeting.
5	Create a childcare/daycare public subsidy program.	3.33	\$	Executive	In progress	Budgeted \$1M for a needs-based childcare subsidy pilot program in FY24. Program details and administration underway. Also created year-round childcare facility at the PC Library to enhance the number of spaces for PCMC and qualifying families.

Balancing Resort Economy with Community

Rank	Strategic Objective	Score	Cost Est.	Dept(s)	Status	Notes
1	Create a “Major” development strategy – utilize public resources and non-planning staff to facilitate major project collaboration to achieve broader solutions/outcomes.	4	\$\$	Executive	Not yet started	TBD
2	Increase construction mitigation requirements prior to approvals.	3.83	\$0	Building	In progress	Construction Mitigation discussed at the Jan 12, 2023, Council meeting. Held meetings with stakeholders, including residents and contractors, and will return to Council this fall with a progress report.
3	Expand administrative review of low-impact matters such as plat amendments and conditional use approvals.	3.83	\$0	Planning	Not yet started	TBD
4	Maintain application process and public hearing before boards, commissions, and City Council.	3.67	\$0	Planning	In progress	TBD
5	Reduce City’s role in attracting tourism, economic development, and events - refocus to regulation and local mitigation.	3.17	\$0	Executive	In progress	Special event and peak period mitigation efforts enhanced and consolidated, created Neighborhood’s First Program, lowered City speed limits, enhanced signage and PD enforcement, and partnered with the Chamber on their sustainable tourism plan.
6	Promote events, economic development, and attracting tourism consistent with General plan; and utilize economic development tools (RDAs, PIDs, etc.)	2.5	\$0	Executive	Not currently pursuing	n/a
7	Limit development strategy to planning regulation only, remove LMC exceptions or performance zoning incentives, and limit new development to existing property rights	2.5	\$0	Planning	Not currently pursuing	n/a

Recreation

Rank	Strategic Objective	Score	Cost Est.	Dept(s)	Status	Notes
1	Renovate the building in City Park to create another community building/asset.	4.5	\$\$\$	Recreation	In progress	Council budgeted in FY24 CIP, design process is in progress.
2	Renovate the MARC's aquatic infrastructure.	4.33	\$\$\$	Recreation	In progress	Council budgeted in FY24 CIP, design process is in progress.
3	Expand the PC Sport Complex (Quinn's) – pickleball, etc.	3.5	\$\$\$	Recreation	In progress	Council approved a 2023 GO Bond initiative. Voting will take place in November.
4	Park City should expand the MARC facility (pickleball, fitness, etc.)	2.8	\$\$\$	Recreation	In progress	Council approved a 2023 GO Bond initiative. Voting will take place in November. A pickleball pilot program was also conducted winter 2022/23 at the PC MARC.
5	Park City should increase discounted recreation services for PC residents	2.67	\$	Recreation	In progress	The City continues to discount services to PC residents, such as affordable PC day camp and early registration, childcare preferences, PCMC employee discounts, and lower rates at PC Golf, MARC, and Ice.

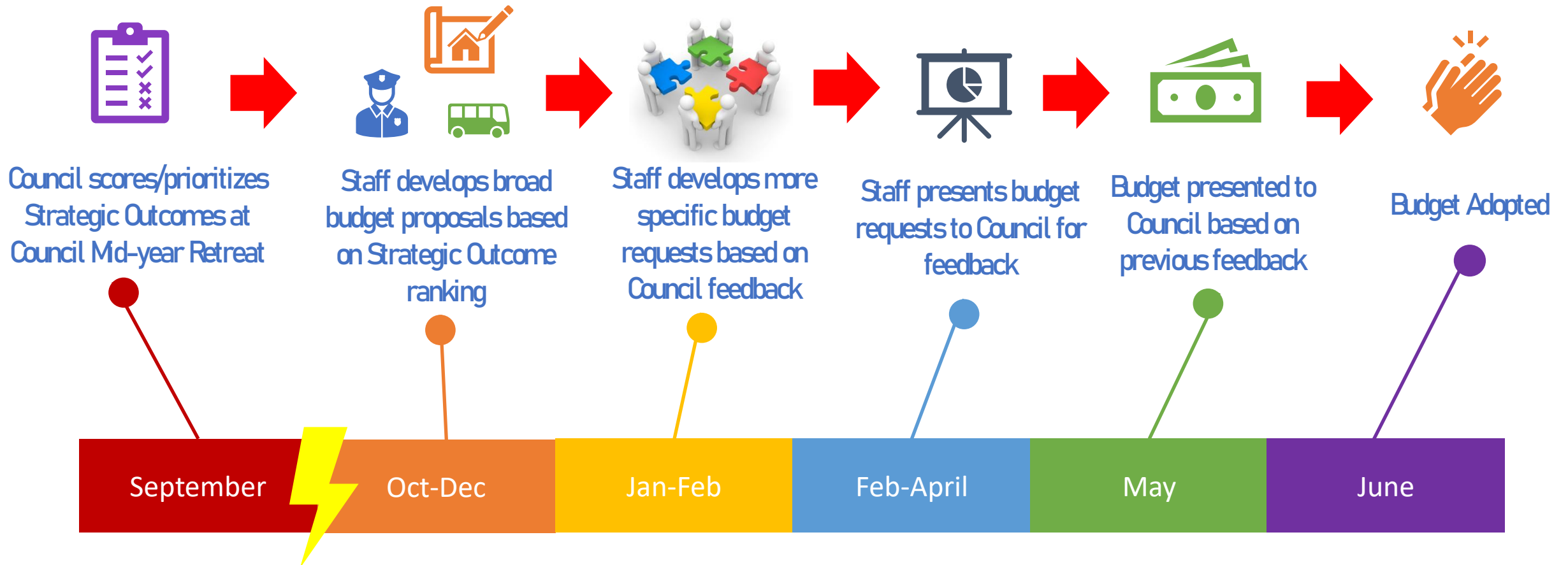
Organizational Infrastructure

Rank	Strategic Objective	Score	Cost Est.	Dept(s)	Status	Notes
1	Refocus energy and resources to create a pre-Olympic infrastructure plan.	4	\$	Executive, Budget	In progress	Held two meetings with Utah Olympic Committee and Summit County to provide community updates and information. Procured Mountain Mediation to conduct an Olympic Community Survey. The Mayor's Regional Transportation Convening Group is looking at the Olympics as a catalyst to further our regional transportation goals.
2	Seek cost-offsetting projects – privatize and regionalize services when possible	3.83	\$0	Executive, Budget	In progress	Rebid PCMC's health insurance to return \$500K in annual savings. Exploring a Regional Housing Authority with Summit County.
3	Create and/or bolster resources to improve procurement administration.	3.5	\$	Executive, Budget	Complete	A comprehensive overhaul of PCMC's procurement policies and administration and hired the City's first Procurement Manager.
4	Park City should refocus energy and resources back to “traditional” roles of local government – public health, safety, and welfare	2.67	\$0	Executive	Not pursuing	The City will continue to focus on the most pressing needs of the community through a dynamic and responsive approach.
5	Park City should create a Budget/Finance community task force to oversee administration	2.17	\$0	Executive, Budget	Not pursuing	Not pursuing this strategy due to prioritization.

FY24 Strategic Objective Survey Results



Strategic Budgeting Timeline



Strategic Impact Areas

Housing

Equity

Transportation

Environment

Organizational
Infrastructure

Resort
Economy
Balance

Recreation

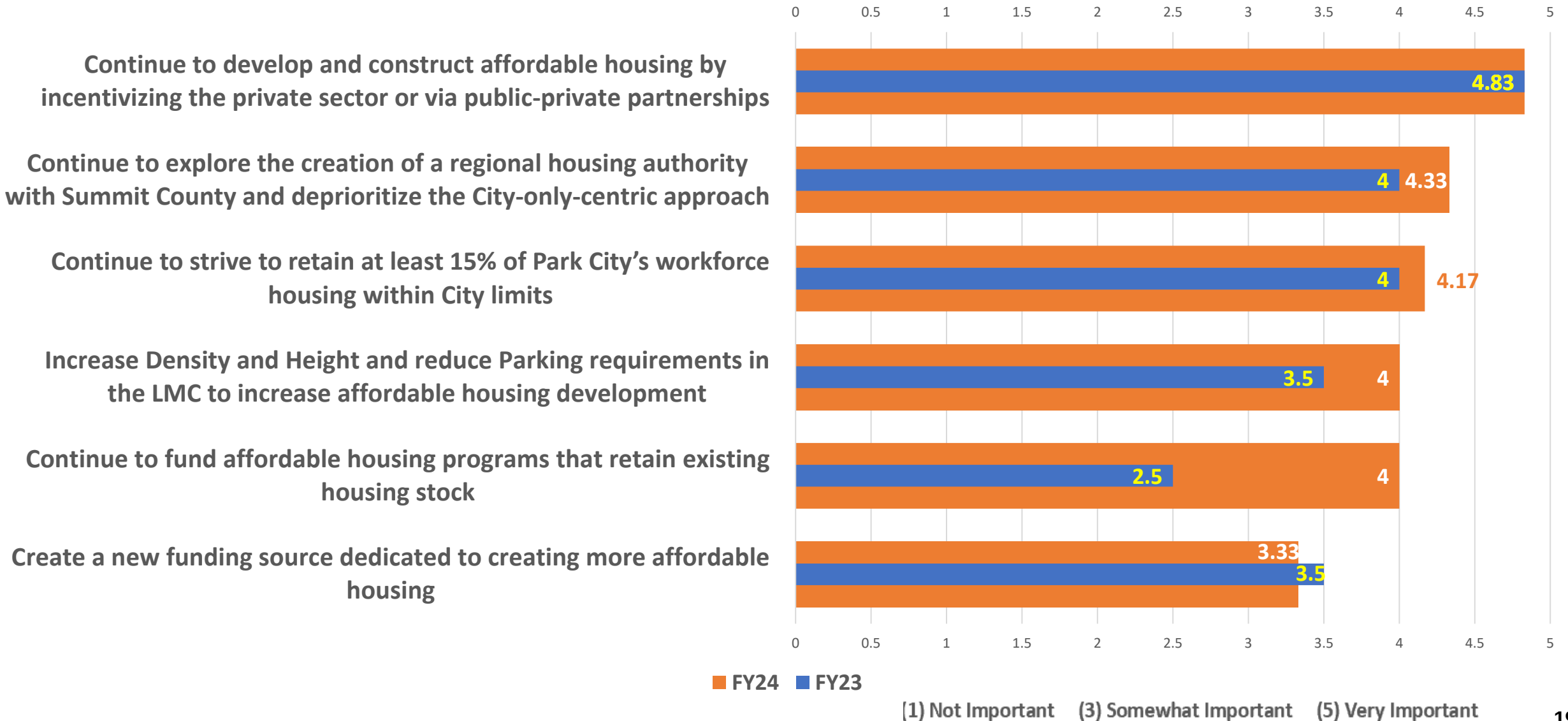
Strategic Objective Prioritization Exercise

1. Collaborate on collective future or path forward
2. Initiate critical conversation
3. Understand better where Council is at on key topics
4. Help staff to better allocate resources (time, money, etc.)
5. Use data to inform budget process

Strategic Objectives

1. Focus on key areas, not comprehensive
2. Competing interests (money, labor, time, stakeholders, etc.)
3. Some intentionally conflict with another, while others may complement each other

Housing

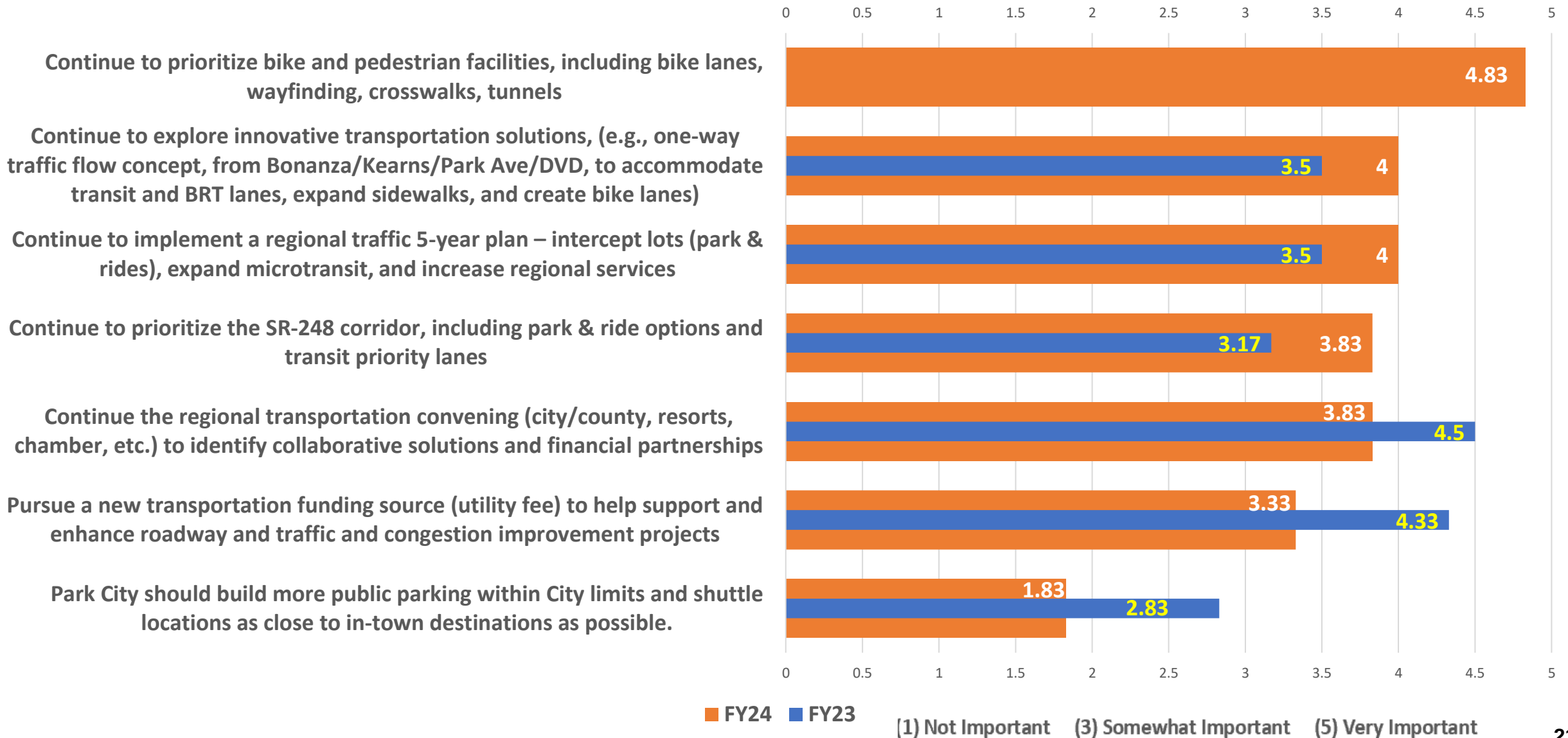


Housing

Other Ideas

- Find ways to increase the proportion of the housing stock that is affordable, versus a sole focus on development (lease to locals, rental vouchers, etc.)
- Update the housing goal based on our last housing study and whether we believe that our goal should only be 15% of workforce.
- City benefit for rental assistance

Transportation

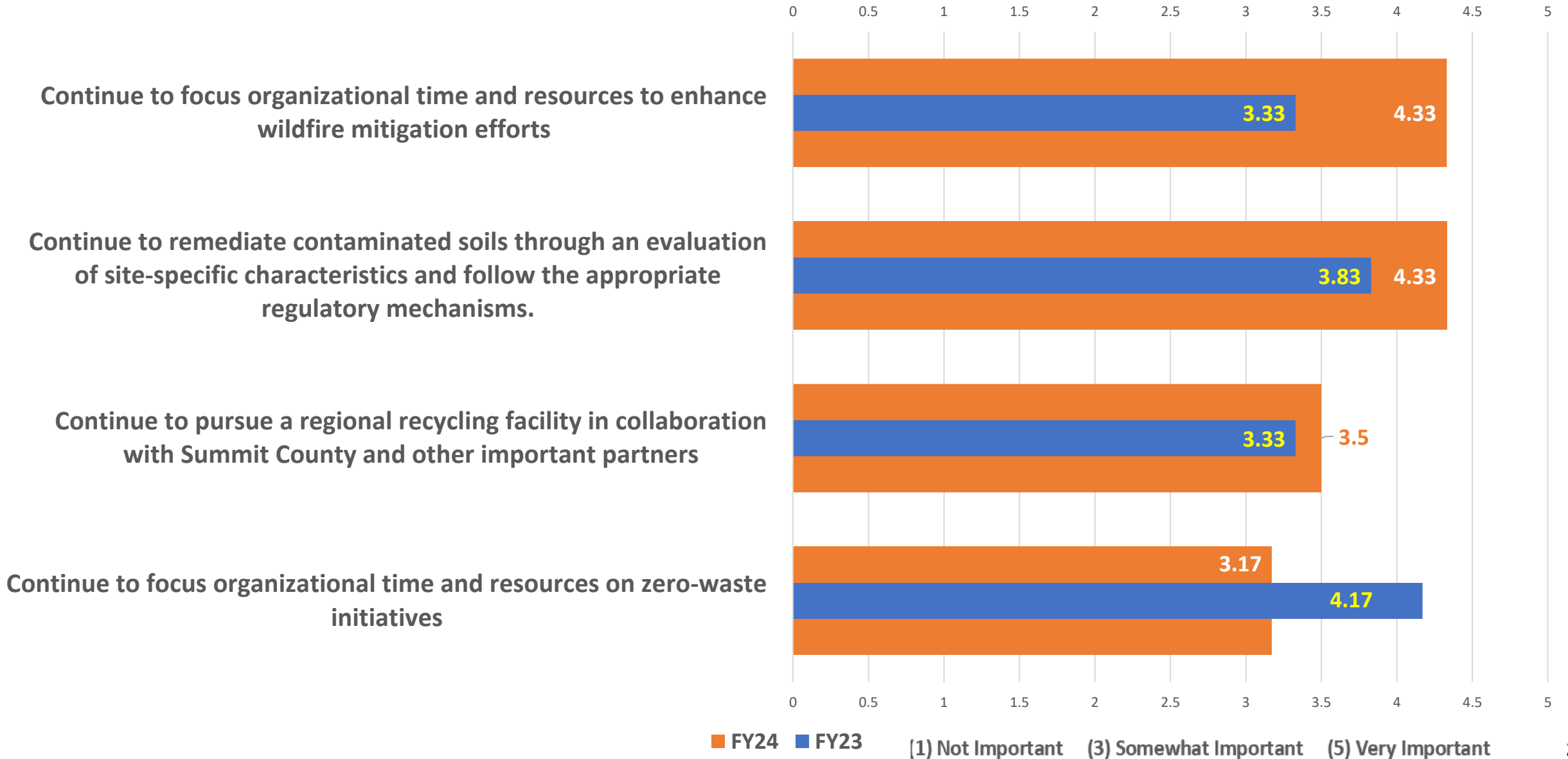


Transportation

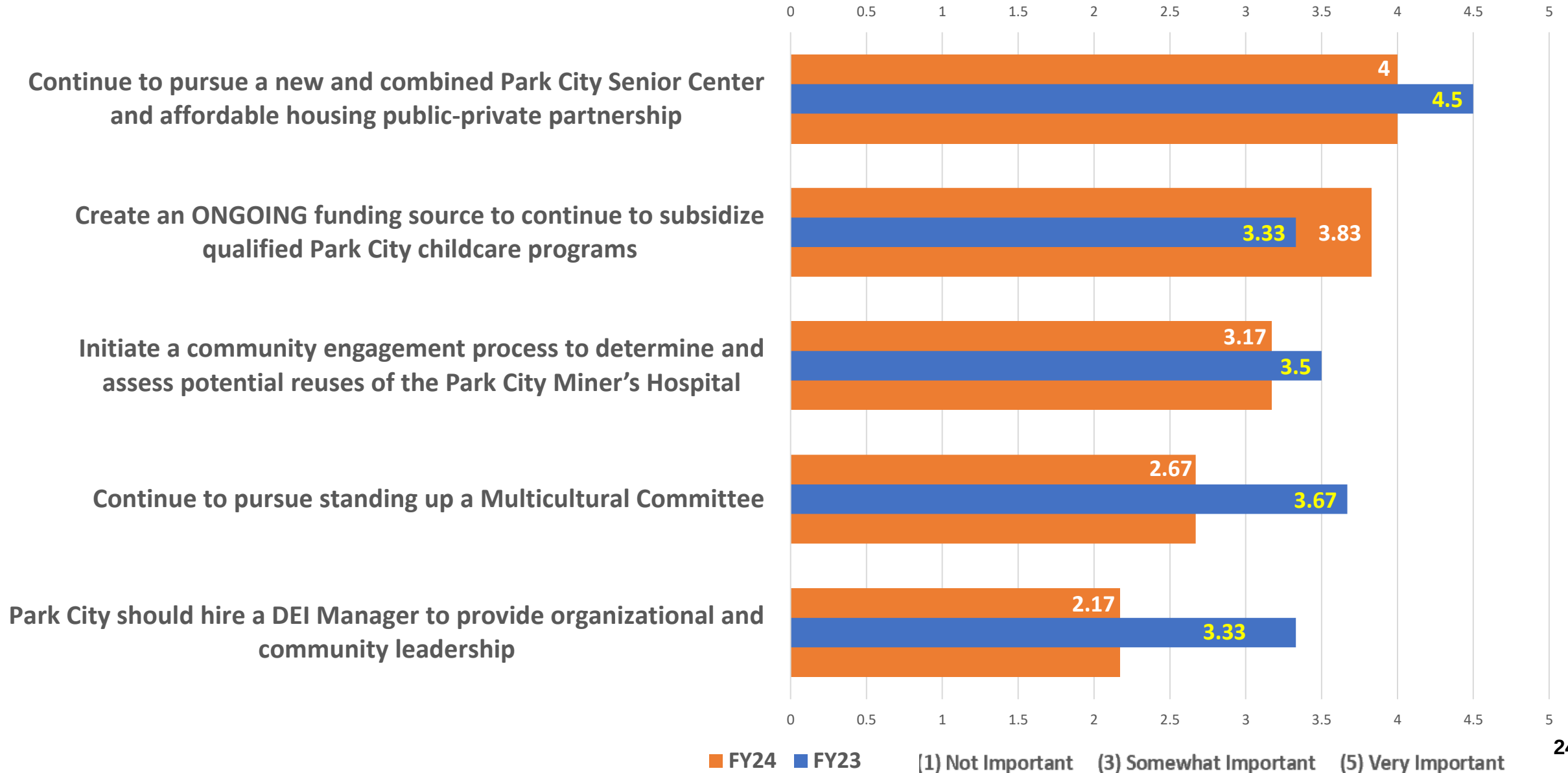
Other Ideas

- Walkability needs to remain a high priority

Environment



Equity

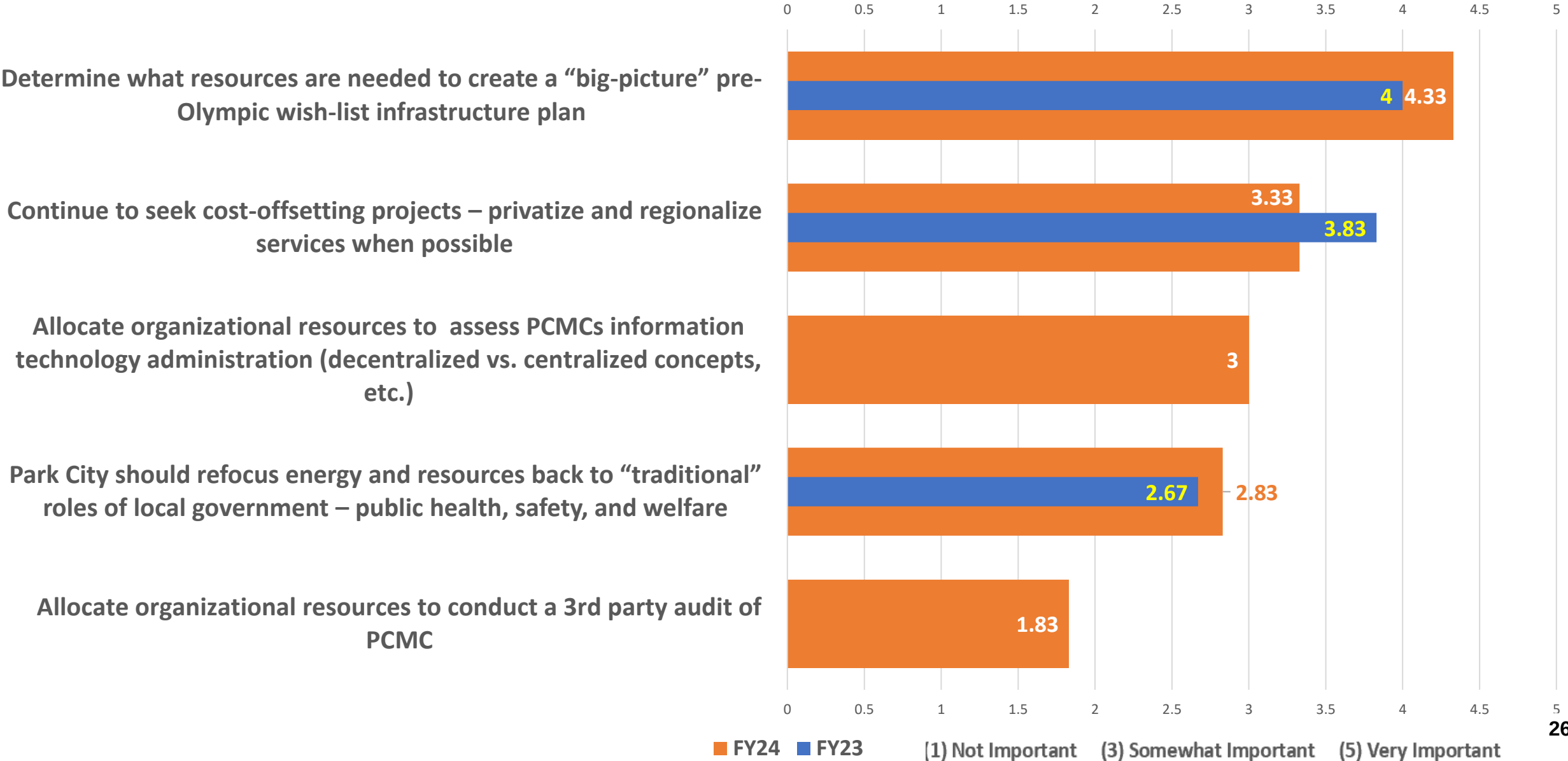


Equity

Other Ideas

- Not convinced we as a City should 'Own' this one.

Organizational Infrastructure

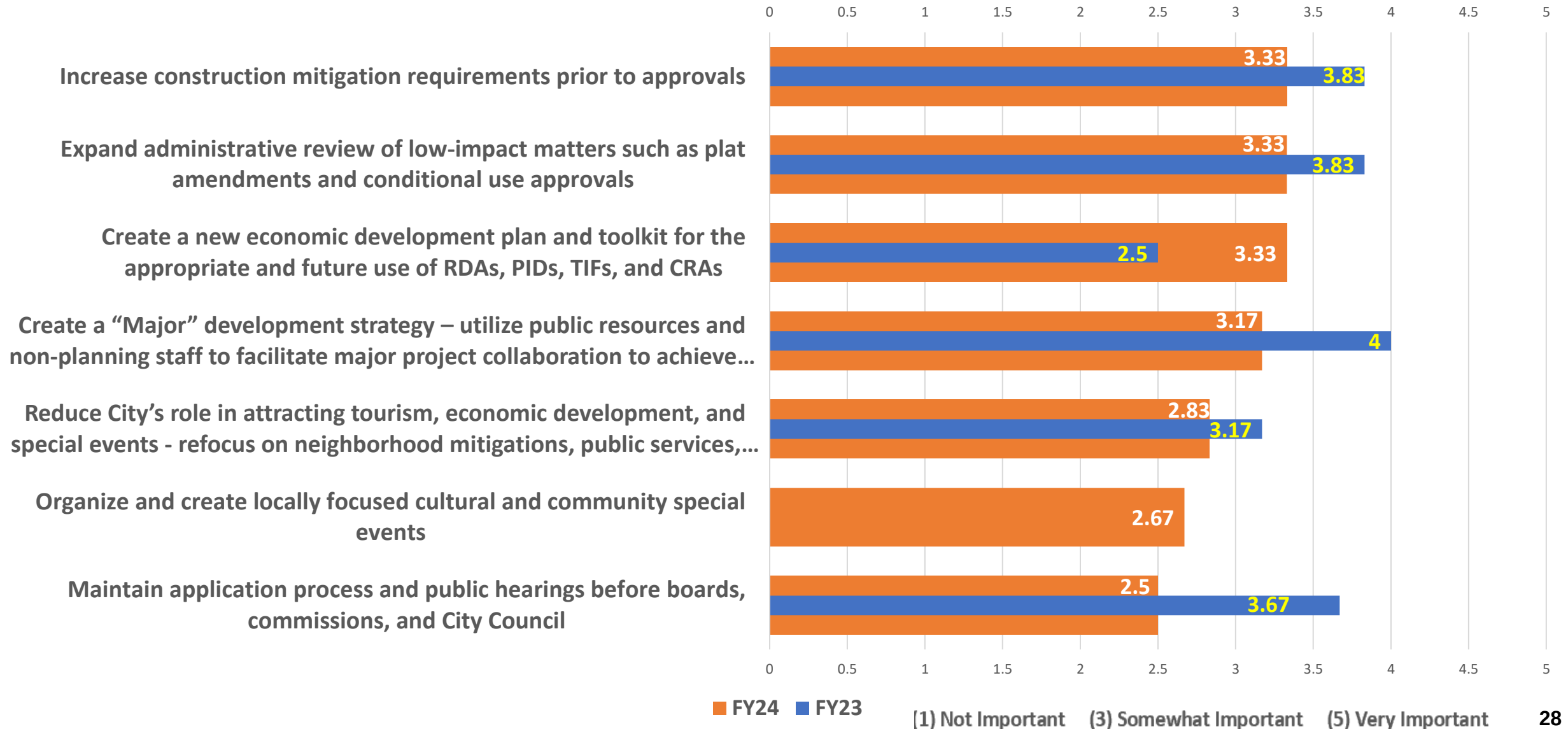


Organizational Infrastructure

Other Ideas

- I think we need to take a closer look at the intersection of Building, Planning, and Engineering, and think about how we can improve the resident experience when working with and across these departments.
- **Allocate organizational resources to conduct a 3rd party audit of PCMC**
- **Allocate organizational resources to assess PCMCs information technology administration (decentralized vs. centralized concepts, etc.**
 - Seem like odd questions. Aren't 3rd party/independent audits required? Tough to answer without context.

Balance Resort Economy with Community



Balance Resort Economy with Community

Other Ideas

- Continue to build relationships with our resort partners to influence impact at the source.

Maintain application process and public hearings before boards, commissions, and City Council.

- yes, where they make sense, not just to go through the motions where there is no value-add from those bodies

Recreation

Prioritize City residents and/or recreation area users' access to recreational resources over the access for out-of-area users

3.83

Increase PCMC recreation user fees for out-of-area users (i.e. they pay more than PC residents)

2.67

3.83

PCMC should allocate organizational resources to create more public parking at the Municipal Golf Course (P3s, capital budgeting, entitlement process, etc.).

1.83

FY24 FY23

(1) Not Important (3) Somewhat Important (5) Very Important

Recreation

Other Ideas

- As our residents (possibly) continue to develop recreation amenities for which we may be a minority user, we should explore the costs and benefits of a combined recreation district with the Snyderville Basin.

What's next?

1. 4↑: Move to implement highest scoring strategic objectives
2. Incorporate scoring into FY25 budget process
 - Have staff come back in work sessions to propose plans on how to achieve highest scoring strategic objectives
 - Budget informed by work sessions
3. 3-4: Bring back to Council for further discussions and refine
4. 3↓: Staff shouldn't focus on these, may be dropped from future surveys
5. New Council members take survey before next Retreat (Feb)
 - Have all Council take survey on Recreation section before next Retreat

Council Agenda Item Report

Meeting Date: September 21, 2023

Submitted by: Michelle Kellogg

Submitting Department: Planning

Item Type: Staff Report

Agenda Section: 9:45 a.m. - LONG-RANGE PLANNING INITIATIVES

Subject:

Park City's General Plan

Suggested Action:

Attachments:

[General Plan Staff Report](#)

[Exhibit A: Draft General Plan Request for Proposals](#)

Topic: Park City General Plan Comprehensive Update
Author: Rebecca Ward
Purpose: To provide an overview for the Request for Proposals timeline
Stakeholders: Residents, property owners, local and regional organizations and partners, non-profits, businesses, and resorts

Introduction

- This report provides information on the initiation of a comprehensive update to Park City's [General Plan](#), last completed in 2014, and outlines a proposed timeline.
- General plans are required by the State of Utah for cities and towns, provide a long-range plan that identifies community goals and priorities, and serve as an advisory guide for land use strategies and decision making.
- Park City's first [Comprehensive Plan](#) was created in 1985 with the overall goal "[t]o guide and redevelop in a manner which will enhance the town's appeal as a place to live, work, and visit while preserving Park City's unique community character."
- Twelve years later, Park City adopted the [1997 General Plan](#). While supplements were added to the 1997 General Plan, the City's next comprehensive update was the 2014 General Plan.
- The 2014 General Plan was developed after a 2009 community visioning process that identified four core values: small town, natural setting, sense of community, and historic character. The 2014 General Plan is organized into two volumes:
 - Volume I outlines goals, objectives, and implementation strategies, and
 - Volume II provides supporting information, including an overview of neighborhoods, detailed strategies, best practices, and trends.
- The Planning Commission reviews the recommendations of the General Plan and annually prioritizes implementation through Land Management Code amendments. The Planning Commission's prioritized amendments for 2023 were shared with the City Council in a [February 16, 2023 Staff Communication](#).
- In discussions with the Utah League of Cities and Towns and the Land Use Task Force, there is interest in making certain aspects and components of general plans binding. Most of the desire originated from individuals representing developers seeking faster access to building permits, subdivisions, and annexations, and additional height, density and reduced parking, setbacks, and impact fees. The City's legislative team is watching this relatively new idea closely.
- Since adoption of the 2014 General Plan, Park City successfully executed and implemented a wide variety of initiatives consistent with the General Plan strategies and values. Highlights are outlined below:

Small Town

- **Goal 1 – Protect undeveloped lands, discourage sprawl, and direct growth inward to strengthen existing neighborhoods.**
 - **Annexation** – Strategy 1.13 is to annex land to shape growth reflective of the City's goals for surrounding land use. On September 12, 2019, the

City Council adopted [Ordinance No. 2019-48](#), establishing a new annexation expansion area for potential annexations that includes City-owned open space outside of the City boundary—Round Valley, Bonanza Flat, and Clark Ranch. On June 16, 2022, the City Council approved [Ordinance No. 2022-18](#), annexing approximately 1,200 acres in the Southeast Quinn’s Junction Area, zoning the property Recreation and Open Space within the Entry Corridor Protection and Sensitive Land Overlays, and bringing the City-owned 344-acre Clark Ranch property and the development-restricted Richardson Flat property into City jurisdiction. Both initiatives took a tremendous amount of time and commitment from Park City Municipal.

- **Maximum Lot Size** – Strategy 1.5 is to revise minimum lot size within primary residential neighborhoods to create opportunities for smaller, more compact development and redevelopment. On May 10, 2023, the Planning team issued a pending ordinance regarding lot combinations in the Historic Residential Districts establishing a maximum lot size for Single-Family, Duplex, and Triplex Dwellings. The Planning Commission conducted a series of work sessions and public hearings and is scheduled to review and potentially forward a recommendation for City Council consideration on September 27, 2023. On August 28, 2023, based on Planning Commission input, the Planning staff issued a pending ordinance notice to extend maximum lot size evaluations to the Residential -1, Residential Medium, and Recreation Commercial Zoning Districts.
- **Goal 3 – Encourage alternative modes of transportation on a regional and local scale to maintain our small town character.**
 - **Complete Streets** – Strategy 3.11 recommends complete streets, with safe and convenient travel for all modes of transportation. On January 4, 2018, the City Council adopted [Resolution No. 01-2018](#), approving a complete streets policy to encourage walking, bicycling, and transit use while continuing safe operations for all users and modes, implementing an important initiative for the City Council at the time.
 - **Transportation Demand Management** – Strategy 3.14 is to adopt travel demand management programs citywide to encourage commuter trip reduction programs, prioritized employment hub routes, commuter incentives, and recognition of local businesses that incentivize employee use of alternative modes of transportation. The [2016 Transportation Demand Management Plan](#) outlines strategies to reduce vehicle miles traveled and impacts of single occupant vehicles with implementation through Transportation Planning Department programs including [Guaranteed Ride Home](#), [Ride On Park City](#), and [UTA Vanpool](#). Considerable organizational investments have been made to increase the utilization and prominence of these programs, including partnerships with both ski resorts, the Park City Chamber of Commerce, the Park City School District, and regularly occurring Bike to School Days.
 - **Bike and Pedestrian Connectivity** – Objective 3A is to develop a fully connected system for pedestrians and bicyclists, Strategy 3.4 is to create safe bike and pedestrian pathways between public spaces within City

limits, and Strategy 3.5 is to identify needed connectivity of roads, sidewalks, and trail systems to decrease vehicle miles traveled and increase direct pedestrian and bike routes to neighborhood amenities. The Transportation Planning team is completing a [Bike and Pedestrian Plan](#) to identify and prioritize walking and biking investments. We understand the importance of this item, and several improvements were made to connect our paved pathways, including the Rail Trail, McLeod Creek, and more.

- **Long-Range Transportation Planning** – On September 15, 2022, the City Council [adopted Park City Forward: A Transportation Blueprint](#) as a supplement to the General Plan, to improve safety, protect the natural environment, expand transportation choices, and maintain the City's high quality of life. This was an important initiative and commitment from the existing City Council and Mayor.
- **Traffic Calming** – Strategy 3.15 is to implement neighborhood traffic calming measures. Importantly, a major commitment was made in 2021 by the Engineering Department to create a new [Neighborhoods First Streets Program](#) and [People-First Streets](#), resident-led partnership with the City for safer streets.
- **Secure Bike Parking and Storage** – Strategy 3.2 is to require secure bike parking options for new development. On April 27, 2023, the City Council adopted [Ordinance No. 2023-18](#) updating bike parking requirements for new development, including criteria for outdoor bike racks, as well as indoor bike storage for residential units and uses that generate employees. Considerable investments have been made to install bike racks throughout the community's business districts, transit stops, and recreational facilities.
- **Improved Connectivity** – Strategy 3.1 is to increase the potential for multimodal transportation, including transit, biking, and walking, and to require developers to document how a development encourages walking, biking, and transit over single-occupancy vehicles, and Strategy 3.2 is to revise parking requirements to incentivize multimodal transportation and shared parking areas. Lisa Wise Consulting and subconsultants Fehr and Peers are working to identify Land Management Code amendments that support transportation demand management strategies for developments to reduce single vehicle occupants and vehicle miles traveled and to support multimodal transportation. The consultants will be conducting a community workshop for initial input on September 26, 2023. Additionally, the [Bonanza Park Small Area Plan](#) will contain a mobility element with recommended improvements for bike, pedestrian, and transit connectivity within the neighborhood and communitywide. The City was awarded a grant for consultant services to assist with implementing the recommended strategies of the adopted Bonanza Park Small Area Plan through Land Management Code amendments.

Natural Setting

- **Goal 4 – Conserve a connected, healthy network of open space for continued access to and respect for the natural setting.**

- **Entry Corridor Protection** – Objective 4B is to buffer entry corridors from development and protect mountain vistas to enhance the natural setting, quality of life, and visitor experience. In 2016, Park City voters approved a \$25 million bond for the purchase of Bonanza Flat, 1,534 acres along the City’s southern entry corridor. Strategy 4.7 is to utilize conservation easements to aid in the establishment of open space values ensuring future conservation. To protect the open space, on January 9, 2020, the City Council approved the Bonanza Flat Conservation Easement and Adaptive Management Plan.
 - **Open Space Acquisition and Protection** – Strategy 4.9 is to allocate dedicated public funds to open space acquisitions. In 2018, Park City voters approved a \$48 million bond to conserve nearly 125 acres including Treasure Hill west of Old Town and the Armstrong/Snow Ranch Pasture. On July 11, 2019, the City Council adopted [Ordinance No. 2019-38](#) zoning the property Recreation and Open Space. Taken together with the Bonanza Flat purchase, these were two of the largest land preservation efforts in Park City’s history. Both properties were actively under development pressure.
 - **Sensitive Land Overlay** – Strategy 4.8 is to conduct detailed analysis of the City’s topography to ensure all ridgelines are noted, to update the ridgeline map, and to add vantage points for future development evaluation. On April 27, 2023, the City Council adopted [Ordinance No. 2023-19](#) updating the Sensitive Land Overlay regulations and [Ridge Line Area](#) map.
- **Goal 5 – Be a leader in energy efficiency and conservation of natural resources reducing greenhouse gas emissions by at least 15% below 2005 levels in 2020.**
- **Renewable Energy** – Objective 5C states the City will be a strong partner in efforts to reduce community greenhouse gas emissions, leading by example and providing policy guidance while promoting personal accountability and community responsibility. Strategy 5.18 is to encourage public-private partnerships to pursue large-scale renewable energy projects with the intent of reducing the carbon dioxide output from the community’s electricity use. In 2016, the City Council adopted [Resolution No. 32-2018](#) and set a goal to be net-zero carbon, running on 100% renewable electricity for City operations by 2022, and for the community by 2030. In 2019, the City led new legislation to enable Utah municipalities to create an opt-out renewable electricity program for all city residents and businesses. In 2021, the City Council adopted [Resolution No. 09-2021](#) approving an interlocal cooperation agreement for a community renewable energy program.
 - **Fee Waivers** – Strategy 5.45 is to provide incentives for residential and commercial renewable energy. In 2019, the City Council adopted [Resolution No. 11-2019](#) approving Building Department fee waivers for new renewable energy projects. Building permit and site inspection fees are waived for new solar photovoltaic systems, on site battery storage, solar thermal, air, and ground source heat pumps, small-scale wind projects, and electric vehicle charging stations.

- **Water Wise Landscaping** – Strategy 5.3 recommends water wise and native landscape regulations. On May 30, 2019, the City Council adopted [Ordinance No. 2019-30](#) to implement water wise landscaping regulations, and on March 9, 2023, the City Council adopted [Ordinance No. 2023-10](#) to update these regulations and incorporate best practices. This was an important initiative from the current Mayor and City Council.
- **Solar Amendments** – On April 16, 2020, the City Council adopted [Ordinance No. 2018-27](#) to reduce restrictions on rooftop solar panel installations. The City has invested in solar installations for many City facilities, including City Hall, the Quinn’s Junction Water Treatment Plant, and the MARC.
- **Electric Vehicle Charging Stations** – Strategy 5.7 recommends requiring dedicated parking and charging stations to support electric vehicles. On November 19, 2020, the City Council adopted [Ordinance No. 2020-48](#) requiring new construction to include Electric Vehicle Charging Station conduit and installations. The City installed charges at City facilities for both members of the public and staff.
- **Dark Sky Regulations** – Strategy 5.14 is to improve visibility of night sky through enactment of a new dark sky ordinance. On January 21, 2021, the City Council adopted [Ordinance No. 2021-05](#), establishing dark sky regulations for outdoor lighting to minimize light impacts to wildlife and neighbors, preserving starry night skies. Since the adoption of the dark sky regulations, the City is retrofitting streetlights and upgrading the 118 streetlights leased from Rocky Mountain Power with dark sky compliant lights.

Sense of Community

- **Goal 7 – Create a diversity of primary housing opportunities to address the changing needs of residents and Goal 8 – Increase affordable housing opportunities and associated services for the workforce of Park City.**
 - **Affordable Master Planned Developments** – Strategy 8.7 is to review the Affordable Master Planned Development requirements and amend according to existing economics. Since 1984, the Land Management Code offered a 20-unit density bonus for projects providing 100% affordable housing. However, in 37 years, this density bonus was not enough to incentivize affordable housing development by a private developer or through a public-private partnership. On February 25, 2021, the City Council adopted [Ordinance No. 2021-10](#), establishing a new Affordable Master Planned Development code that reduces setbacks and open space with a potential for reduced parking, and increases building height, for developments that include more than 50% of the residential square footage as deed restricted affordable units. In April of 2021, the City Council extended these incentives to the Historic Commercial Districts ([Ordinance No. 2021-18](#)). Since the City Council’s 2021 adoption of the Affordable Master Planned Development code, the Planning Commission has approved two: Engine House with 99 affordable units, and HOPA with 317 affordable units. A new application has been submitted and is scheduled for Planning Commission review this fall.

- **Accessory Apartments** – To incentivize construction of long-term rental infill, on December 16, 2021, the City Council adopted [Ordinance No. 2021-51](#) reducing regulations for Accessory Apartments to incentivize development, including removal of the requirement that the property owner live on site, removal of a cap on the number of Accessory Apartments allowed within a 300-foot radius, reducing the minimum size to 280 square feet, and allowing Accessory Apartments in the Community Transition Zoning District.
- **Moderate Income Housing Element** – The [2022 Five-Year Moderate Income Housing Plan](#) required by the State establishes enacting zoning changes and amending the Land Management Code to incentivize development of affordable housing. General Plan Strategy 7.1 is to identify sites within primary residential neighborhoods where decreased minimum and maximum lot size, increased density, and smaller units might allow for affordable and attainable infill. Strategy 7.2 is to revise zoning codes to permit a wider variety of compatible housing types within neighborhoods. Strategy 8.5 is to evaluate the Land Management Code to remove barriers to affordable housing. Lisa Wise Consulting and Cascadia Partners are evaluating the Land Management Code to identify obstacles to affordable and missing middle housing and will be conducting a community workshop on September 26, 2023, for initial input on potential amendments. Future incentives and ordinances will need to comply with Utah Code [Section 10-9a-535](#), which [the Utah Legislature amended in 2022](#) to limit municipal use of inclusionary zoning. The City worked successfully with the Utah League of Cities and Towns to preserve our existing inclusionary zoning ordinance requirements in 2022.
- **Protections for Primary Residential Neighborhoods** – Objective 7C is to focus efforts for diversity of primary housing stock within primary residential neighborhoods to maintain majority occupancy by full-time residents. On October 27, 2022, the City Council enacted [Ordinance No. 2022-21](#) directing fractional use of residences to those Zoning Districts that allow for timeshares and private residence clubs and prohibiting them in primary residential Zoning Districts. The City Council directed staff to evaluate potential further restrictions regarding fractional use. However, on March 3, 2023, the Utah Legislature passed S.B. 271, prohibiting municipalities from enacting or enforcing a land use regulation that regulates fractional use of dwelling units. On April 27, 2023, the City Council enacted [Ordinance No. 2023-16](#) repealing fractional use regulations. Protecting primary residential neighborhoods continues to be a focus of our internal teams and our legislative team.
- **Goal 9 – Continue to provide unparalleled parks and recreation opportunities for residents and visitors.**
 - **Dark Sky Compliant Facilities** – Strategy 9.2.4 is to evaluate the impact of light, noise, and parking of recreation facilities on neighborhood quality of life. After adoption of the dark sky code, the Recreation Department invested \$597,300 to replace and upgrade the field lights at the Park City

Sports Complex in Quinn's Junction and is currently upgrading the field lights at City Park with dark sky compliant lights.

- **Pickleball Regulations** – On April 28, 2022, the City Council adopted [Ordinance No. 2022-08](#), establishing restrictions on pickleball courts to mitigate noise impacts in residential neighborhoods.
- **Urban Park Zone** – Objective 9A is to maintain local recreation opportunities with high quality of service, exceptional facilities, and variety of options and Strategy 9.3 is to continue long-range planning efforts to anticipate recreation needs of future generations. On November 19, 2020, the City Council adopted [Ordinance No. 2020-39](#) to create an Urban Park Zone, providing additional protections for the long-term continuation of Rotary Park, Creekside Park, Prospector Park, City Park, and the Municipal Golf Course. This was an important resident-led partnership with the City Council and Planning and Recreation staff.
- **Goal 11 – Support the continued success of the multi-seasonal tourism economy while preserving the community character that adds to the visitor experience.**
 - Strategy 11.4 recommends limiting nightly rentals to existing resort neighborhoods and restricting them in primary residential neighborhoods. At the request of residents, the City Council approved the following ordinances:
 - [Ordinance No. 2015-44](#) prohibiting nightly rentals in the McHenry Neighborhood of the Historic Residential – Low Zoning District
 - [Ordinance No. 2020-38](#) prohibiting nightly rentals in the Meadows Estates Subdivision
 - [Ordinance No. 2021-16](#) prohibiting nightly rentals in the Fairway Meadows Subdivision
 - [Ordinance No. 2021-52](#) prohibiting nightly rentals in the Hidden Oaks at Deer Valley Subdivision
 - [Ordinance No. 2023-16](#) prohibiting nightly rentals in the Chatham Crossing and West Ridge Subdivisions

Historic Character

- **Goal 15 – Preserve the integrity, mass, scale, compatibility, and historic fabric of the nationally and locally designated historic resources and districts for future generations and Goal 16 – Maintain the Historic Main Street District as the heart of the City for residents and encourage tourism in the district for visitors.**
 - **Protecting Commercial Historic District Vibrancy** – Objective 16B is to limit uses within the first story of buildings along Main Street to retail and restaurant establishments that are inviting to the passing pedestrian. In 2016, the City Council adopted [Ordinance No. 2016-02](#) prohibiting first-story office, real estate, parking, and private club uses in ground-level units. In 2017, to maintain the Historic Main Street District as the heart of

the City for residents and visitors the City Council adopted [Ordinance No. 2017-31](#), [Ordinance No. 2017-65](#), and later [Ordinance No. 2018-16](#), to incentivize vibrant commercial storefronts, requiring properties in the commercial Historic Districts to have an active business license and to be engaging in business for at least 60 days per quarter to qualify for a Single Event Alcoholic Beverage License. This was a collaboration between small business owners, residents, and City staff.

- **Conventional Chain Businesses** – Objective 12D is to minimize commercial retail chains on Main Street and impacts of big box and national chains on the unique Park City experience. In 2017, the City Council approved [Ordinance No. 2017-56](#) to establish Conventional Chain Business regulations, to foster diversity of jobs to provide greater economic stability and new opportunities for employment in Park City, and to minimize commercial retail chains on Main Street. The Ordinance defines *Conventional Chain Business* as a business with ten or more other locations that operate with standardized menus, products, apparel, architectural design, and/or signage and logo and caps Conventional Chain Businesses to no more than seven in Storefront Property within the Historic Recreation Commercial District and to no more than 17 in Storefront Property within the Historic Commercial Business Zoning District. This was a collaboration between small business owners, residents, and Planning staff.
- **Compatible Infill** – Objective 16E is to encourage infill, additions, and building alterations on Main Street that are compatible with existing Landmark and Significant buildings. In 2017, the City Council approved [Ordinance No. 2017-09](#), Storefront Enhancement Zoning, requiring new development to complement the Commercial Historic Districts in rhythm and scale.
- **Design Guideline Illustrations** – Strategy 15.8 includes periodic review of infill for suitability and compatibility with the Historic Districts, identifying issues and refining the Design Guidelines. The Utah Legislature enacted H.B. 1003 in the first special session of 2021, restricting municipality regulation of building design elements for single-family and duplex dwellings. The Utah Legislature initially included these restrictions for Historic Districts. However, the City was able to carve out an exception for Historic Districts created prior to 2021. To further enhance the Historic District Design Guidelines, in 2023, the City hired a consultant to illustrate them. The draft illustrations are scheduled for a Historic Preservation Board work session in November.
- **Historic District Grant Program** – Strategy 15.10 is to promote and augment the grant program and to establish a revolving fund. The City initiated a grant program in 1987 but placed the grant program on hold in 2014 due to changes to government accounting rules and hired a consultant to evaluate the grant program and make recommendations. Pursuant to consultant and Historic Preservation Board

recommendations, the City Council reinstituted the grant program in FY2021.

Background

- The last community visioning initiative—[Vision 2020](#)—called for bold action and indicates an opportunity for further community engagement and input to envision future land use, including housing, transportation, historic preservation, sustainability, and other elements identified and prioritized by the community.
- Given the time that has transpired since Vision 2020 was completed and the conclusion of the COVID-19 pandemic, it is timely to begin a community process for a comprehensive update to the General Plan.
- In the September 14, 2022, City Council Retreat, we outlined a process for several long-range planning initiatives, including the Bonanza Park Small Area Plan, the City-owned Five-Acre Feasibility Study, and the Park City General Plan ([Staff Communication](#)). We recommended initiating the Bonanza Park Small Area Plan and Feasibility Study concurrently, and then beginning a comprehensive update to the General Plan, as the neighborhood and site-specific planning processes were nearing completion. The City Council expressed support for this approach ([Minutes](#), p. 4).
 - On October 24, 2022, the City Council approved a contract with MKSK and subconsultants Future IQ, Fehr and Peers, and Development Strategies to conduct the Bonanza Park Small Area Plan and Feasibility Study. Now well underway with extensive community interest and engagement, MKSK recently presented the Phase I community engagement results to the City Council on August 29, 2023 ([Packet Work Session](#)), and the City Council expressed support to begin Phase II ([Audio](#)). The next community meeting is scheduled for October 18, 2023. We anticipate completion of these planning efforts in early 2024. Please visit bonanzapark.com for additional information.
- As part of the FY24 Budget, the City Council approved [a one-time expense of \\$300,000](#) to procure consulting services to update to the General Plan.
- We prepared a Request for Proposals (RFP) seeking consultant assistance and recommend the following timeline for your consideration and discussion:
 - Issue the RFP on October 2, 2023, with a submittal deadline of November 30, 2023.
 - Complete selection committee review by December 31, 2023, and recommend a consultant for City Council consideration in January 2024.
 - The scope of work includes:
 - Completion of existing conditions analysis by April 2024.
 - Initiation of community engagement in May 2024, starting at the neighborhood level, and then expanding to communitywide meetings.
 - Completion of a draft document by September 2024.
 - Initiation of Planning Commission public hearings in December 2024, with a potential recommendation for City Council consideration in early 2025.

- After City Council adoption of the General Plan, staff will issue an RFP for consultant services to begin a comprehensive rewrite of the Land Management Code to implement the recommendations of the updated General Plan.

Conclusion

- Review, discuss, and provide City Council input on the proposed General Plan timeline outlined in the draft RFP.

Attachments:

Draft Request for Proposals



Park City Municipal Corporation (“the City”)

REQUEST FOR PROPOSALS (NON-BID)

Comprehensive General Plan Update

REQUEST FOR PROPOSALS (NON-BID)

The City is inviting proposals from qualified persons or firms (Respondent) to provide comprehensive General Plan update services.

PROPOSALS DUE: November 30, 2023, 5:00 PM Mountain Time.
Proposals must be submitted through the Utah Public Procurement Place (UP3) website. Proposals will be opened after the submission deadline.

In the event of difficulty submitting proposals electronically, proposals can be dropped off at the office of the City Recorder, located at 445 Marsac Avenue, Third Floor – Executive Department, Park City, Utah 84060. Proposals submitted to the City Recorder should be delivered on a zip drive. No paper copies should be submitted.

RFP AVAILABLE: The RFP will be available on October 2, 2023, on the U3P website. Any modifications to the RFP or responses to questions submitted will be added as an addendum to the RFP posted on the U3P website. It is the responsibility of Respondents to regularly check for addenda.

QUESTIONS: All questions regarding this RFP must be submitted in Utah Public Procurement Place (U3P) no later than November 17, 2023, 5:00 PM Mountain Time. Please read the Questions Section available through U3P before submitting a question because your question may have already been addressed. Please do not submit the same question multiple times.

PROJECT: Professional consultant services for a comprehensive update to the Park City General Plan

PROJECT DEADLINE: January 2025

OWNER: Park City Municipal Corporation
P.O. Box 1480
Park City, Utah 84060

CONTACT: Rebecca Ward
rebecca.ward@parkcity.org

Respondents or their agents are instructed not to contact City employees, agents, or contractors of the City, selection committee members, the Mayor's office or staff, members of the City Council, or attempt to externally manipulate or influence the procurement process in any way, other than through the instructions contained herein, from the date of release of this RFP to the date of execution of the agreement resulting from this solicitation. The City, in its sole discretion, may disqualify a Respondent for violation of this provision.

I. INTRODUCTION

Park City—once a gathering place for the Ute and Shoshone people of the Great Basin—drew prospectors in search of silver in 1868. Within 30 years, the area was a bustling mining community with a population of nearly 8,000, an active commercial district, and a multitude of residences, now reflected in the Main Street Historic District and the Mining Boom Era Residences Thematic District listed on the National Register of Historic Places, and over 400 designated Landmark and Significant Historic Sites on Park City’s Historic Sites Inventory. However, as mining prospects declined, so did the town and by 1951, Ghost Towns of the West included Park City on their list, despite a remaining population of 1,150.

By the mid-1960s, the community transitioned from mining to skiing with the assistance of a \$1.3 million federal loan to convert thousands of acres to ski slopes through the development of Treasure Mountain, now Park City Mountain Resort. Today, Park City—host of the 2002 Winter Olympics—is home to roughly 8,500 residents and two world-class ski resorts, Deer Valley Resort and Park City Mountain Resort, draws year-round visitors from across the globe, hosts a wide range of annual events, and is a playground for outdoor enthusiasts.

As Park City transitioned over the years, the community’s goals and priorities have been outlined through long-range land use plans. Park City’s first [Comprehensive Plan](#) dates back to 1985 with an overall goal “[t]o guide and redevelop in a manner which will enhance the town’s appeal as a place to live, work, and visit while preserving Park City’s unique community character.” The 1985 plan was updated with a 1997 [General Plan](#), and while supplements were added, it was not fully updated until the [2014 General Plan](#).

The 2014 General Plan is organized in two volumes around four core community values: Small Town, Natural Setting, Sense of Community, and Historic Character. Volume I outlines sixteen goals, objectives, and strategies for implementation and Volume II provides supporting information, including an overview of neighborhoods, detailed strategies, best practices and trends.

Since the adoption of the 2014 General Plan, the City Council set a goal in 2016 to create 800 affordable units by 2026, and to be net-zero carbon, running on 100% renewable electricity for City operations by 2022, and for the community by 2030. Also in 2016, Park City voters approved a \$25 million bond for the purchase of Bonanza Flat, 1,534 acres along the City’s southern boundary, now protected through a conservation easement. In 2018, Park City voters approved a \$48 million bond to conserve nearly 125 acres including Treasure Hill west of Old Town and the Armstrong/Snow Ranch Pasture. In 2022, the City annexed nearly 1,200 acres in the Southeast Quinn’s Junction area and zoned the property Recreation Open Space within the Sensitive Land Overlay. While the City purchased, conserved, and annexed properties on the perimeter, both the

Park City Mountain Resort and Deer Valley Resort applied to develop their base area parking lots, proposing to infill long-vested density. Additionally, redevelopment of Bonanza Park, a neighborhood in the geographic center of Park City, will transform this local neighborhood in the coming years, and in 2023, the City initiated a small area plan for this neighborhood to envision and shape the future of this central neighborhood.

The latest community visioning initiative [Vision 2020](#), which included engagement with over 1,700 residents and stakeholders, calls for bold action. The comprehensive update to the 2014 General Plan is an opportunity for further community engagement and input to look ahead and envision the future of Park City through land use, including housing, transportation, historic preservation, sustainability, and other elements identified and prioritized by the community.

II. SCOPE OF PROJECT

Park City seeks proposals from highly qualified planning professionals to lead a comprehensive update to the 2014 General Plan.

Phase I – Compile Data and Existing Conditions

- Compile relevant census data and create graphics
- Identify and map existing conditions in a format compatible with City software, including:
 - Steep slopes, hillsides, wetlands, stream channels, ridge line areas, and geologic hazards
 - Wildlife habitat and corridors
 - Open space
 - Public parks and recreation
 - Public trails and pathways
 - Public rights-of-way and private roads
 - Residential, commercial, institutional, and industrial build out
 - Undeveloped properties
 - Historic assets
 - Local food production
 - Businesses by sector
- Review land use, housing, sustainability, transportation, and transit plans:

[Land Management Code](#)

[2014 Park City General Plan](#)

[2016 Transportation and Demand Management Plan](#)

[Vision 2020](#)

[2021 Housing Needs Assessment](#)

[2021 Strategic Action Plan for Building Decarbonization in Park City and Summit County](#)

[2022 Park City Forward – A Transportation Blueprint](#)

[2023 Amended Five-Year Moderate Income Housing Plan](#)

[2023 Short-Range Transit Plan](#)
[S.R. 224 Bus Rapid Transit Plans](#)

Phase II – Identify and Establish Advisory Committees, Board and Commission Liaisons, Project Management Team, and Stakeholder Groups

- Establish and manage:
 - Advisory committees for residents and stakeholders
 - Advisory committees for each General Plan neighborhood
 - Historic Preservation Board, Planning Commission, and City Council liaisons
 - Forestry Advisory Board, Public Art Advisory Board, and Recreation Advisory Board liaisons
- Organize internal staff project management team, including Planning, Engineering, Transportation, Transit, Sustainability, Housing, Public Utilities, and Public Works

Phase III – Lead Community Visioning and Goals

- Develop a project logo and branding in conformance with Park City guidelines
- Establish and consistently update a General Plan website
- Outline a comprehensive community engagement strategy, including:
 - Neighborhood meetings and workshops
 - Community meetings and workshops
 - Surveys, events, activities, etc.
- Conduct visioning workshops to create a General Plan vision statement
- Conduct neighborhood meetings and identify neighborhood goals and objectives
- Conduct community meetings and identify community goals and objectives
- Conduct a comprehensive community survey

Phase IV – Develop General Plan Elements in conformance with Community Goals and the requirements of Utah Code [Section 10-9a-401](#) et seq.

- Land Use Element – designate long-term goals and future land use for housing of residents of various income levels, business, industry, agriculture, recreation, education, public buildings and grounds, open space, historic preservation, and sustainability; project population density and building intensity recommended for land use categories; reevaluate the City’s annexation expansion area
- Water Element – evaluate land use, effect on water demand, and water use and preservation
- Transportation and Traffic Circulation Element – provide location and extent of arterial and collector streets, public transit, active

transportation facilities, and other modes of transportation; plan for residential and commercial development near major transit areas to improve connections between housing, employment, education, recreation, and commerce; correlate with population projections, employment projections, and proposed land use element; coordinate with regional transportation plans

- Moderate Income Housing Element – provide realistic opportunities to meet the need for additional affordable housing within the City during the next five years
- Develop implementation strategies and define action items, including recommended amendments to the Park City Land Management Code
- Conduct Historic Preservation Board, Planning Commission, and City Council work sessions
- Incorporate work session input and finalize the plan

Phase V – General Plan Adoption

- Conduct a public hearing with the Planning Commission for recommendation of the General Plan to the City Council
- Conduct a public hearing with the City Council for adoption of the General Plan

City staff will assist the consultant with the requested information and be active participants throughout the project.

III. CONTENT OF PROPOSAL

Proposals will be evaluated on the criteria listed below. Submissions shall be limited to no more than twenty pages and presented in the order below:

Letter of Introduction – provide a brief overview of your professional planning firm/team and how you propose to approach the comprehensive General Plan update and the project scope outlined in this RFP; include a statement of interest; identify the proposed project manager and primary point of contact; provide a consulting firm/team phone number, e-mail address, and website address.

Proposed Scope of Work – outline an approach to successfully completing the General Plan update process outlined in Section II PROJECT SCOPE; outline strategic, technical, and innovative approaches to completing the project; describe project deliverables consistent with this RFP.

Key Personnel – include a current resume of each member of your firm/team assigned to this project and identify the tasks each member is proposed to complete; identify and introduce sub-consultants if proposed.

Completion of Similar Contracts – provide a list of at least three projects of similar scope and budget completed by the consulting firm/team; include the lead person and references for each project; outline past performance in terms of cost control, quality of work, and compliance with project schedules.

References – provide a minimum of three municipal client references, a summary of services offered, and a contact name and phone number for each reference.

Fee – outline the total project fee and hourly rates for each employee who may work on the project; describe how the consulting firm will coordinate and communicate with City staff regarding the management of the budget.

Legal Proceedings, if any – list all legal proceedings against your consulting firm, employees, or subcontractors of your firm, and a summary of the disposition of each such proceeding for the last five years (January 1, 2018, to the present).

Conflicts – disclose any potential conflicts of interest.

IV. EVALUATION CRITERIA

Proposals will be evaluated on the factors listed in Section III, CONTENT OF PROPOSAL, based on the criteria below:

CRITERIA	
Responsiveness to the Requirements of this RFP	5%
Understanding of Work to be Completed	10%
Qualifications and Experience of Key Personnel	20%
Demonstration of Successful Implementation of Similar Projects	20%
Efficient, Realistic, and Timely Proposed Schedule	15%
Technical and Innovative Approach to Developing Comprehensive General Plan Update	10%
Effective and Creative Public Engagement Plan and Schedule	20%
TOTAL	100%

A selection committee comprised of one Historic Preservation Board liaison, two Planning Commission liaisons, two City Council liaisons, and Planning, Housing, Sustainability, and Transportation staff will review submitted RFPs. Each member of the selection committee shall use the evaluation criteria and percentage weights to establish their own ranking of the Respondents. The committee shall then use these individual rankings to establish an aggregate ranking of all the acceptable proposals.

The selection committee will consider all documents, the presentation/interview if applicable, the response to the RFP, information gained while evaluating responses, and any other relevant information to make its determination. The committee will select the Respondent which, in the committee's sole judgment, is best able to provide the comprehensive update to the General Plan.

NOTE: Price may not be the sole deciding factor.

The City reserves the right to reject any and all proposals for any reason. Proposals lacking required information will not be considered. The award of a contract may be subject to approval by City Council. The City Council is anticipated to vote on the contract award in January of 2024.

V. GOVERNMENT RECORDS ACCESS AND MANAGEMENT ACT

All submittals will be treated as public records in accordance with the requirements of the Government Records Access and Management Act, Title 63G, Chapter 2 of the Utah Code ("GRAMA") unless otherwise designated by the Respondent pursuant to Utah Code § 63G-2-309, as amended. The burden of claiming an exemption from disclosure shall rest solely with each Respondent. Respondent shall submit any materials for which Respondent claims a privilege from disclosure marked as "Confidential" and accompanied by a statement from Respondent supporting the exemption claim. The City shall make reasonable efforts to notify Respondent of any GRAMA requests for documents submitted under an exemption claim. Respondent waives any claims against the City related to disclosure of any materials pursuant to GRAMA. Please note the following:

- a. Respondent must not stamp all materials confidential. Only those materials for which a claim of confidentiality can be made under GRAMA, such as trade secrets, pricing, non-public financial information, etc., should be stamped.
- b. Respondent must submit a letter stating the reasons for the claim of confidentiality for every type of information that is stamped "Confidential." Generally, GRAMA only protects against the disclosure of trade secrets or commercial information that could reasonably be

expected to result in unfair competitive injury. Failure to timely submit a written basis for a claim of “Confidential” may result in a waiver of an exemption from disclosure under GRAMA.

- c. For convenience, a Business Confidentiality Request Form (“BCR Form”) is attached to this RFP as **Attachment 1**. Respondent must submit a completed BCR Form at the time of submission of any proposal.

VI. ETHICS

By submission of a proposal, Respondent represents and agrees to the following ethical standards:

REPRESENTATION REGARDING ETHICAL STANDARDS: Respondent represents that it has not: (1) provided an illegal gift or payoff to a city officer or employee or former city officer or employee, or his or her relative or business entity; (2) retained any person to solicit or secure this contract upon an agreement or understanding for a commission, percentage, or brokerage or contingent fee, other than bona fide employees of bona fide commercial selling agencies for the purpose of securing business; (3) knowingly breached any of the ethical standards set forth in the City's conflict of interest ordinance, Chapter 3.1 of the Park City Code; or (4) knowingly influenced, and hereby promises that it will not knowingly influence, a city officer or employee or former city officer or employee to breach any of the ethical standards set forth in the City's conflict of interest ordinance, Chapter 3.1 of the Park City Code.

VII. SELECTION PROCESS

Proposals will be evaluated on the criteria listed in III. CONTENT OF PROPOSAL and IV. EVALUATION CRITERIA, above.

The selection process will proceed on the following anticipated schedule:

- a. By December 31, 2023 – A selection committee comprised of qualified persons, which may include City staff or representatives from other public and private stakeholders, will open, review, and evaluate all proposals.
- b. The selection committee may conduct interviews with the highest ranked Respondents. If applicable, interview requirements will be provided to those Respondents selected for further consideration.
- c. Final selection of the top-ranked proposal and preparation of contract.

- d. It is anticipated that City Council will consider and vote on the contract awarded through this RFP in January of 2024.
- e. Contract execution.

Following completion of the evaluation and establishment of the ranking, negotiations for contract purposes may be initiated with the top ranked Respondent. In the event that an agreement is not reached, the City may enter into negotiations with the next highest-ranked Respondent.

VIII. The City Standard Agreement Required.

- a. The successful Respondent will be required to enter into the City's standard Professional Services Agreement. A form of the standard agreement is attached to this RFP as **Exhibit "A"** and incorporated herein.
- b. **ANY REQUEST FOR CHANGES RELATED TO INDEMNIFICATION OR INSURANCE PROVISIONS CONTAINED IN THE CITY'S STANDARD AGREEMENT MUST BE SUBMITTED NO LATER THAN THE PROPOSAL/SUBMITTAL DEADLINE. ANY REQUESTED CHANGES TO THE CITY'S STANDARD INSURANCE AND INDEMNIFICATION PROVISIONS MAY BE APPROVED IN THE SOLE DISCRETION OF THE CITY.**

A Respondent must be authorized to do business in Utah at the time of contract execution. If Respondent's address is within the 84060 zip code, a valid City business license is required.

IX. General Provisions.

- a. No Representations or Warranty. It is the responsibility of each Respondent to carefully examine this RFP and evaluate all of the instructions, circumstances and conditions which may affect any proposal. Failure to examine and review the RFP and other relevant documents or information will not relieve Respondent from complying fully with the requirements of this RFP. Respondent's use of the information contained in the RFP is at Respondent's own risk and no representation or warranty is made by the City regarding the materials in the RFP.
- b. Cost of Developing Proposals. All costs related to the preparation of the proposals and any related activities are the sole responsibility of the Respondent. The City assumes no liability for any costs incurred by Respondents throughout the entire selection process.

- c. Equal Opportunity. The City will make every effort to ensure that all Respondents are treated fairly and equally throughout the advertisement, review and selection process. The procedures established herein are designed to give all parties reasonable access to the same basic information.
- d. Proposal Ownership. All proposals, including attachments, supplementary materials, addenda, etc., will become the property of the City and will not be returned to the Respondent.
- e. Modification of RFP. The City reserves the right to cancel or modify the terms of this RFP and/or the project at any time and for any reason preceding the contract execution. The City will provide written notice to Respondents of any cancellation and/or modification.
- f. Financial Responsibility. No proposal will be accepted from, or contract awarded to, any person, firm or corporation that is in arrears to the City, upon debt or contract, or that is a defaulter, as surety or otherwise, upon any obligation to the City, or that may be deemed irresponsible or unreliable by City. Respondents may be required to submit satisfactory evidence demonstrating the necessary financial resources to perform and complete the work outlined in this RFP.
- g. Local Businesses. The City's policy is to make reasonable attempts to support local businesses by purchasing goods and services through local vendors and service providers, subject to Federal, State, and local procurement laws.

Council Agenda Item Report

Meeting Date: September 21, 2023

Submitted by: Michelle Kellogg

Submitting Department: Community Development

Item Type: Staff Report

Agenda Section: 9:45 a.m. - LONG-RANGE PLANNING INITIATIVES

Subject:

Potential Historic Park City Area Plan

Suggested Action:

Attachments:

[Potential Historic Park City Area Plan Staff Report](#)

[Exhibit A: Task Force on Downtown Enhancements Staff Report](#)

[Exhibit B: 2002 Old Town Improvement Study I \(OTIS I\)](#)

[Exhibit C: 2011 Historic Park City Improvement Plan](#)

[Exhibit D: 2011 OTIS Updates and Re-Evaluation Study \(OTIS II\)](#)

[Exhibit E: 2012 Historic Park City Improvement Plan Presentation](#)

[Exhibit F: 2016 Downtown Parking Study Implementation Plan](#)

[Exhibit G: Potential Historic Park City Area Plan Presentation](#)

City Council Staff Report

Subject: Main Street Area Historical Capital Investment and Potential Main Street Area Plan
Author: Erik Daenitz, Clint McAfee, Troy Dayley, John Robertson, Jenny Diersen, Luke Cartin
Department: Economic Development and Analytics, Public Utilities, Engineering, Public Works, Special Events, Sustainability
Date: September 21, 2023
Type of Item: Work Session

Summary

Historic Main Street and Old Town Park City are fundamental to Park City and central to its history, character, economics, and culture. Given its prominence, multiple studies and capital investment plans have focused on Main Street and Historic Park City since at least the 1980s. Since then, considerable investment has been brought to support and maintain the area's character, look, feel, and functionality (parks, sidewalks, plazas, parking, transit, special events, and more).

Amidst continuing growth and investment along the Wasatch Back and particularly at the borders and resort bases of Park City, Historic Main Street and Old Town will continue to remain economically vibrant and competitive. However, the current moment and pressures present an exciting opportunity to consider a comprehensive reinvestment and protection strategy to maintain Park City's iconic and historic core.

To that end, several options are presented below for City Council to contemplate the next phase of potential strategic planning and investment. First, a brief history of previous periods of planning and investment is included below:

Recent History of Main Street Planning and Investment Strategies

Preceding 2002 Olympics

In the 1980s and 1990s, Main Street was the focus of numerous redevelopment and strategic planning projects. The first iteration of the Main Street Redevelopment Agency ("MS RDA"), for example, dates to 1981, when the focus was downtown redevelopment of historic properties in poor condition, reducing blight, and new development of underutilized real estate assets. During the 1990s, projects focused on infrastructure to prepare for and host the Winter Olympic games.

In 1998, projects such as the Downtown Action Plan sought to implement downtown outdoor activity centers while providing consolidated and expanded parking supply, create an operating organization with budget to promote, program and plan activities in the downtown area, track economic trends, and define a funding strategy to integrate projects and programs. Note, this information is collected from a [2003 Staff report that cites the 1998 plan, Exhibit A](#).

In 2002, we saw yet another notable phase of investment, including the first [Old Town Improvement Study \("OTIS I", Exhibit B\)](#) that comprehensively examined Old Town's streets, utilities, roadways, and intersections for potential infrastructure enhancements. The OTIS I detailed opportunities for \$20M+ in street reconstruction, water line replacement, utility replacement, pedestrian improvements and more.

Completed projects from OTIS I include the below projects by type.

- Streets
 - Hillside Avenue
 - Lower Norfolk (8th-13th)
 - Upper Park Ave. (Heber to King Rd.)
 - Sandridge Ave.
 - Prospect Street
 - Marsac and Hillside Intersection
 - Woodside Ave. (North of 13th)
 - 13th, 14th and 15th Streets
- Water
 - Hillside Avenue
 - Lower Norfolk (8th-13th)
 - Upper Park Ave. (Heber to King Rd.)
 - Sandridge Ave.
 - Prospect Street
 - Ontario Ave. (South portion)

Post Olympics to 2012

After the Olympics, Council saw an opportunity to harness visitation and continue investing in infrastructure. This period included building the Special Events calendar in Park City to help promote year-round economic opportunity and smooth seasonality disruptions.

2005 saw the extension of the Main Street RDA, which issued debt against its revenues to primarily fund the China Bridge garage and additional plazas and infrastructure.

In 2007, following Summit County's elimination of commercial waste hauling services, a Downtown Business Improvement District ("BID") was formed in collaboration with the Historic Park City Alliance (HPCA). Though the BID is no longer authorized under Utah law, its purposes was focused on providing services and trash collection for the Main Street area. [A full history the BID is provided here.](#)

In 2011, the [Historic Park City Improvement Plan, Exhibit C](#), conducted jointly with HPCA, proposed capital improvement projects and touched on underutilized properties on Main Street, housing, Main Street pedestrianization, snow removal, and competition from other regional developments.

Also published in 2011, OTIS I was followed up with a subsequent version, the [OTIS Updates and Re-Evaluation study \("OTIS II"\), Exhibit D](#). OTIS II re-evaluated OTIS I projects, verified which projects were completed, proposed new improvements, and ranked the updated projects according to need for replacement. The purpose of this re-evaluation was to provide a prioritization of remaining projects to be completed with updated construction costs as a basis for capital budget planning. OTIS II projects primarily consist of street improvements, and the study's recommended priorities are listed below.

Recommended Prioritization Table

<i>Rank</i>	<i>Recommended Prioritization</i>
1	Empire Avenue
2	Sullivan Road (Road & SD)
3	Chambers Avenue (Water)
4	8th/10th/11th/14th Streets
5	10th street
6	11th street
7	14th street
8	Rossi Hill Drive
9	McHenry Street
10	Deer Valley Loop Road
11	Swede Alley
12	9th street
13	12th street
14	Silver King
15	Ridge Avenue
16	Lowell Avenue

Figure 1, OTIS II Recommended Projects List. Source: PCMC as of 2011.

Of the projects listed above as prioritized in OTIS II, the below have been completed.

- Streets
 - Empire Avenue
 - 10th Street
 - 11th Street
 - Rossi Hill Drive
 - McHenry Street
 - Lowell Avenue

2012 to 2021

In 2012, the [Historic Park City Enhancement Plan, Exhibit E](#), also conducted with the HPCA, sought to “enhance the pedestrian experience and encourage residents and visitors to linger, circulate and explore throughout the Historic Park City District.” The Plan and subsequent capital projects resulted in new streetscapes, pedestrian connectivity, public plazas, and walkways on Main Street.

2012 also marked the inception of the City's Additional Resort City Sales Tax ("ARCST"), composed of a 0.5% of Park City's gross point of sale revenues. The revenue has been historically used for Open Space, Old Town Infrastructure, Streets, and Storm Water projects, as indicated by ballot language. The language also included flexibility to use on any other capital project. Specific language from is below:

Ordinance No. 12-33

"...the City Council intends to allocate all revenue generated with the added 0.5% Additional Resort Communities Sales Tax directly into the Capital Improvement Fund (Fund 31) to be used for but not limited to the following capital projects: Historic Park City/Main Street & Downtown Projects, OTIS (Old Town Infrastructure Streets), Storm Drain Improvements, Open Space Acquisitions and other capital improvement projects as determined appropriate by City Council."

In 2013, additional studies focused on the Lower Park Avenue Redevelopment Area and Old Town public parking improvements. Lower Park Avenue studies examined pedestrian walkability and the Old Town parking study examined potential layout alternatives for the City's Flagpole, Bob Wells, China Bridge, and Brew Pub surface lots.

In 2016, the City and HPCA considered a comprehensive [Downtown Parking Study Implementation Plan, Exhibit F](#), to better manage existing parking supply, with a primary recommendation to adjust pricing in response to create turnover, meet increasing demand, and promote transit and carpooling. Most of the plan was implemented, such as parking technology, wayfinding apps, and enhanced employee parking permits and enforcement.

In 2016, the City began a rigorous design and planning process to redevelop the parking lot adjacent to Wasatch Brew Pub. Concepts focused on drawing visitors and families to the top of Main Street, moving some of the surface level parking spaces underground, reconfiguring turning movements (away from the residential area), a public plaza and event space, dining decks, splash pad, and more. The plans were ultimately not implemented due to competing priorities, lack of consensus, and escalating project costs.

In 2020, additional levels of public works maintenance and services were provided, including enhanced wayfinding, signage directing visitors to public parking, 4th and 5th Street circulation demarcations, Drop-and-Load Zones, street sweeping, trash pickups, and more regularly painted crosswalks.

2021 to 2023

In 2021, the Main Street RDA ended its lifespan and the remaining balances are predominantly dedicated to completing Old Town stair capital projects. This CIP project, CP0003 Old Town Stairs, contains funds from the RDA of \$261k. However, the Lower Park Avenue RDA is the largest source of funding for the project, with \$867k in funding through FY24.

More recently, City officials and HPCA leaders had initial [discussions regarding the future of HPCA in July 2023](#) including options to procure services for the Main Street area.

In August 2023, City Council took action to [authorize a service provider](#) agreement with HPCA for centralized communication and waste management, with a more detailed history also discussed further below in this report.

Reviewing Recent Revenues and Expenses Directed to Old Town

Since 2005, the Main Street RDA and ARCST served as primary sources of revenue for capital projects focused on Main Street and Old Town.

Main Street RDA

As mentioned, the Main Street RDA was renewed in 2005 and expired in 2021. The participating governmental entities within the RDA were the following:

- Park City Municipal Corporation
- Summit County
- Park City School District (“PCSD”)
- Park City Fire District (“PCFD”)
- Multi-County Assessing and Collecting
- Weber Basin Water
- Mosquito Abatement District

Each governmental entity agreed to a 60% participation rate on their corresponding property tax rates. Annual revenue collected was approximately \$1.3M in tax increment per year, prior to an annual mitigation payment to PCSD in the range of \$220k-270k, dependent upon the year.

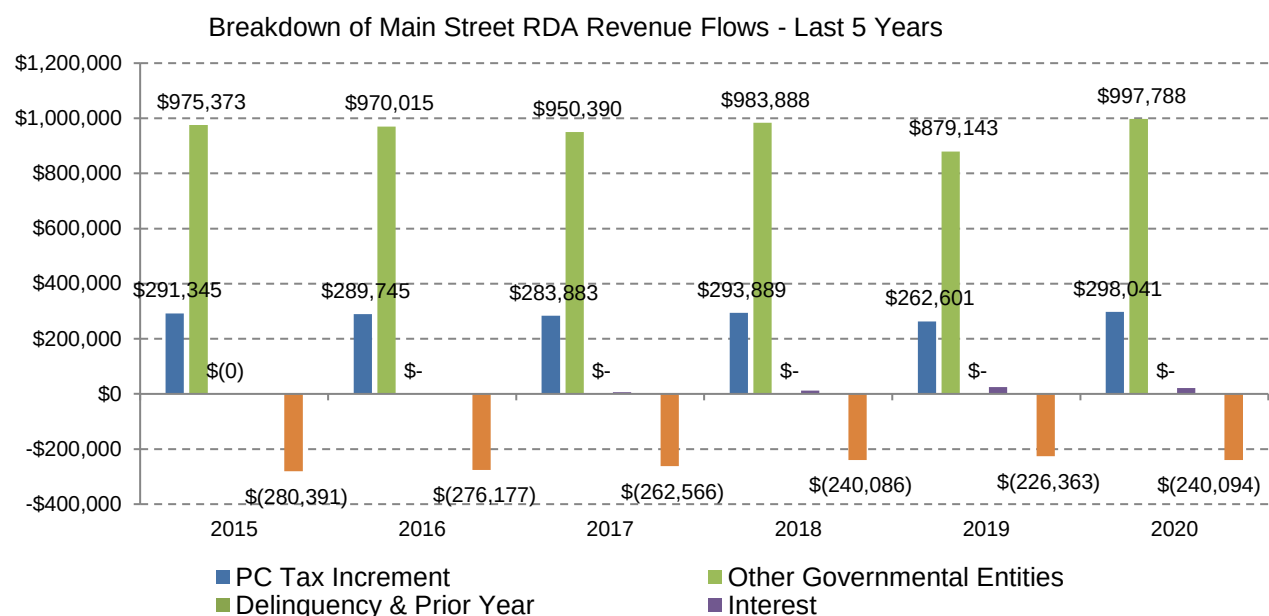


Figure 2, Main Street RDA Annual Revenues and PCSD Mitigation Expense. Source: PCMC as of August 2023.

Partially utilizing the above-mentioned revenues, the 2005A Sales Tax Revenue Bond was issued with \$10M of proceeds for use in the Main Street RDA, with the RDA revenues providing a corresponding source of repayment for the bond. Of these proceeds, the bulk was spent on the Swede Alley/Marsac/Liquor Store/KPCW (China Bridge) parking infrastructure project in an amount approaching \$8M.

Further projects were executed in smaller amounts, and small remaining balances are largely directed toward Old Town stairs. This information is illustrated below.

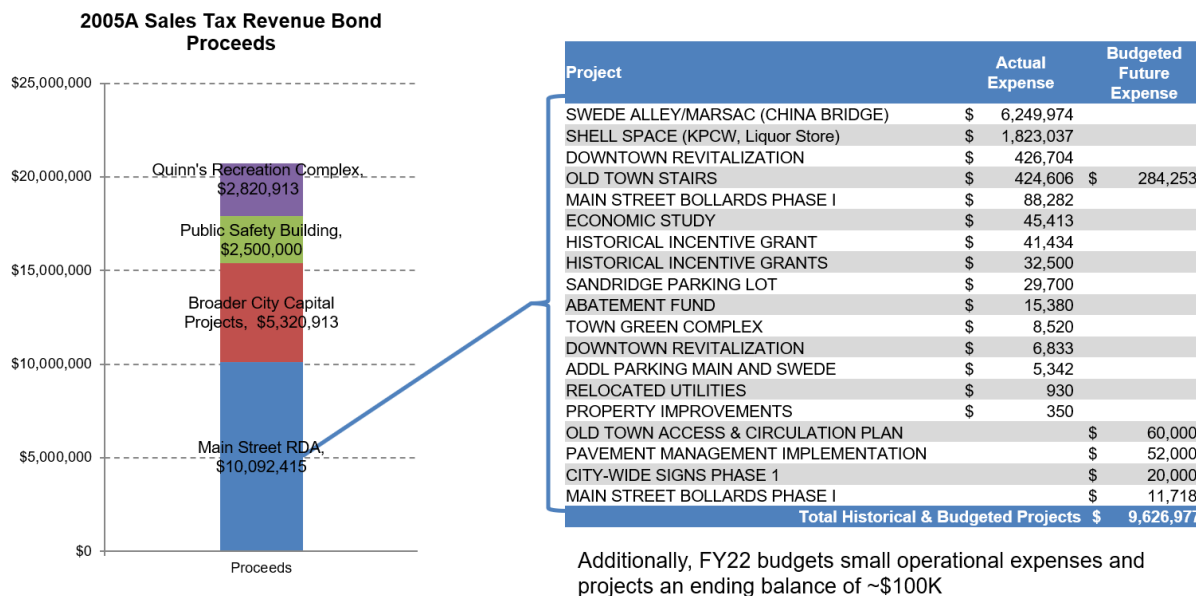


Figure 3, Main Street RDA Bond Proceeds and Projects Over the 2005-2021 Period. Source: PCMC as of August 2023.

Additional Resort City Sales Tax

As mentioned, the ARCST was implemented in 2012 and was primarily directed toward open space acquisition and Old Town infrastructure. ARCST is passed directly into the City's Capital Improvement Fund (Fund 31) to be used for but not limited to the following capital projects: Historic Park City/Main Street & Downtown Projects, OTIS (Old Town Infrastructure Streets), Storm Drain Improvements, Open Space Acquisitions and other capital improvement projects as determined appropriate by City Council.

Since 2012, the ARCST has been utilized as both a source of repayment for bond proceeds and as a source of funding directly for capital projects.

On the debt service front, the ARCST provides debt payments for the 2014, 2015, 2017, and 2019 Sales Tax Revenue bonds. Proceeds from these bond issuances were primarily used on open space and other land acquisitions. Revenues have largely been spent on downtown infrastructure and open space acquisition. Additionally, storm water project expenses are no longer executed with ARCST as the City formed a standalone Storm Water Fund starting in fiscal year 2017.

A total of \$13.6M from the ARCST has been spent on downtown infrastructure. A summary the ARCST-related cash and debt-based spending is detailed below.

Historical Spending on ARST-Related Capital Projects							
Category	Project	ARST Cash Spend	2014 STR Bond Proceeds	2015 STR Bond Proceeds	2017 STR Bond Proceeds	2019 STR Bond Proceeds	Total
Open Space/Land	TREASURE HILL				\$6,000,000	\$8,128,142	\$14,128,142
Open Space/Land	OPEN SPACE ACQUISITION	\$17,709	\$3,974,140	\$6,403,619			\$10,395,468
Open Space/Land	LAND ACQUISITION/BANKING PROGRAM	\$4,975,155					\$4,975,155
Downtown Infrastructure	DT ENHANCEMENT PHASE 2	\$34,703	\$489,174	\$3,874,470	\$16,608		\$4,414,955
Downtown Infrastructure	OTIS PHASE II(A)	\$500,000	\$1,556,919	\$375,177			\$2,432,096
Downtown Infrastructure	OTIS PHASE III(A)	\$4,497,581		\$0			\$4,497,581
Stormwater	STORM WATER IMPROVEMENTS	\$2,021,416		\$8,678			\$2,030,094
Downtown Infrastructure	DEER VALLEY DR PHS II	\$97,656		\$719,981			\$817,637
Downtown Infrastructure	UPPER MAIN ST INTERSECTION IMPROVEMENTS	\$463,912					\$463,912
Downtown Infrastructure	DOWNTOWN PROJECTS PLAZAS	\$61,005			\$231,828		\$292,833
Open Space/Land	PRIVATE LAND ACQUISITION #1	\$258,522					\$258,522
Downtown Infrastructure	MS INFRASTRUCTURE MAINT	\$308,491					\$308,491
Stormwater	LITTLE BESSIE STORM DRAINS			\$217,005			\$217,005
Downtown Infrastructure	DOWNTOWN PROJECTS - PHASE III	\$430		\$165,228			\$165,658
Stormwater	PROSPECTOR AVE STORM WATER	\$137,870					\$137,870
Downtown Infrastructure	PARK AVE. RECONSTRUCTION	\$187,625					\$187,625
Total With Open Space		\$10,343,454	\$6,020,233	\$11,764,158	\$6,248,436	\$8,128,142	\$42,504,422
Total Excluding Open Space		\$5,342,067	\$2,046,093	\$5,360,539	\$248,436		\$12,997,136

Figure 4, ARCST-Related Capital Project Expenses. Source: PCMC as of August 2023.

Needs and Re-Investment Opportunities

Park City contains three important geographic areas that drive most of the City's economy, which in turn drives annual revenue for broader businesses in Park City. These key areas are Deer Valley at Snow Park Lodge, Silver Lake Village, and Empire Pass; the Park City Mountain base area; and Main Street.

Staff believes additional infrastructure and utility investment is needed in the Main Street area in the next several years. Recent examples, highlighted by multiple water line breaks have occurred on Main Street in the past several years. However, additional improvements are planned and needed, while other utilities are up-to-date.

Water and Storm Water

In 2023 alone, water line breaks damaged buildings and infrastructure in [April](#) and [August](#). This aging infrastructure presents a risk and opportunity to improve fundamental infrastructure in the area. The Public Utilities department notes that Main Street has seen at least two water main failures over the last 14 years with multiple lateral failures. Pitting and weakening of these pipes is a source of ongoing repair expense. A systematic reinvestment in the street's water infrastructure would involve full replacement and upgrade of main lines, to 12-inch lines, along with lateral replacement that would likely extend to buildings. Initially, replacement efforts would occur in Main Street south of Heber Avenue. The water line north of Heber Avenue is approximately 10 years newer and does not have a high failure rate. Storm water improvements would also be tackled during the project. Staff estimates this project to require at least \$10M in

expense, which would likely require at least two seasons to complete. This year, Public Utilities will replace the water line in Heber, which is 10 to 20 years older than the water lines in Main Street and failed in August, likely causing the failures of the lateral lines in Main Street the day after. Public Utilities is also preparing to procure design engineering services that will include Main Street, and developing phased options and timing for Main Street water line replacement, south of Heber Avenue.



Figure 5, Severely corroded lateral water line (left), Main Street main water line repair (right). Source: PCMC, as of August 2023.



Figure 6, Main Street Water Line Repair. Source: PCMC, as of August 2023.

Sewer

In collaboration with PCMC, the Snyderville Basin Water Reclamation District (“SBWRD”) has indicated to staff, that should PCMC undertake a fundamental water infrastructure re-investment in the Main Street area, SBWRD may collaborate with the City to replace key sewer infrastructure in parallel to PCMC’s efforts. SBWRD’s infrastructure needs minimal replacement south of Heber Avenue, and about 600 feet of replacement in Heber Avenue and in Main Street north of Heber Avenue.

Natural Gas, Electrical, and Telecommunications

Over the most recent iteration of the Main Street RDA, significant improvements were made to natural gas, electrical, and telecommunications infrastructure on Main Street during the granite sidewalk enhancement project. Both new natural gas mains and lateral upgrades were installed. This work stopped at the intersection of Heber Avenue and Main, given that lower Main Street sidewalks were not enhanced to the granite composition seen on upper Main. Electrical utilities for the West side of Main Street are supplied off of Park Avenue, while electrical for the East side of Main runs down Swede Alley. On Main Street itself, the only electrical power directly on the street supplies streetlight poles and Christmas lights. Staff does not fundamentally new work to be required in the area on this front in the near-term.

Streets

Barring any fundamental change to the use of Main Street for vehicle traffic, the City's Public Works department recommends a crown correction, grind and overlay to Main Street. However, a micro-seal will provide a sufficient maintenance solution in the near-term and is anticipated for spring of 2024. If Council wishes to re-evaluate potential uses of the Main Street roadway as part of a potential area plan, or to avoid paving before a water line replacement project. Funding for mill and overlay work was originally planned to be spent out of the City's CP0006 Pavement Management Implementation project. However, due to record snowfall and maintenance needs on City's streets after the Winter 2023 season, expense demands on this project have increased over the end of FY23 and beginning of FY24. Therefore, any significant pavement work on Main Street will likely require a request for additional funding as part of the FY24 budget process and beyond.

In addition to Main Street itself, the City's five-year capital budget plan contemplates reconstruction of lower Park Avenue with approximately ~\$7M currently allocated in CP0385 Park Avenue Reconstruction. This project remains a future need for the City. However, it could be analyzed in further depth dependent on the boundary of a potential study area that Council specifies. Also, note that this project is separate and distinct from CP0556 Upper Main Street Intersection Improvements.

Parking Maintenance

The City's Engineering Department plans to evaluate the condition of the China Bridge parking structure and associated retaining walls. As we are seeing around town, gathering conditions assessments on critical City assets is a necessary undertaking to manage assets and improve lifecycle optimization. Additionally, future parking uses could be investigated as part of an area plan.

Waste Management

As detailed in the [July 27, 2023 City Council Staff Report](#), The concept of a Business Improvement District ("BID") was prompted by the County's decision not to provide commercial waste services and concerns regarding discontinuing a single provider for commercial trash services. Waste management requires coordination among several City departments, Republic Services, Momentum Recycling, HPCA, merchants, and residents. [This link](#) reviews the history of Main Street waste and was prepared by former Executive Director of the HPCA, Alison Kuhlow.

In 2022, the City procured a Professional Services Agreement with Republic Services to haul waste and recycling, which expires on November 30, 2027. In 2022, the City procured a Professional Service Agreement with Momentum Recycling, which expires on April 30, 2024. Momentum is conducting a waste and infrastructure study that will be presented to the Council in the Spring of 2024.

During the July 27th meeting, Staff presented two options for Council's consideration with Option 1 being a path to procure a professional services agreement after a waste and infrastructure study. Option 2 detailed the potential for a full-time city staff member

to manage waste, recycling, and communications associated with Main Street. As part of the meeting Council directed Staff to continue to analyze and quantify the use current of waste facilities on Main Street and feasibility of the options detailed above.

In August 2023, City Council took action to [authorize a service provider](#) agreement with HPCA for centralized communication and waste management.

Economic, Asset, and Experience Development Opportunities

The potential to dovetail underground infrastructure improvements with subsequent above-ground enhancements may present opportunities for efficiency and economies of scale. Additionally, the potential for vertical re-development on following fundamental infrastructure improvements would help offset the costs of such infrastructure investments.

Plans for Deer Valley and Park City Mountain to develop and improve their base areas are well-known. In addition, the growth of resort opportunities outside Park City's doorstep is rapidly in progress – Mayflower Resort, Jordanelle, Heber Valley, and more. These developments present both challenges and opportunities for Park City businesses and the municipality.

Further, online retail presents a shifting landscape as more residents and visitors increasingly shift to online purchases as an alternative to physical retail locations.

While Main Street remains among the top of the City's sales revenue generators, its market share position has changed. In the 2009 era, Main Street generated revenues on par with that of the Deer Valley area, frequently tying for first or topping the rankings in terms of revenue generation among Park City geographies. At the close of fiscal year 2022, Main Street ranks third, behind Deer Valley and indirect point-of-sale transactions, which are comprised mostly of online retail and payments.

Clearly, the pace of revenue growth in the Main Street area has been positive, including successive record-breaking years, year-over-year. However, it is also clear that the pace of revenue growth in the Deer Valley area and online sales now exceed that of Main Street. This is illustrated in the chart below with Main Street highlighted in bold green.

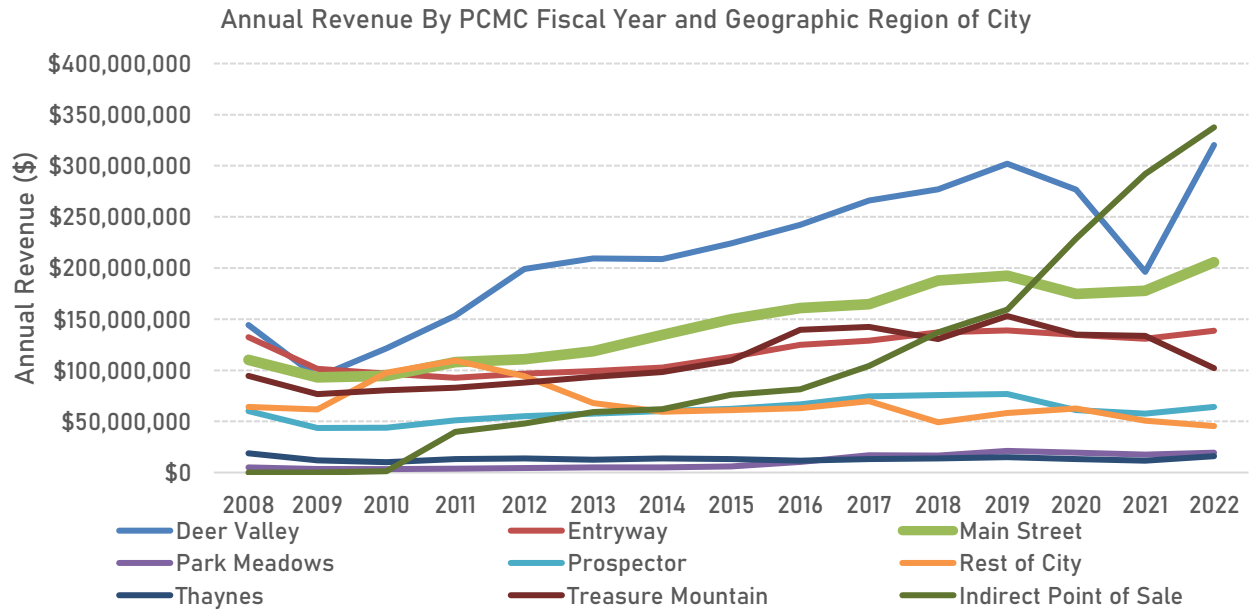


Figure 7, Park City Sales Revenues by Fiscal Year and Geography. Source: PCMC as of August 2023.

While Main Street saw significant shoulder season growth as a result of conditions associated with the COVID-19 pandemic, year-over-year visitation to the street has been declining since the second quarter of calendar year 2022.

		Main Street Visitors				
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total Calendar Year
Calendar Year	2017	1,483,161	665,538	993,336	853,676	3,995,711
	2018	1,573,286	640,188	1,030,691	845,928	4,090,093
	2019	1,618,275	663,881	992,946	875,761	4,150,863
	2020	1,273,540	262,389	906,242	846,605	3,288,776
	2021	1,391,936	793,237	1,139,918	981,176	4,306,267
	2022	1,594,725	659,935	926,687	858,567	4,039,914
	2023	1,339,568	640,027			

		Main Street Visitors, YoY % Change				
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total Calendar Year
Calendar Year	2018	6%	-4%	4%	-1%	2%
	2019	3%	4%	-4%	4%	1%
	2020	-21%	-60%	-9%	-3%	-21%
	2021	9%	202%	26%	16%	31%
	2022	15%	-17%	-19%	-12%	-6%
	2023	-16%	-3%			

Figure 8, Main Street Visitor Volumes by Calendar Quarter and Year-Over-Year Change. Source: Placer.ai, PCMC as of August 2023.

Consistent with other key destinations within the City, demand for Historic Main Street businesses arises largely from the Wasatch Front and out-of-state visitors. Indeed, Park City residents made up only 10% of visits to Historic Main Street over the rolling one-year period from September 2022 to September 2023. Appealing to the key markets

listed below remains critical for Main Street’s economic vibrancy, and any planning process will likely benefit from considering existing sources of demand and the use patterns of individuals from these locations.

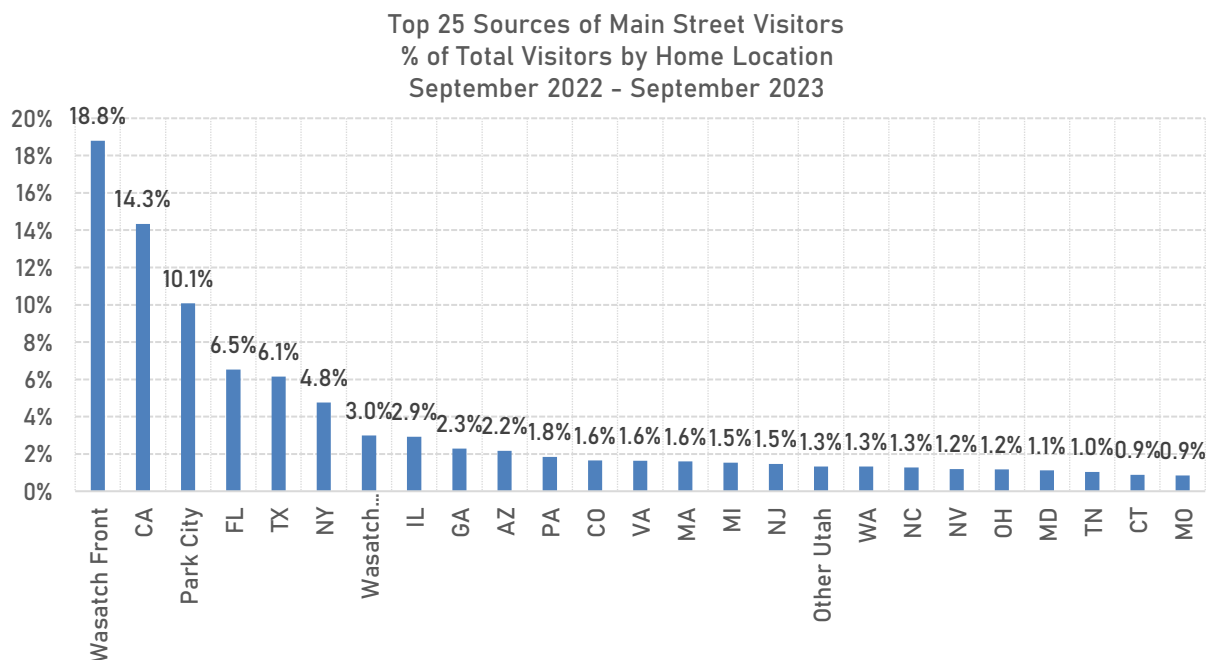


Figure 9, Top 25 Sources of Main Street Visitors, % of Total Visitors by Home Location, September 2022 – September 2023 .
Source: Placer.ai, PCMC as of September 2023.

Finally, while Historic Main Street remains one of Park City’s primary cores of commerce, additional asset efficiency is possible. A key lens to analyze land use efficiency remains the metric of total market value per acre of land. Parcel market value per acre demonstrates where land use provides the greatest economic impact within a city. For example, while large parcels may have high absolute market values, they may also use significant amounts of land to generate that value. Market value per acre normalizes this effect and demonstrates which assets are most efficient in creating value for a city.

To this end, PCMC’s Department of Economic Development and Data Analytics synchronized PCMC data science tools with [the State of Utah’s Automated Geographic Reference Center](#) in order to generate [new Park City Market Value per Acre Dashboard app](#), providing a parcel by parcel analysis of this key metric.

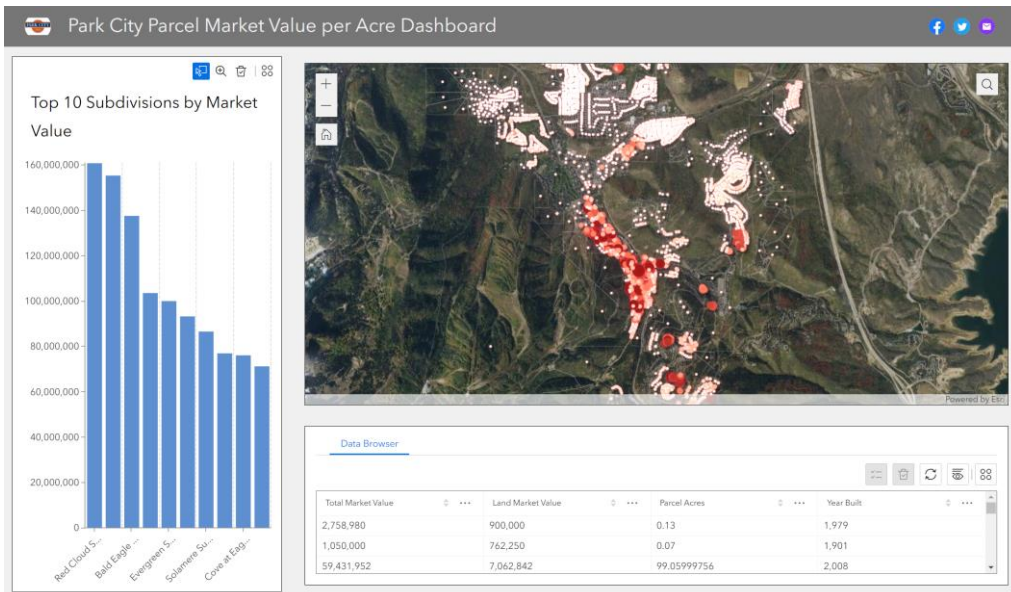


Figure 10, Park City Parcel by Parcel Market Value per Acre Dashboard. Source: State of Utah SGID, PCMC as of September 2023.

From a city-wide visual inspection, it is immediately clear that Old Town and Historic Main Street are the areas that maximize value per acre. In the image below red = greater value per acre, white = lower value per acre.

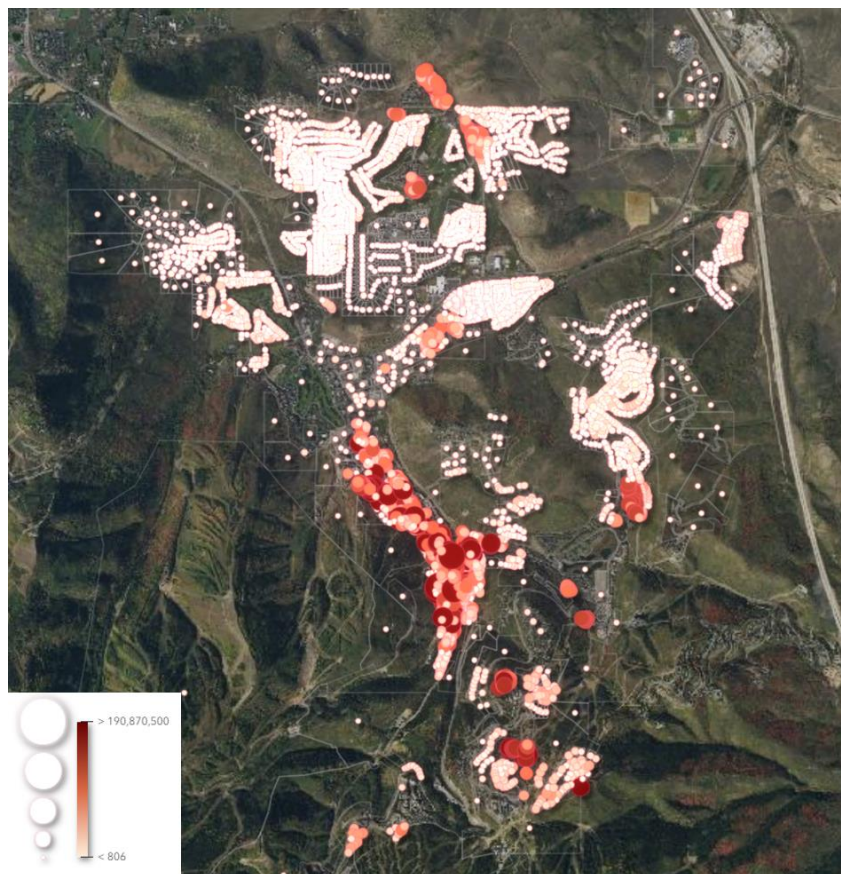


Figure 11, Park City Parcel by Parcel Market Value per Acre. Source: State of Utah SGID, PCMC as of September 2023.

Zooming in further on the Historic Main Street core, there remain assets that still have low value per acre. These are predominantly composed of existing municipal parking lots and are highlighted with blue polygons below.



Figure 12, Park Low Value per Acre Assets in Historic Main Street core. Source: State of Utah SGID, PCMC as of September 2023.

The highlighted assets above present opportunities for significant value per acre impact in Park City's most efficient core district. Analysis of potential future uses, that complement the historic nature of the district, remains an option as part of a future area plan should Council wish to consider this opportunity.

Further, full transparency to the raw data backing this application is provided, open to the public, for anyone who wishes to [download this data by navigating to the lower right hand corner of the dashboard and exporting data to csv as indicated below.](#)

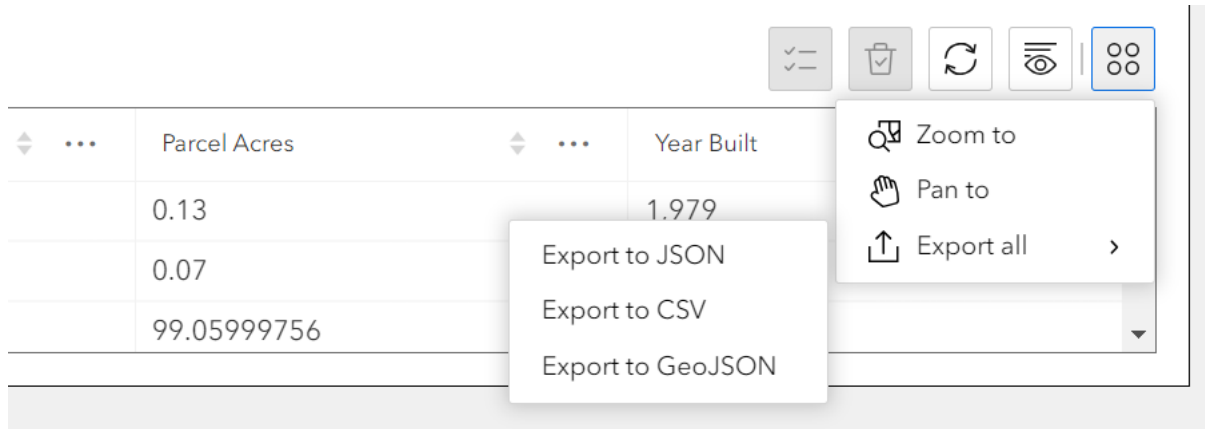


Figure 13, Park City Market Value per Acre Dashboard Data Download. Source: State of Utah SGID, PCMC as of September 2023.

Amidst this backdrop, we believe additional study and investment may be warranted to guide the next wave of future cultural, capital, and economic investments in the Main Street area.

Options for Consideration

Below are potential options for Council consideration:

- **Option 1 – Do Not Specifically Seek Additional Planning and Development on Historic Main Street or Old Town; Allow Infrastructure Fixes as They Occur**
This path does not take a specific view or approach on the current vs. future state of Historic Main Street and Old Town. It conserves PCMC resources and time. It also presents an implicit understanding that people, businesses, and markets adapt, and Main Street can and will do so within the bounds of existing code and business regulation ordinances. The City government does not need to directly involve itself in any evolution of the district, and this is a very common strategy in many cities and towns. This path assumes that the frequency of water utility failures in the district is manageable, and that repairs are acceptable as they become necessary.
- **Option 2 – Seek Recommendations on Historic Main Street and Old Town Improvements as Part of the General Plan Update; Conduct a Utility Infrastructure Analysis Independently**
This path would incorporate focused discussions of Historic Main Street and Old Town, but solely in the regular process of the General Plan update. Community members and the Council will have scope and time to incorporate a future vision for Main and Old Town within the General Plan, however, the output will likely not provide detail at level of specific projects, assets, or site feasibility. An analysis of

the district's utilities needs would be run separately under the supervision of the Public Utilities Director.

- **Option 3 – Concurrent with the General Plan, Conduct an Additionally Focused Historic Main Street and Old Town Small Area Plan with feasibility Studies of Specific Parcels**

This third alternative presents an opportunity to focus more specifically on the commercial core of Historic Main Street and Old Town as we have in the past. It takes a more detailed path by proceeding first with ongoing utility infrastructure studies under the direction of the Public Utilities Director. Then, based on information gleaned from that analysis would pursue a detailed area plan, supervised by the Deputy City Manager, Community Development and the Economic Development Director, similar to the small area plan and feasibility study currently underway in the Bonanza District. Staff believes this process could successfully run in concurrent coordination with the General Plan update.

This option would require additional stand-alone financial resources.

Opportunities to investigate specific future capital projects associated with the use of PCMC assets, housing, transportation, parking, and commercial capital projects would be included in the scope of work. Staff recommends that, if pursued, this option study the feasibility of pedestrianization of Main Street and/or light rail/streetcar transportation solutions on Main Street and Swede Alley, redevelopment of Swede Alley, and potential housing and commercial development on City-owned assets in the Historic Main Street commercial core, traffic flow, and potential pedestrianization of Main Street. City Council would guide staff on the final target boundaries of this analysis and work would be conducted with multiple City staff collaborating in a team environment that can be designed as a more detailed complement to the General Plan.

Sources of Funding for Planning Efforts

Over the course of the last several years, the Council has continued to reserve multiple sources of funding associated with Historic Main Street and Old Town. These funds largely arise from revenues associated with ARCST and have been carried forward on multiple capital projects for multiple years. An outline of immediate funding availability is below.

- **CP0270 Downtown Enhancements Phase II - \$980,198, ARCST-Linked**

This project has existing carryforward balances and totals \$980,198 in unrestricted funding through FY24. Additional funding of \$327k/y is requested in FY25 and FY26.

- **CP0402 Additional Downtown Projects - \$1,200,000, ARCST-Linked**

This project has existing carryforward balances totaling \$1.2M through FY24. No future funding is currently requested on this project.

- **CP0401 Downtown Projects Plazas - \$543,046, ARCST-Linked**

This project has existing carryforward balances totaling \$543k which is a leftover

balance and unspent remainder from past downtown plaza enhancements. No future funding is currently requested on this project.

Therefore, more than \$2.7M in flexible, unrestricted, funding is available to conduct a focused area plan and feasibility study if Council desires. Staff notes that this money can also be re-purposed for any other capital project or competing priority that Council deems fit as part of a regular or off-cycle budget process.

Conclusion

Historic Park City Main Street and Old Town remain one of the top destinations and revenue generators within Park City. In the context of current and future development, internal and external to the City, Park City is in a prime window to guide the future evolution of its most iconic asset. With the momentum of existing small area plans and General Plan activities underway or beginning, City Staff is prepared to collaborate with consultants to drive forward efforts on Main Street should Council desire.

Funding to conduct any planning or study initiatives is available and unrestricted, presenting a unique opportunity to continue to invest in Historic Park City.

Department Review

This report has been reviewed by Economic Development and Data Analytics, City Attorney's Office, and City Manager.

Exhibits

[A – Task Force on Downtown Enhancements Staff Report](#)

[B – 2002 Old Town Improvement Study I \(“OTIS I”\)](#)

[C – 2011 Historic Park City Improvement Plan](#)

[D - 2011 OTIS Updates and Re-Evaluation Study \("OTIS II"\)](#)

[E – 2012 Historic Park City Improvement Plan Presentation](#)

[F – 2016 Downtown Parking Study Implementation Plan](#)

[G – Park City Market Value per Acre Dashboard](#)

[H – Potential Historic Park City Area Plan Presentation](#)

City Council Staff Report



Author: Colin Hilton

Subject: Review of recommendations of the
Task Force On Downtown Enhancements

Economic Development &
Capital Projects

Date: 11-20-03

Type of Item: Informational Update & Request for
Authorization to proceed with Additional Analysis

Summary Recommendation:

Review the findings of the 2003 Task Force on Downtown Enhancements and provide direction on the following suggested next steps:

- 1) Instruct Staff to pursue any needed survey, technical study, or funding research steps necessary to put more clarity and detail to the suggested task force recommendations. Any individual expenditures beyond \$20,000 would come to City Council for authorization to proceed. The Downtown Revitalization Fund currently has funds capable of covering an investigative study needs.
- 2) Consider any budget allocations or amendments for any supported projects as a part of Spring 2004 City Budget Review.

Description:

A. Topic: Review of recommendations of the task force on downtown enhancements

B. Background:

During the Spring 2003 City Budget review, City Council instructed Staff to put together a group that would take a holistic approach to reviewing capital project needs in the downtown area. This was prompted by Council's uneasiness to approve a CIP line item in the City Manager's recommended budget for a \$4.8 million parking structure. Concerns stated at the time included a curiosity of how other downtown project ideas would impact the need for additional parking supply.

With assistance from Council Liaison's Jim Hier & Fred Jones, Staff organized a task force that set out to accomplish the following:

1. Discuss, debate, and make suggestions as to what capital improvement projects & program development ideas should receive further attention by the City and interested individuals & organizations.
2. Review 1998 Downtown Action Plan (DAP)
 - a. Report on the status of proposed projects
 - b. Decide which unfinished projects should be acted on.

3. Discuss and identify any new factors that have come into play that were not present in 1998. (ie: mix of business, competition from surrounding areas, etc.)
4. In light of the new factors, discuss and identify any new capital project or program ideas that would enhance the vitality and activity in downtown.
5. Identify potential funding sources for projects either left unfinished from the 1998 DAP or newly suggested project/program ideas.
6. Summarize Task Force recommendations & report back to City Council.

Membership in the task force included (2) council liaisons, (2) planning commissioners, (3) HMBA business owners, (2) Old Town residents, and a number of City Staff. Over the course of an eight week period, the task force met to discuss the outlined task force responsibilities.

C. Analysis:

The full findings of the Task Force are outlined in the attached report.

Important highlights include:

“The task force started with a review of the ideas generated by the 1998 Downtown Action Plan (DAP) committee. While much of the previous committee’s suggested projects have been completed, those that were not, have now become the focus of the current task force’s primary recommendations.”

“Upon reviewing the ideas generated, the task force would like to stress the need to view and the suggested projects and program ideas as integrated.

Drawing upon previous studies & actions (1998 Downtown Action Plan, 2002 Hyatt Palma Study, HMBA plan to create a BID, 2002 OTIS Study, etc), this task force strongly suggests that both capital project and program development initiatives need to be made together in order for an effective implementation strategy to work.”

“In a nutshell (the task force recommends actions to):

1. Implement a capital project plan that creates a new downtown outdoor activity center while providing for a consolidated and expanded parking supply.
2. Create an operating organization that has a budget to promote, program and plan activities in the downtown area.
3. Strive to properly track and adjust to economic data trends.
4. Further define a multi-pronged funding strategy that can support these integrated projects and programs.”

Many of the suggested ideas from this recent task force are similar in nature to suggestions brought up by previous studies (1998 DAP, 2002 Hyatt Palma Study, 2002 OTIS Study). Additionally, the nature of the projects suggested by this recent task force also reinforces the recent goals set by City Council for economic development initiatives.

Staff has included as an attachment, a “draft – Prioritization Summary of Park City’s Economic Development Initiatives.” Based on earlier direction from City Council, City Staff has taken the results of the recent goal setting exercise and created a “evolving document” that visually portrays the links between the developed goals, strategies, and projects geared towards economic development. It is Staff’s plan to further develop this document and discuss it as a part of the January workshop with City Council. Even in draft form, it is important to point out how multiple efforts are pointing towards similar suggested projects.

D. Department Review: This report has been reviewed by the City Manager’s office, Special Events & Facilities Dpt., Planning Dpt., Budget Dpt., and Public Works Dpt.

Alternatives:

- A. Approve Staff’s recommendation**
- B. Modify in some way the suggested Staff recommendation**
- C. Deny approval to proceed with Staff’s recommendation**

Significant Impacts / Consequences of not taking the recommended action:

If no action is taken, the risks include loss of business and activity in our downtown area to regional and other resort competition. Further delays could result in the same issues lingering for years to come.

Recommendation:

- 1) Instruct Staff to pursue any needed survey, study, or funding research steps necessary to put more clarity and detail to the suggested task force recommendations. Any individual expenditures beyond \$20,000 would come to City Council for authorization to proceed. The Downtown Revitalization Fund currently has funds capable of covering an investigative study needs.
- 2) Consider any budget allocations or amendments for any supported projects as a part of Spring 2004 City Budget Review.

Attachments:

- Summary Report
- Draft “Prioritization Summary of Economic Development Initiatives”

Summary Report

Recommendations of the Task Force

for Downtown Enhancements

Membership:

Fred Jones
Jim Hier
Andrew Volkman
Bruce Erickson
Rick Anderson
Monty Coates
Ken Davis
John Plunkett
Barbara Kuhr
Patt Putt
Jonathan Weidenhamer

Report written by Colin Hilton

Date: November 20, 2003

Recommendations of the 2003 Task Force for Downtown Enhancements

Draft – November 12, 2003

I. Summary of Task Force Purpose

The 2003 Task Force for Downtown Enhancements set out to accomplish the following:

1. Discuss, debate, and make suggestions as to what capital improvement projects & program development ideas should receive further attention by the City and interested individuals & organizations.
2. Review 1998 Downtown Action Plan (DAP)
 - a. Report on the status of proposed projects
 - c. Decide which unfinished projects should be acted on.
4. Discuss and identify any new factors that have come into play that were not present in 1998. (ie: differing mix of businesses, competition from surrounding areas, etc.)
4. In light of the new factors, discuss and identify any new capital project or program ideas that would enhance the vitality and activity in downtown.
6. Identify potential funding sources for projects either left unfinished from the 1998 DAP or newly suggested project/program ideas.
6. Summarize Task Force recommendations & report back to City Council.

The Task Force met to discuss & itemize a list of recommendations on suggested capital projects and program ideas for enhancements to the downtown area. Starting on September 30th, the task force met every two weeks for a total of four meetings. The following report reflects the discussions and recommendations given.

II. Meeting Topics / Ideas Generated

The following is a collection of thoughts, ideas, and comments made by various task force members throughout the 8 weeks of task force meetings. This section merely lists ideas captured in meeting notes and does not necessarily reflect the collective views of the entire task force membership. Section III provides a listing of the group supported recommendations.

Topics / Ideas / Comments generated:

A. 1998 DAP Status & Summary of Projects Unfinished

- A Parking Structure was suggested to be completed within 12 months of the 1998 report. Action has not been taken on this recommendation of a previous task force.
- Bulb-outs and sidewalk dining areas were suggested with numerous actions taken over the past 5 years. Only requests for increased sidewalk dining areas remain.
- The suggestion of a gathering area(s) near Main/ Swede/Post Office and/or Heber/Main location were made in the 1998 report. Action was not taken since it was recommended. Increased emphasis on this has been a topic of much recent discussion.

- Additional public art displays were encouraged in the DAP report with increasing desires to see greater emphasis placed on this goal over recent years.
- Additional “coordinated” wayfinding signage did see efforts made – however several members of the recent task force recommend another push to coordinate the messaging better.
- Refuse structures were suggested to hide unsightly dumpsters. One location has been built. A second location near China Bridge remains unfinished pending the direction given on any possible enhancements to the existing garage.
- Swede Alley sidewalk & lighting improvements were emphasized in the 1998 DAP. Not a whole lot was done to implement the suggested projects. Increasing growth and activity in this area suggests doing improvements to make this area more “pedestrian-friendly.”
- The corridors and pedestrian linkages to and from Main Street were emphasized many years ago, and have seen beautification projects improve these walkways. Additional efforts to improve these access ways were supported by the majority of the new task force.

B. New Factors In Play in 2003

1. Transit Center existence on Swede Alley – this addition now places a much greater emphasis and first impression on transit visitors entering Main Street from Swede Alley.
2. Main Street Use Shift
 - a. A loss of office & personal service industries (salon etc) has occurred
 - b. Usage has changed on Main Street. (you don’t pull up in your car to visit the hardware store anymore). The commercial mix of businesses has changed.
3. Parking
 - a. There is an increasing perception problem of parking in Old Town.
 - b. There are more times that there is a supply shortage
 - c. Not so much a new factor, but an ongoing debate about how to best park in downtown remains a contentious issue suggesting further actions be made.
4. Swede Alley’s continued development
 - a. There is a continued increase in commercial storefronts on Swede Alley
5. Regional commercial growth is providing increased competition to Main Street

C. General Statements

- A collaborative effort should be made to enhance the unique character of Main St
- Recognition of regional competition (big box) needs to be had with a way to differentiate the attraction of “In-town” businesses.
- We should promote a unique experience to both locals and tourists
- A new target audience should be:
 - Lost locals (including Basin). What can we do to bring them back? No compelling reason to come
 - Locals come when: 1. They are showing town to guests. 2. It’s economically feasible (2 for 1’s) 3. For events
 - Local service industry (salons) and other general industry (offices) forced off the street

- Wasatch Front day visitors?
- We should be looking at filling vacant 2nd story and basement spaces
- There is a finite # of square footage, restaurant seats, parking, etc. Rather than creating more commercial space through zoning and new development, we need to promote the most efficient use of existing space.
- You know the existing sign program is not working if more and more signs keep popping up.

D. Suggestions on Downtown Area Capital Projects

- Gathering/Activity spot – “Downtown Plaza” concept
 - We should investigate this concept further and review all possible locations. If a Post Office site is best, conduct an in-depth analysis.
 - We should define the scope – produce conceptual plans (square footage, cost, capacity, intended use)
 - Needs to be supported with an updated public transportation and parking plan.
 - Need to review the parking impacts.
 - All contingent on a proper funding plan.
- Expanded Parking Structure
 - Consolidate needed parking supply to the existing China Bridge structure
 - Promote easier access between China Bridge floors with connection all the way through from Swede Alley to Marsac
 - Increase ease to reach the overflow Sandridge lots
 - Mixed-use square footage on front face of proposed garage?
 - Simple, clear message on where to park
 - Funding thoughts
- Other Parking Lot Enhancements
 - Sandridge improvements (lighting, stairs, make more friendly, signs)
 - Parking under Main Street Mall
 - Marsac to Swede Alley connection behind China Bridge structure
 - Comprehensive way finding program for parking (public and private)
 1. Electronic auto count
 2. Maps of available stock at every lot
 3. Mitigation plan for when no spaces are available
- Close Main Street
 - Start with event closure periods to test out
- Sidewalk improvements
 - Main Street – No push for widening of sidewalks
 - Leave alone. Fact of life in mountain town
 - Widen a little for added outdoor dining areas in certain areas
 - Swede – We should have at least one complete sidewalk (east or west) for the length of Swede Alley
 - Lighting on Swede

Replicate main street fixtures.

- Parking on Main Street
 - Maintain current pay system
 - Adjust pay system to traditional meters
 - Go with diagonal parking (lose 60 spaces, allows wider sidewalks)

- Refuse Buildings

Should look into doing a cost estimate for enclosed structure adjacent to china bridge as:

 - i) Part of new parking structure
 - ii) Stand alone

Cosmetic improvements to existing building- Mural / art

- Redevelop brewpub parking lot
 - Create mixed use to terminate commercial end of main st.
 - City should possibly lease or sell to private developer w/stipulations
 - Should maintain existing numbers of parking spaces in any suggested development here.

- Museum Expansion Project – Has positive influences on other downtown project ideas
 - Suggests promoting a sense of arrival as you leave the transit center coming towards Main Street (Signage and building painting)
 - Enhance the pedestrian links to Main Street (both from Transit center side and from Park Avenue side – Deffenbach land – creating an east-west link to Main.)
 - A good example of creating “destination attractions” for the downtown area.
 - Suggest Downtown Park City as an overall destination area – not just Main Street.
 - Resort /Tourism focus supports the notion of promoting “destinations”

- Add additional mixed-use development in Swede Alley
 - Create a live-work-play-shop/eat activity area
 - More pedestrian-oriented, more urban, mixed economy
 - Expand downtown retail / restaurant to Swede Alley
 - Provide for additional 2nd floor office space and third floor and above residential units.
 - Residential units for affordable housing? Assisted living? Upscale condo's?
 - Expand off the idea of the Downtown Plaza concept

E. Suggestions on Program Development Ideas in the Downtown Area

- Publish quarterly sales tax reports – differentiate by type use (rest v retail, etc)

- Measure other indicators (wealth, # of 2nd home owners, etc.)
- Promote better utilization of 2nd story & basement retail / office space
- Look to create an umbrella organization to promote, stage events, and market the downtown area (ievail valley association or DDA type of organization - events / marketing of downtown)

F. Funding Strategies

- A Main Street RDA extension could be sought for a two year extension – per approvals from just the P.C. School district. A longer extension could be looked into for anywhere from 10 to 20 years extended. The longer term extension would require approvals from 5 of the 8 members of a RDA committee – consisting of (2) City appointments, (2) PC School District appointments, (1) State School Board representative, (1) Fire District member, and (2) County appointments.
- Currently – a cap of \$1.3 million a year is put on the RDA’s funding – The current Main Street RDA area collects 8-10 times that. A request to increase the ceiling could be made if desired with decent arguments.
- Of the \$1.3 million/ year collected – an approx. \$400,000/yr mitigation payment is made to the PC school district. Therefore, any extension of the Main Street RDA would produce a net gain of approx. \$900,000/yr.
- Other possible funding sources were itemized, but with little time for discussion. They included:
 - A possible increase to the TRT rate.
 - Increase of up to a ½ percent on the resort city tax
 - Special Improvement District area
 - Private / Public partnerships – with allowances for placing mixed-use development along with the public projects.
 - Sales Tax revenue bonds
 - Property tax increases
 - City CIP & general fund \$\$’s
 - RAP Tax / Restaurant tax \$\$’s
- Generally speaking, the group was in favor of having multiple funding sources pay for the suggested projects. However – much of the discussion focused primarily on the concept of extending the Main Street RDA.
- Thoughts were expressed at contacting the County early on to introduce the thought of the City’s desire to do the extension of the RDA.

III. Recommendations of the Task Force

Overview

The task force started with a review of the ideas generated by the 1998 Downtown Action Plan (DAP) committee. While much of the previous committee's suggested projects have been completed, those that were not, have now become the focus of the current task force's primary recommendations.

Much foresight and creative energy was placed in the 1998 DAP and those who served on that committee should be commended for their action-oriented visions.

Listed below is a collection of new and old ideas put into categories of recommended:

- ✓ Capital Projects
- ✓ Program Ideas
- ✓ Funding Suggestions

The level of detail on many of the suggested projects is conceptual and broad in scope. It is felt that the City Staff could further analyze and report on such areas as cost projections, land-use impacts, and detailed funding options. If the current City Council also concurs on the appropriateness of the concepts put forward, it is strongly recommended by the task force members that these be acted upon in a swift, action-oriented way.

Rationale for Suggested Implementation – “Projects/Program Ideas are Linked Together”

Upon reviewing the ideas generated, the task force would like to stress the need to view and the suggested projects and program ideas as integrated.

Drawing upon previous studies & actions (1998 Downtown Action Plan, 2002 Hyatt Palma Study, HMBA plan to create a BID, 2002 OTIS Study, etc), this task force strongly suggests that both capital project and program development initiatives need to be made together in order for an effective implementation strategy to work. In other words, one suggested project needs another. One capital project needs another capital project. A brick and mortar project needs an effective program to best use it!

An overriding theme supported by the entire task force is the need to further enhance and promote Park City as an overall attractive “destination.” The uniqueness of Park City is in its make-up of the town's three resorts and a Main Street that binds it all together. We should do more to articulate and brand our town with this unique destination message. Not only should we market these unique elements, but we should do more with our downtown infrastructure to give increased reasons for visitors and residents to spend more time here.

The elements suggested below either are destination elements themselves or enhance the ability to utilize and access the overall downtown destination area.

Recommended Capital Projects

1. Downtown Plaza Concept - (a strong, catchy name is needed for this!)
 - a. The concept of providing a gathering space that can be utilized in many different creative ways is consistent with numerous City goals.
 - b. The suggested location would be from the current Post Office, 5th Street to the steps up to City Hall.
 - c. Possible uses could include:
 - Everyday green space enjoyable to both visitors and locals
 - Venue for holding events of all varieties
 - i. Biggies – Art Fest, Jazz Fest, America’s Opening, Sundance, etc.
 - ii. Not so biggies – Wednesday night concert series, farmers markets, entertainers of all shapes and styles
 - iii. Unknown – a place for any creative entity to come up with a good idea to host an event or approved display
 - Site for town gatherings, assemblies, peaceful demonstrations
 - Site for public art displays
 - A focal point for Main Street & all of Park City
 - d. The scope of this concept should include:
 - Appealing landscape features: to possibly include a water feature
 - Sidewalks, “street/park furniture”
 - Enhanced lighting similar to Main Street
 - Stage with support infrastructure for permanent power & speaker wiring
 - Permanent restrooms
 - A long-term Post Office presence on Main Street – the location of the post office on Main Street is extremely important and would remain an integral part of any gathering space concept.
 - e. It is the task force’s opinion that further research should be done. To include potential impacts on parking and area businesses. The feasibility of this taking into account uses of the post office property and the costs associated with acquiring additional land. Cost estimates and potential funding sources per the scope outlined above would be a good next step.
2. An Expanded / More Accessible China Bridge Parking Structure
 - a. Suggestion is to expand the existing China Bridge structure to:
 - a. Improve the accessibility of existing floors of China Bridge
 - b. Improve the accessibility and ease of getting to the overflow Sandridge Lots
 - c. Consolidate lost surface parking from other downtown area projects
 - d. While constructing to improve the accessibility and to recover the lost surface spots due to the new downtown improvements, build as many additional parking spaces as possible in the area previously looked at in the OTIS study. Rough estimates project this to be an added 320 spaces with a loss of close to 100 spaces – therefore giving the downtown area a net gain of approximately 220 spaces.

- e. Create an ability to simplify the parking directional signage by designating this parking facility as the primary parking lot for those who choose to drive downtown.
 - f. Concentrate on adding the parking supply and enhanced access ways without trying to add a mixed-use commercial component to it. Earlier thoughts of masking the added parking element with a public safety or commercial / residential mixed use component would seemingly be counterproductive in attempts to gain a parking supply. New commercial development would only generate new parking needs.
3. Improved and enhanced pedestrian walkways / features on Swede Alley, Main Street, and other thoroughfares leading to the downtown area.
- ✓ Improved wayfinding signage
 - ✓ Added Swede Alley sidewalk along its west side
 - ✓ Widened sections of Main Street sidewalk to allow for added outdoor dining and small gathering spaces.
 - ✓ A new refuse structure near or in an expanded China Bridge structure

The task force is also very supportive of the planned expansion of the history museum. This project serves as a terrific example of creating an enhanced destination attraction.

Program Ideas

1. Look into setting up an organization that promotes, markets, and programs events for the downtown area.
 - ✓ With the fact that there is no clear cookie-cutter model to do this, attempt to piece together an organization that has a “board” that is made up of an assembled group – say of the City, Chamber, HMBB, restaurant association, etc – whoever had a vested interest.
 - ✓ Suggest having a full-time Executive Director position who would execute a comprehensive strategy for promoting the downtown area.

Recent studies the City has commissioned have mentioned this before (Hyatt Palma). The recommendation would be to act on this as soon as possible.

Funding Suggestions

1. Look for multiple sources of funds to pay for the suggested projects
2. Favor as the most intriguing source of new funds, the thought of extending the Main Street RDA – minimum of 2 years. Desired 20.
3. Ideally have a dedicated funding source for the umbrella organization looking to program events and promote the downtown area.

- a. Perhaps corral a pool of existing funding sources (Rest tax, RAP tax, city tax, dues, fees, etc) to get a better bang for the buck with a cohesive long-reaching organization.
4. Look into putting the upper Main Street parking lot (Brew Pub lot) out for a sale / lease arrangement to solicit development proposals that could generate new funds while still maintaining the same amount of parking space.

Summary

In a nutshell:

1. Implement a capital project plan that creates a new downtown outdoor activity center while providing for a consolidated and expanded parking supply.
2. Create an operating organization that has a budget to promote, program and plan activities in the downtown area.
3. Strive to properly track and adjust to economic data trends.
4. Further define a multi-pronged funding strategy that can support these integrated projects and programs.



2002 Old Town Improvement Study Summary Report



Prepared by

Colin Hilton
Park City Municipal Corporation

Contributing Partners

Tasco Engineering, Inc – Lehi, Utah
Wilbur Smith Associates – SLC, Utah
EDA Architects – SLC, Utah

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I. Executive Summary

The following report summarizes the findings of the 2002 Old Town Improvement Study. This document reviews the study approach, lists and highlights research on suggested capital improvement projects, and sets up a framework for additional discussions on setting project funding priorities.

As this study has endeavored to provide an objective and unrestricted approach to reviewing all constituent ideas, the collective project listing is very extensive. The end result is a thorough analysis of numerous Old Town capital improvement projects. As a tool to assist the City Council, Staff, and interested citizens to formulate their respective opinions, the enclosed materials provide both qualitative and quantitative details on suggested infrastructure projects.

Below is a summary of the project categories and their cumulative budget forecasts:

- | | |
|---|-----------------|
| 1. Street Reconstruction Projects | \$ 19,350,000 |
| 2. Street Project Add-Ons | |
| a. Water Line Replacements | \$ 1,333,241 |
| b. Relocating Overhead Utilities | \$ 7,554,000 |
| 3. Parking Enhancements | |
| a. Option AA – Reconfigure surface lot use (gain 20-45 spaces) | \$ 16k-\$80,000 |
| b. Option A – Parking Ramp – Improved access (gain 165 spaces) | \$ 2,900,000 |
| c. Option A1 – Parking Ramp w/ Retail/Civic space (gain 147 spaces) | \$ 3,200,000 |
| d. Option B – Structured parking (gain 247 spaces) | \$ 4,300,000 |
| e. Option B1 – Structured parking w/ Retail/Civic space (gain 247 spaces) | \$ 4,700,000 |
| f. Option C1 – Structured parking w/ Retail/Civic space (gain 387 spaces) | \$ 5,900,000 |
| 4. Pedestrian Friendly Enhancements | \$ 2,035,200 |
| 5. Mixed Bag | \$ 4,871,000 |

Those involved with the study, from residents to business operators, all appreciated the opportunity to discuss their ideas. Many of the creative thoughts and suggestions were derived from the mere fact that a forum was created to hear their ideas. The following pages contain numerous details and budget figures generated on each of the researched project ideas. Also included are opinions and constituent sentiments captured throughout the study period.

Priorities within certain project categories (Street and Water projects) have already been listed. What needs further discussion and direction from City Council is priorities between the project categories. There are varying degrees of support behind the proposed projects. Not surprisingly, most people would like to see action taken on the majority of the listed projects, but are wary of paying for it. Parking and relocating overhead utilities received the most attention and remain the most divided in support.

Upon a review of the attached report, it is recommended that the following next steps be taken:

1. Promote a period of additional review and discussion over the researched projects. Actions taken to further stimulate additional debate and discussion will ultimately allow opinions to form on which category priorities are best suited for funding appropriations.

2. City Council should provide staff direction on whether certain project categories are worthy of further research and fund appropriation considerations.
3. Given a “big picture” view of suggested project priorities from City Council, City Staff can then put together a series of funding strategies ranging from conservative to aggressive.
4. Discussions on capital projects within Old Town should be incorporated into the 5 year CIP planning process. Preparations for the next 2 year budget cycle would utilize the outcomes of the CIP prioritization process.

From the information contained within this document, those seeking to formulate opinions on what subsequent actions are prudent will be encouraged to consider the following questions:

- Given that improvements to Old Town is a City priority, what types of infrastructure projects would best serve this City goal?
- Should street reconstruction projects follow the same funding and scope routines as in the past? Or should considerations be made to incorporate additional street features and characteristics such as added sidewalks, traffic calming features, stairways, and relocated utilities?
- Given the emphasis on water quality and supply, will the water fund need to be increased to ensure replacement lines in Old Town can be replaced as street reconstruction projects are planned?
- Can the relocation of overhead utilities be a financially “do-able” project?
- What option for parking supply enhancements makes the most sense at this time?
- Where do “pedestrian-friendly” enhancements fit into the overall plan for appropriating capital funds within Old Town?

These questions will undoubtedly unfold as you review and discuss the following material.

Insert OTIS Project Map

II. Introduction

At the request of the City Council, the 2002 Old Town Improvement Study (a.k.a. “OTIS”) was initiated in July of 2002 to review and research a vast array of suggested infrastructure projects within Park City’s Old Town. Its purpose identified a desire to see City Staff research, publicly discuss, and prioritize capital projects within Old Town.

Over the course of four months, the information that has been gathered and publicly discussed is now summarized in this report.

Park City Vision and Priority Goals

Important to the discussion on improvements to Old Town is the need to understand the recent priorities set by the current City Council. Park City’s vision states a desire to:

“Be a World Class, Multi-Seasonal Destination Resort Community”

Old Town is recognized as the “spirit of Park City” and under the recent goal setting exercise, a High Priority Goal of the City Council is:

“Improving Historic Park City”

As several constituents have lobbied the City for individual infrastructure projects, an approach to review in detail all of the suggested projects was desired.

Throughout the gathering of information, it became apparent that infrastructure projects gradually fell into the following categories:

- A. Street Reconstruction Projects
- B. Parking Supply Considerations
- C. Pedestrian-Friendly Enhancements
- D. Mixed Bag

The intended result of the study was to put together a comprehensive project list that detailed cost estimates, analysis, envisioned scheduling time frames, constituent preferences, professional recommendations, funding and financing options, and proposed policies for assessing and implementing capital projects.



III. Study Approach

As Park City has commissioned several previous studies within the Old Town area, the OTIS Study took a position not to redo or duplicate any previous work. Instead, a thorough review of the key highlights and recommendations from the past studies helped formulate how OTIS study approach would go. Using information and analysis from previous studies allowed for a more efficient use of staff time and reduced the need for outside professional resources to conduct the study.

City staff collected the majority of the OTIS Study data and only engaged the services of outside resources to assist in areas where the Staff did not have technical expertise. The boundaries of the Study were limited to the historical zoned property commonly called “Old Town.”

Careful consideration was made to not rush into researching projects without first allowing for all interested parties to first have a say on which projects the City should further research. Starting with a mailed questionnaire to all Old Town residents and businesses in late July, creative ideas were solicited on suggested infrastructure projects. The questionnaire outlined the intentions behind the OTIS Study and encouraged involvement in one of three August public meetings.

The August public meetings fueled initial interest in discussions about possible infrastructure projects. Discussions here along with questionnaire responses, Park City Municipal staff input, local agency ideas, and a variety of individual meetings helped formulate a project list needing more details to the following:

- Accurate budget forecasts
- Time frames to complete the desired projects
- More technical or detailed analysis of the ideas
- Possible funding sources
- Gathering of constituent preferences

This initiated a 2nd phase of research that now had a targeted project list, but lacked the above details.

For the majority of the “Pedestrian-Friendly,” “Mixed Bag,” standard street, and water project categories, those details were derived with internal staff research. For the engineering needs of further exploring the concept of “relocating the overhead utilities” and “parking enhancements,” outside professionals were obtained.

These details were then brought back to a public forum for a follow-up review of the targeted project list. This late October public meeting went over the initial OTIS Study findings with an intent to gather a snapshot of sentiments from those who attended.

In reviewing the options for suggested infrastructure projects, the OTIS Study and this summary report have taken great efforts to present the material without a perceived bias. The intended hope is to spur additional discussion that can draw upon the details presented in this report. With this outlined approach, the following findings provide the analysis, project specifics and recommendations on suggested next steps.

IV. Findings

A. Review of Past Studies

Park City has made significant improvements to Old Town since the mid 1980's. Through a variety of funding mechanisms, both publicly and privately financed, the area has steadily been improved upon in many ways.



A large part of the City sponsored projects have been stimulated by suggestions made from previous area wide studies. From core street improvements of storm drains and street re-surfacing to the creation of a transit center, stairway connections and “street furniture,” the improvements have had a positive impact. Many of the “new” ideas requested of the City have been around for awhile. A quick recap of the past study recommendations and outcomes is useful to understand.

1993 Sear Brown Study - Street and Utility Improvements

This review of existing street and utility infrastructure outlined a item by item priority list of street repairs to make within Old Town. This prioritization of street projects allowed the City staff to address 1 by 1, the required improvements necessary to handle problematic storm drain, street conditions, and utility capacity concerns. Over the course of eight years, the majority of the outlined projects were completed.

The element helpful to the OTIS study is in the value of forecasting the street reconstruction priorities in 1-5, 6-10, and 11-15 year category periods. This is a basic city service that consumes a large amount of available capital funds and has several possible “add-on” elements that will later be discussed.

1993 Lower Park Avenue Study – Pedestrian and Transportation Improvements

The timing of this study signifies an interesting shift in emphasis towards pursuing a balance of transportation improvements with neighborhood and pedestrian enhancements. A key element introduced as a part of this study was the desire to see traffic calming features added to the entrance of Lower Park Avenue. The “box of rocks” that now sits at the entrance of Lower Park Avenue was seen as a means to subtly divert the majority of through traffic to Main Street via Deer Valley Drive. Elements reviewed in the study began an initiative to create more “pedestrian-friendly” enhancements to this area. The concepts of “bump-outs” – later called “bulb-outs” - were introduced here.

There is a continued desire to see additional traffic calming features and “street furniture” along this corridor. Any project that might move ahead in this area would value from reviewing the concepts discussed in this study.

1996 Wilbur Smith Associates Study – Transportation Systems and Parking Analysis

From early 1995 and into 1996, a very extensive review of the Park City area transportation and parking system was reviewed. This included an analysis of the future options the City had to address a perceived steady increase in the traffic volumes. Those options included:

- Ideas on enhancing the Park City Transit System
- Locations / Concepts to augment the supply of surface parking
- A review of a park-n-ride system
- Identification of the best locations to add structured parking
- A review of traffic management systems and a variety of possible options

Much of the study remains a valuable reference tool for continuing discussions on the topic of parking and transportation systems. Outcomes include:

- City steps to enhance and add to the Park City Transit System
- Upgrades to surface lots in Swede Alley and the Sandridge Lots responding to the demand for more parking capacity.
- A system for tracking parking lot utilization has been in effect since the completion of this study.

The OTIS Study re-engaged the same firm who did the initial study to update their data on the existing supply and perceived demand for parking space in the Main and surrounding street areas. Additionally, several of the original long term parking options discussed in 1996 were updated to apply 2002 dollars to.

1998 Downtown Action Plan – Main Street and Swede Alley Improvement Concepts

The intended purpose was a “Revitalization of Main Street and Swede Alley.” Highlights include:

- The recommendation to add more “pedestrian-friendly” enhancements to the corridors leading up to and on Main Street.
- The idea of creating areas for bulb-outs / widening of sidewalks to promote abilities to stop, rest, socialize, and safely cross streets in designated areas.
- Promoted added landscaping and interactive displays
- Suggested an investment in a comprehensive signage program
- Encouraged outdoor events, activities, and outdoor dining

It was suggested that parking improvements be a blend of strategies – both from a supply perspective and a management one. Any corridor enhancements that lost parking space were suggested to be replaced in a 3 to 1 ratio. The China Bridge garage was recommended to have a face lift while any discussions over building an added structure suggested a minimum of 300 spaces be located adjacent to a proposed transit center. Furthermore, any concepts to add a parking structure saw a positive in having access come off of Marsac Avenue and might want to consider space for City Hall expansion needs. The concept of adding a central transit center was envisioned and eventually fulfilled.

The report suggested incorporating public art into improvement projects, suggesting these categories:

- Visual focal points
- Gathering sites
- Enhance existing opportunities
- Street furniture / fixtures

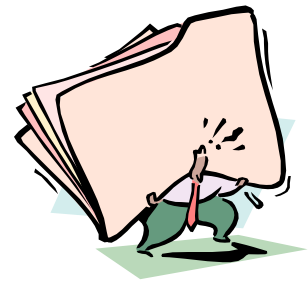
From these recommendations, several street bulb-outs and corridor improvements have been made. Current discussions relating to the Old Town Improvement Study draw from many of the initial concepts brought up during this area review.

B. Phase I – Information Gathering

From July – August 2002, information related to project ideas for Old Town improvements was collected into a discussion list. Through a series of meetings with the following constituents, a targeted project list for further research was developed:

- Historic Main Street Business Alliance (HMBA)
- Residents – via (3) public meetings and many individual meetings
- Internal PCMC staff – City Engineer, Public Works Director, Water, Transportation, Planning, Building, OCMB Departments
- Snyderville Basin Water Reclamation District (SBWRD)
- Park City Fire Department (PCFD)

As Park City has a diverse and wide ranging spectrum of individual opinion, project ideas were numerous. The HMBA outlined its top priorities as 1) parking enhancements and 2) sidewalk improvements. In a letter to the City Staff, the HMBA requested the City consider looking into these two areas in greater detail.



Old Town residents responded to the Phase I questionnaire and public meetings with numerous ideas on how to improve neighborhood features. Much of the discussion centered on street improvements and pedestrian amenities such as sidewalk widths, lighting needs, and corridor enhancements. These ideas were captured and placed onto the targeted project list. This notable statement was enthusiastically supported – “there is no cookie-cutter look for streets within Old Town” and “with any pending street project, neighborhoods should have a chance to add input on the street design characteristics.” In other words, not every neighborhood desires a sidewalk or added lighting elements and residents should meet to discuss such things prior to the streets being re-done.

Additional themes that arose included an overwhelming desire to see the City further research the options to address the perceived parking shortage, but not to rush into building a large parking structure. 97% of Phase I respondents supported that statement on this topic that proved to be the most controversial.

The concept of burying (or relocating) overhead utilities was also well supported. 88% of those polled stated that the City should at least further research the concept to obtain more detailed cost projections and analysis.

All those who participated in the gathering of this information believed that in order to properly evaluate and weigh which projects should receive funding or not, needed the second step of adding more details and accurate cost projections.

C. Phase II – Detailed Analysis of Researched Projects

1. Street Reconstruction Projects

a. Street Reconstruction Projects – Base Level

Over the course of the next fifteen years, the City Engineer forecasts the need to tackle (16) street reconstruction projects throughout the Old Town area. This alone is forecasted to cost over 19 million dollars.

Traditionally, Park City Municipal Corporation tackles about (1) street reconstruction project every (2-3) years as both funding limitations and neighborhood impacts are considered. Looking at the projected needs, either the timeframe will have to be extended or additional funding sources found to cover the forecasted timeframe needs.

As a core City project, it is important that this category of infrastructure project be discussed. As the regular consumer of the bulk of the City's Capital Improvement Fund (CIP), street projects also relate to many of the subsequent OTIS project ideas.



Impacts of any street reconstruction project are high. Most require a 2-4 month period to complete storm drain installation, any “wet” utilities, road base, paving and curb / gutter placements.

Maintaining resident and public safety access is a challenge requiring coordinated street closures and good communications with the contractor and street residents.

The following breakdown prioritizes the street segments with the listed budget needs, funding options, and scope of work highlights.

Category & Project Listing	Priority or Suggested Period	Projected Budget Need	Funding Source Options	Comments & Analysis Highlights
Street Reconstruction Projects				
Prospect Ave	1 (1-5 years)	\$ 1,100,000	CIP / Operating	Storm drains, sewer, gutters, paving, landscaping, and relocation of fire hydrant
Lower Norfolk (8th-13th)	1 (1-5 years)	\$ 1,500,000	CIP / Operating	Storm drains, sewer, gutters, sidewalk, paving, conduit
Upper Park Ave.(Heber to King)	1 (1-5 years)	\$ 2,000,000	CIP / Operating	Storm drains, sewer, gutters, conduits, sidewalk, paving
Intersection - Marsac & Hillside	1 (1-5 years)	\$ 600,000	CIP / Operating	Sidewalks, gutter, landscaping, paving, public art, utility conduits
Woodside - north of 13th	1 (1-5 years)	\$ 900,000	CIP / Operating	Gutter, paving, storm drains, sidewalk, utility conduits
	Sub total	\$ 6,100,000		
Sandridge	2 (6-10 years)	\$ 700,000	CIP / Operating	Gutters, storm drain, paving, landscaping, right of way
Hillside	2 (6-10 years)	\$ 550,000	CIP / Operating	Retaining walls, storm drain, sewer, sidewalk, paving, guardrails
Empire & Upper Lowell	2 (6-10 years)	\$ 1,900,000	CIP / Operating	Gutters, paving, storm drains, sidewalks, conduits
Sullivan Road	2 (6-10 years)	\$ 1,100,000	CIP / Operating	Sidewalks, storm drains, parking, landscaping, paving, public art, utility conduits
Rossi Hill Drive	2 (6-10 years)	\$ 1,800,000	CIP / Operating	Sidewalks, gutter, right-of-way, paving, utility conduits
Swede Alley	2 (6-10 years)	\$ 1,900,000	CIP / Operating	Sidewalks, landscaping, bringing the stream to surface, public art, paving, utility conduits
	Sub total	\$ 7,950,000		
8th, 9th, 10th, 11th, 12th streets	3 (11-15 years)	\$ 1,400,000	CIP / Operating	Storm drains, sidewalks, stairs, sewer, paving, conduits
13th, 14th, 15th streets	3 (11-15 years)	\$ 600,000	CIP / Operating	Storm drains, sidewalks, stairs, sewer, paving, conduits
Silver King	3 (11-15 years)	\$ 500,000	CIP / Operating	Sidewalk, paving, public art
Ridge Ave	3 (11-15 years)	\$ 1,200,000	CIP / Operating	Right-of-way, gutter, storm drain, paving
McHenry Drive	3 (11-15 years)	\$ 1,600,000	CIP / Operating	Right-of-way, gutter, paving
	Sub total	\$ 5,300,000		

b. Street Reconstruction Project “Add-ons” – Water Line Replacement Projects

Water lines throughout Old Town are on average 30-35 years old (a large number installed in the late 60’s into the early 70’s). The Water Department routinely services areas where corrosion problems have caused leaks during all times of the year. It is a challenge to maintain proper pressure zones and in some specific areas there is concern over maintaining adequate fire flow.

Replacement of water lines as a part of all street reconstruction projects has been the normal practice and remains the preferable course of action. With the installation of new composites of replacement pipe, the investment would extend the normal life of the service area to over 40-50 years. A key desire would also see 6 inch mains be upsized to 8 inch in order to provide better service. Old service laterals could also be upgraded and upsized as streets are reconstructed. Fire hydrants would be replaced as the current variety do not have replacement parts.

In reviewing the priority areas with the Public Works team, the following were identified as the current priorities:

Category & Project Listing	Priority or Suggested Period	Projected Budget Need	Funding Source Options	Comments & Analysis Highlights
Street Reconstruction - Possible "Add-on's"				
Water Line Replacements				
Hillside, Ontario, McHenry, Rossi	1 (1-5 years)	\$ 242,788	Water Fund	Required: 2320' of 8" DIP. Existing: Maintenance problems, age, and inadequate fire flow
Upper Park Ave. - Heber to King	2 (6-10 years)	\$ 272,090	Water Fund	Required: 2600' of 8" DIP. Existing: Maintenance problems, age, and inadequate fire flow
Empire Avenue - 9th to 13 th	2 (6-10 years)	\$ 209,300	Water Fund	Required: 2000' of 8" DIP. Existing: Maintenance problems, age, and inadequate fire flow
Deer Valley Loop Road – All	2 (6-10 years)	\$ 161,161	Water Fund	Required: 1540' of 8" DIP. Existing: Maintenance problems, age, and inadequate fire flow
Lower Norfolk - 13th to 7 th	2 (6-10 years)	\$ 246,974	Water Fund	Required: 2360' of 8" DIP. Existing: Maintenance problems, age, and inadequate fire flow
Prospect Ave. – All	2 (6-10 years)	\$ 89,999	Water Fund	Required: 860' of 8" DIP. Existing: Age, and inadequate fire flow
Sandridge Ave. – All	2 (6-10 years)	\$ 62,790	Water Fund	Required: 600' of 8" DIP. Existing: Age, and inadequate fire flow
Chamber Ave. – All	2 (6-10 years)	\$ 48,139	Water Fund	Required: 460' of 8" DIP. Existing: Age, and inadequate fire flow
	Sub total	\$ 1,333,241		

c. Street Reconstruction “Add-Ons” – Concept of Relocating Overhead Utilities

Although possible to construct as a stand alone project, “relocating” or burying overhead utilities sees a significant advantage to doing it as a part of a street reconstruction project. For this purpose, we list this concept under the heading of a street reconstruction project “Add-On.”

The City staff and residents have discussed this topic for many years. Within the past year, a major street reconstruction project was even put “on hold” at the request of the majority of the street residents on Upper Park Avenue. The sentiment was a desire to see that the City consider making the relocation of utilities an added element to the reconstruction project – even on a cost sharing program. Prior to this study, the only available cost projection on the concept of “relocating overhead utilities,” came from an estimate given on Upper Park Avenue area of town. In light of the City Council, staff, and resident support to at least further explore this concept, the OTIS Study engaged the professional services of Tasco Engineering to look at this concept as a whole in Old Town.



Tasco divided up Old Town into (16) separate project areas in order to provide a framework for the conceptual design and cost estimates. The sixteen (16) projects are divided up as follows: **(The sequence bears no relevance of construction priority).**

- Project 1: Lower (north) Woodside Avenue from 8th to 12th Street
- Project 2: Upper (south) Park Avenue from Heber to King Road
- Project 3: Lower Norfolk Avenue from approximately 8th to 13th Street
- Project 4: Upper (south) Empire Avenue from approximately 8th to 12th Street
- Project 5: Upper (south) Lowell Avenue from approximately 9th Street to 13th Street
- Project 6: Prospect Avenue from Hillside Street/Sandridge
- Project 7: Ontario, McHenry, Swift, Provo, Rossi, and Deer Valley Drive
- Project 8: Marsac Avenue from Ontario North to Ontario South
- Project 9: Swede Alley from 5th Street to Main Street
- Project 10: Upper (south) Woodside Avenue from 7th to King Road
- Project 11: Norfolk Avenue from approximately 4th Street to King Road, King Road, and Sampson Avenue
- Project 12: Daly Avenue from King Road to end
- Project 13: Lower (north) Woodside Avenue from 13th Street to 15th Street
- Project 14: Empire Avenue from 13th Street to 15th Street
- Project 15: Lower Park Avenue from Sullivan to 15th Street and Sullivan Road
- Project 16: Central Park Avenue from 10th Street to 15th Street

Each project has been evaluated separately, and drawings have been prepared on an individual project basis. Tasco coordinated their research with all the “dry utility stakeholders” – PacifiCorp - Utah Power & Light (UP&L), Qwest, and AT&T. They reviewed their concept and overall analysis with the City Staff and provided the following cost estimates.

Projected Costs of Relocating “Dry Utilities” throughout all of Old Town

Street Reconstruction Possible "Add-on's"				
Burying Overhead Utilities				
Street Project	Assoc. Street Project Period	Budget as Part of a Street Reconstruction	Stand-alone Budget need	Comments
Prospect Ave / Hillside / Sandridge	1 (1-5 years) + 2 (6-10years)	\$ 215,000	\$ 270,000	All projects listed here do not reflect any costs to obtain right of ways
Lower Norfolk (8th-13th)	1 (1-5 years)	\$ 744,000	\$ 880,000	Higher cost reflects relocating a main distribution line serving a bigger area
Upper Park Ave.(Heber to King)	1 (1-5 years)	\$ 1,227,000	\$ 1,463,000	Higher cost reflects relocating a main distribution line serving a bigger area
Woodside - north of 13th	1 (1-5 years)	\$ 626,000	\$ 724,000	
Upper Lowell (9-13th)	2 (6-10 years)	\$ 219,000	\$ 294,000	
Ontario, McHenry, Swift, Provo, Rossi, & DV Drive	2 (6-10 years) *	\$ 406,000	\$ 543,000	
Swede Alley	2 (6-10 years)	\$ 362,000	\$ 420,000	
Empire (8-12th)	2 (6-10 years)	\$ 308,000	\$ 415,000	
Empire (13th-15th)	2 (6-10 years)	\$ 299,000	\$ 340,000	
8th-15th Streets, Park Ave (8th-15th)	3 (11-15 years)	\$ 184,000	\$ 198,000	
Lower Park Ave (Sullivan to 15th) & Sullivan Rd	Stand-Alone *	\$ 149,000	\$ 180,000	Street Reconstruction already completed for Lower Park Ave
Marsac (Ontario N to S)	Stand-alone	\$ 146,000	\$ 146,000	Currently a State Road
Upper Woodside - (7th to King)	Stand-alone	\$ 526,000	\$ 526,000	Street Reconstruction already completed – has installed conduit for consideration of relocating utilities
Woodside (8th-12th)	Stand-alone	\$ 625,000	\$ 625,000	Street Reconstruction already completed – has installed conduit for consideration of relocating utilities
Upper Norfolk(4th to King) & Sampson	Stand-alone	\$ 963,000	\$ 963,000	Street in L-T good shape
Daly	Stand-alone	\$ 555,000	\$ 555,000	Street in L-T good shape
	Subtotal:	\$ 7,554,000	\$ 8,542,000	

Tasco’s total cost estimate for all of Old Town – assuming the work was performed as an “Add-On” to street reconstruction projects, is **\$7,554,000**. If done as stand-alone projects, the totals rise to **\$8,542,000**.

Cost Analysis

Their projected budget figures come as a result of over 5 weeks of producing a (3) layer set (electrical, CATV, and Telephone) of conceptual design drawings for each of the (16) project areas and application of itemized unit costs. The overall costs include both “hard costs” and “soft costs.” As outlined by Tasco:

“Hard costs are the costs for providing and installing the actual infrastructure. These include estimates of material, labor, and equipment. Soft costs are those costs associated with a project that are in addition to the actual infrastructure, and may be considered more of an overhead cost. These costs include such things as engineering costs, Park City staff costs, costs associated with financing, contingency costs, etc. The soft costs are not fixed, and can only be estimated during the conceptual phase of a project. Once a decision is made for funding and to move ahead with a project, then these costs can be more closely defined.”

Tasco emphasizes the benefits of doing the relocation as a part of an overall street reconstruction project:

The relocation costs of the dry utility systems to an underground location can best be accomplished by relocating these systems in conjunction with a major road or system improvement. This would assume that the road will be replaced with the improvement and therefore not be part of the dry systems relocation costs. The primary reasons for waiting to do the relocation are as follows:

- 1. Funding for the major improvement could feasibly provide for the excavation and placement of conduit systems for the dry utilities at a small incremental cost to the major improvement. This would make the dry utility costs be significantly less because the pavement costs will be included in the roadway replacement, and the excavation can be accomplished without cutting or replacing the pavement. Placing the conduit system is fairly simple once the trench is in place.*
- 2. The dry utility systems can be located in such a fashion that they will conform to the new improvement and thus save in the attempt to avoid existing obstacles that will be removed with the roadway improvement.*
- 3. In some instances, the Park City rights-of-way (ROW) are wider than the existing roadway, and when utilized in widening the roadway for planter areas, this will create an enhanced area to place the dry utility systems and related equipment.*
- 4. Roadway construction will be disturbing the general area; therefore, the relocation impacts of the dry utility system could be minimized if performed at the same time.*

Tasco contacted the affected utilities, i.e., PacifiCorp, AT&T, and Qwest and evaluated their current posture for underground utilities. They found the following to be a guideline that was used in the cost estimates:

PacifiCorp: PacifiCorp will relocate (underground) the electrical system in each project area at a cost that they will estimate from a design that they will prepare. The design costs are to be paid in advance. They will estimate the costs from their design and require that these costs be paid in advance of the construction. They will coordinate with the City before and during the construction period to assure compliance with the proposed schedule. All costs relevant to the relocation must be born by a Park City funding program

Qwest and AT&T: Qwest has a policy similar to PacifiCorp on relocation, but if the relocation is part of a larger improvement, i.e., roadway, water, wastewater, or storm drain, then much of the relocation expense will be born by the company. This is not a stated or written policy, but has precedent in many other Utah cities. Of course, if all of the relocation and roadway improvements were to be done in a single season, then both of these utilities would have a hard time bearing the costs. AT&T has stated that AT&T generally will install the cable and related equipment if the City will provide the raceways (conduits). Tasco has the capability to negotiate this endeavor as a result of the deregulation and competitive nature of the telephone industry, and our experience in this area. In the Old Town area of Park City, nearly all of the telephone and cable TV systems are installed on a PacifiCorp pole. Qwest and AT&T have joint pole agreements with PacifiCorp. If the poles are removed, these companies no longer have a place to install their respective systems, and therefore need a replacement (raceway – PVC conduit) to relocate their cable and equipment. This being the case, they (Qwest/AT&T) then have to provide the underground raceways. They will, generally, provide the installation of the raceway and cable, and then pay a portion of the trenching costs.

Tasco believes their estimates present a realistic picture of the requirements.

Within the detailed report on utilities in Appendix 1, a breakdown of projected costs for all (16) studied street sections is included. Additional assumptions and details behind the numbers can also be reviewed there.

Funding Options / Legislation examples

Tasco provided Park City Municipal Corporation with a series of funding options available for consideration.

If the mayor and city council, along with the majority of the property owners, favor such an endeavor as described, then Tasco strongly encourages the city council to pass an ordinance requiring all new dry utility services to be constructed utilizing underground procedures and techniques. The passage of such a law could be just for the Old Town boundary, or could be for the entire city. If this law is first passed, then the funding mechanisms and the cooperation from the utilities is much more effective. We have reviewed the possibility of using one or more of the following funding mechanisms:

- *Special Improvement District (SID):*

This method of financing can be used for utility system relocation, but cannot be used for new construction of utility systems. Using the boundaries of the different project areas can form each district. A vote is required of those landowners that are affected by the proposition, and if the vote tabulation is favorable (51%) then funding can be obtained. The funding would represent the total costs of the relocation and be assessed to each property owner according to the amount of property, or simply by dividing the total cost by the number of property owners. Each parcel of property is then lien-ed until the amount of the assessment is repaid. The repayment is generally done on a yearly basis, and the financing can run from fifteen (15) to thirty (30) years.

As an example of SID funding, Project 3: Lower Norfolk Avenue from approximately 8th to 13th Street has an estimated cost of about \$880,000, with approximately 69 services in

the project. If we assume a 15 year repayment time with a 6% interest rate on the SID loan, \$90,607 would have to be paid each year. If we assume minimal contribution from Park City, then each of the 69 residences would be responsible for a payment of \$1,313 each year for 15 years. If we assume a 25% contribution from Park City, then each residence would be responsible for a payment of \$985 each year for 15 years. If Park City contributed 50%, then each residence would still be responsible for a payment of \$657 each year for 15 years, or about \$55 each month.

- *Sales Tax Revenue Bond:*

This method of financing is used by cities to finance project work, but it requires a pledge of an incremental amount, generally a percentage of the total sales tax collected over the number of years required by the total cost and estimated repayment schedule. This method is available to the mayor and city council, but generally causes a decrease of project work or general fund allocation. No voting by the general public is required, but the city council voting must be favorable.

- *Redevelopment Agency Funding (RDA):*

The Redevelopment Agency Funding methodology has been used in Park City to fund the improvements on Main Street. This method is generally used when the improvement or project will create an increased property value from the existing state. This could be a controversial method because there is definitely an aesthetic improvement in the minds of most, but not all, and property values may or may not be increased as a result of the improvement. The repayment mechanism is the differential tax assessment between the existing and the new improvements, which are pledged for repayment. There is possibility of obtaining Utah State matching funds, or in some cases an outright grant. This method of financing is tax exempt. This method is also controversial in that it could feasibly reduce the amount of funding going to the public school sector.

- *Economic Development Agency Funding (EDA):*

This method of financing is similar to the RDA noted above, but is generally used when the economy of an area is enhanced by the project construction.

- *Creative Financing:*

There are methods of financing that can be used that utilize a contribution from property owners involved with the improvement mixed with borrowed or financed funds, and possibly city funds from one of the previous methods, or directly as a result of the total improvement.

A monthly assessment for the improvements in the entire district could be levied and raise the money necessary to do the improvements over a period of time.

A user fee could be assessed to all Park City residents. This may seem unfair to the people outside of Old Town, but many of those people are served directly or have the redundant service provided by these utilities through Old Town.

A mix of the above could be utilized to create a more acceptable means of financing.

- **Municipalization:**

Although the process required to municipalize the dry utility systems is cumbersome and quite expensive, this is an alternative to the other funding mechanisms. Tasco has provided the services necessary to municipalize electrical power, natural gas, and telephone systems to other cities. Because of the expenses born by the City and the residents, this may be an option to recover the initial investment and provide a revenue source for the future.

Identified Pros and Cons

The relocation of the dry utility systems to underground in the Old Town area of Park City consists of a series of internal projects that can definitely be completed. There are many cities that have undertaken the same endeavor and completed it successfully. Tasco has been able to learn of the positive aspects of the endeavor as well as the negative aspects of the endeavor. Any construction project has pitfalls and positive aspects before, during, and after the process is completed. Conceptual pros and cons for performing the project work include the following:

- **Pros**

Reliability: An underground dry utility system will be more reliable. Weather conditions such as ice and snow will not be a factor in maintaining suitable system service. An overhead distribution system for electrical power, telephone, and cable TV is more exposed to hazards such as automobile collisions.

Aesthetics: The underground system will definitely be more aesthetically pleasing for both residents and visitors. Although this may not be an issue for some, the large majority will enjoy the unobstructed views enhanced by undergrounding the existing overhead utilities.

Single Phase Electrical Power Distribution System: Much of the electrical power distribution system to be undergrounded is a simple single-phase electrical power distribution system. This means for most of the projects, the cost to place this system underground is one-third (1/3) of the cost on the streets requiring three-phase service.

Telephones and Cable TV: Telephones and cable TV systems are fairly inexpensive to place in a raceway, once a trench is in place. Much of the cost to underground this system is in the excavation and asphalt repair costs. To add to this positive feature, Tasco believes that these systems will be relocated underground at no expense to the project if the poles are all removed and the City passes an ordinance requiring the utilities to be constructed or relocated to an underground position.

- **Cons**

Electrical Power Transmission Lines: Most lines in the affected area are distribution lines, although there is one transmission line running east and west near 9th Street. This line has not been considered for relocating underground. The financial burden to place this portion of the

system underground would be prohibitive.

Three Phase Power System: A portion of the distribution is a three-phase main trunk feeder. There are projects areas where there is an existing overhead main trunk feeder, and thus will be expensive to relocate. It has been recommended that Tasco review the concept of leaving these major trunk feeders in place, and all other utilities relocated underground. Tasco believes that the total improvement is worth the expenditure.

Cost: Either the \$8,487,000 as a stand-alone project or even the \$7,498,000 when the dry utilities are relocated with major street improvements constitute a major expenditure.

Funding. A funding mechanism needs to be determined. This can represent a political separation between neighbors. The funding may or may not be supported by the city council. Even if the utilities are to be relocated underground with a standard street construction project, these street projects also need funding.

Historical Features: Avoiding the historical features with excavation and resultant installation of the utilities in the Old Town area could feasibly be a problem. The features will need to be identified in the design process. Coordination with the Historical District Commission will be needed and will undoubtedly add time to the project.

Equipment Placement: The placement of equipment with limited space or small road widths will be a challenge. When buildings are constructed on the roadway, finding a place to put transformers and j-boxes will be a challenge.

Individual Service Replacement: When new service is brought to an older residence or commercial building, the City will require the individuals to replace sub-standard wiring and bring the electrical system up to meet the most recent publication of the National Electrical Code.

Construction Process: The construction process and limited access to the properties, and in some cases the width of the street, will present some challenges to the contractor in the process of relocating the utility systems. Effects may include delays to traffic, difficulties to public safety services to reach those areas, temporary loss of parking for residents, etc.

2. Parking Supply Considerations

While this topic has received a great deal of attention over the past eight years, the discussions about making modifications to the current infrastructure supply and parking control systems continue. Concerns over both were heard throughout the summer.

The parking study set out to obtain the following information:

1. Updated inventory of parking spaces
2. A review and update of the forecasted parking demand
3. Evaluate options to add additional parking without building a structure
4. Provide conceptual drawings of a possible new structured parking facility



While the issue of the current “paid parking” control system has been widely discussed, this study will serve only as a precursor to any discussions about paid parking. The direction of the OTIS study is to set up a framework that allows for a possible two-step process in discussing parking within Old Town. The results of the OTIS study will provide a list of infrastructure ideas and analysis. This will serve as the initial step towards any added considerations on parking control systems. Should the City Council desire to bring up those considerations, a new inventory of supply options will now be available.

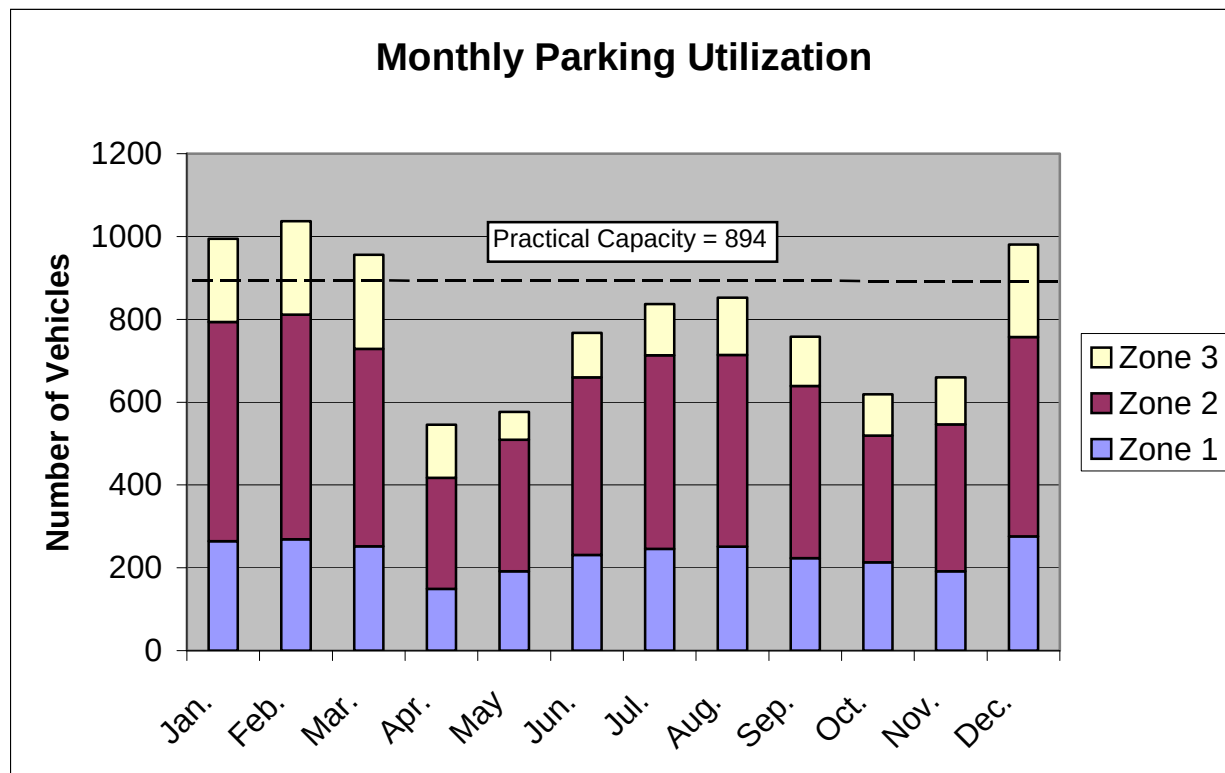
Wilbur Smith Associates were asked by Park City Municipal Corporation to update the parking data collected in the 1996 Transportation & Parking Study and to provide the requested information outlined above. Their detailed report can be found in its entirety in Appendix 2.

Supply & Demand

Wilbur Smith Associates reported that the Main Street businesses are supported by 1,819 parking spaces. Of that number, 1,016 are estimated as available for public use. It is projected that the practical capacity of parking space is 894 – using a 88% industry capacity figure of the available public parking spaces.



In reviewing data collected by the PCMC Transportation Department on current parking utilization, Wilbur Smith produced the following chart reflecting the practical capacity and current estimates on use:



As shown in the chart, there are four months during the year when utilization exceeds practical capacity.

Based on the utilization data, it appears that there is a parking problem during the four winter months of December through March. The parking problem occurs during the evening hours on both weekdays and weekends. There does not appear to be a parking problem during the other eight months of the year.

Needed as a next step, was the interest to figure out the projected demand – based not just on recorded utilization, but also on estimates of typical industry averages and a perceived latent demand (latent demand being the defined as those who are turned away because of either space not being available or failures to even to attempt because of perceived inability to park).

Several models and methodologies were used to estimate the demand. As described by Wilbur Smith:

Methodology

The approach used to determine existing parking demand had multiple steps. The first step involved assessing the city inventory of land uses and summarizing these in fairly homogeneous categories. Two sources were used to determine existing land uses in Old Town: 1) those obtained from the database of city business licenses, which list the size and nature of the business, and 2) a similar categorization performed by the waste removal firm BFI. Both sources were very close in the tally of business types and sizes. The table on the following page shows the various land uses and their corresponding square footage. The table shows the city broken into three land use zones: north of Heber Avenue, between 5th Street and Heber Avenue, and south of 5th Street. This was done in an effort to determine where the parking shortage was most critical.

Land Use Summary

Land Use	South of		Between		North of		Total
	5th Street	%	& Heber	%	Heber Ave.	%	
Bank	0	0%	914	35%	1,700	65%	2,614
Hotel	61,100	23%	37,700	14%	169,000	63%	267,800
Medical Office	550	25%	0	0%	1,660	75%	2,210
Office	72,100	68%	26,292	25%	7,680	7%	106,072
Restaurant	86,137	52%	42,458	26%	36,990	22%	165,585
Retail	79,681	48%	54,287	33%	31,516	19%	165,484
Warehouse	1,970	88%	267	12%	0	0%	2,237
Total Square Feet	301,538	42%	161,918	23%	248,546	35%	712,001

The second step was iterative in nature and involved determining parking generation rates that could be applied to the land uses determined in the first step. Since data were available on parking utilization for public facilities, it was possible to use the parking utilization as a partial check on the parking demand calculations. (Parking utilization values show the met parking demand, but don't indicate the latent demand, i.e., those that would park if parking were available. Furthermore, data was not available on private parking spaces that account for approximately 44 percent of the Old Town parking supply. Thus, the data provided only a partial check.) It was assumed that private parking utilization was similar to public parking utilization.

Peak parking generation rates were derived from the Institute of Transportation Engineers (ITE) publication, *Parking Generation*; the Urban Land Institute (ULI) publication, *Shared Parking*; and from other studies performed by Wilbur Smith Associates in other resorts communities. Because of the mix of land uses and relatively dense development in Old Town, adjustments were made to the parking demand calculations to account for use of transit, walking trips, trips that had multiple purposes (e.g., restaurant trip that also involved shopping), and captive market trips (e.g., employee having lunch at a restaurant or shopping during the lunch hour, hotel patron walking down the street for dinner, etc.).

Using the above rates and factors, peak parking demand was determined. In general, peak parking demand represents the demand during winter weekend evenings (say Friday and Saturday nights).

The parking generation rates and other factors derived in the above work are useful from three primary perspectives:

1. The methodology of using parking generation rates enables further analysis of parking demand for future land uses and thus is an excellent planning tool;
2. Similarly, the use of parking generation rates allows analysis of various subdivisions of Old Town; and
3. The methodology provides insight to what type of parking is needed such as long-term employee

parking, short-term retail parking, etc.

Calculated Parking Shortage

Using the above methodology, the existing parking shortage in Old Town is in the range of 324 to 412 spaces. Virtually all of this unmet demand is south (up hill) of Heber Avenue. The unmet demand is fairly homogeneous block-by-block south of Heber Avenue. This shows that the newer developments north of Heber Avenue have done a good job of meeting their own demand. The table below shows the number of parking spaces compared to the range of estimated demand for parking and the resulting range of parking spaces shortage.

Estimated Parking Demand and Shortage

	<i>Public Spaces</i>	<i>Private Spaces</i>	<i>Total Spaces</i>	<i>Estimated Demand¹</i>			<i>Estimated Parking Shortage</i>		
<i>North of Heber</i>	24	579	603	592	-	616	-11	-	13
<i>Between 5th & Heber</i>	288	99	387	542	-	564	155	-	177
<i>South of 5th</i>	704	125	829	1,009	-	1,051	180	-	222
<i>Total</i>	1,016	803	1,819	2,143	-	2,231	324	-	412

¹*Estimated demand has been adjusted up to take into account the 88% practical capacity.*

a. Parking Enhancements – Limited Capital Investment

As requested by Park City Municipal Corporation, Wilbur Smith Associates was asked to look into options to increase parking supply without first rushing into the thought of building a parking structure. The results of their study reflect a difficulty to add parking capacity through means of re-striping existing surface parking or the idea of angled parking on Main Street.

Where some increase could be found, was in adding parallel parking space to wide side streets and the development of some City properties for parking use. Cumulatively, this added up to approximately 33 additional spaces for a nominal investment.

Additional ideas included the possible enhancement of vehicular and pedestrian access to underutilized parking spaces such as the Sandridge lots and some private parking areas. Wilbur Smith offered these sentiments on enhancing the accessibility to the Upper Marsac avenue surface lots:

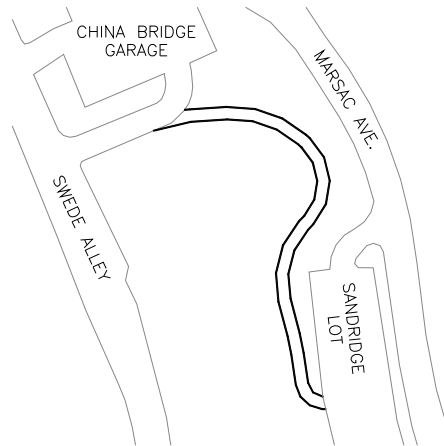
b. Parking Enhancements – Accessibility Improvements

ACCESS ENHANCEMENTS

The Sandridge Lots on upper Marsac Avenue are under utilized. This is primarily because of their distance from Main Street and their relative inaccessibility from Swede Alley.

Vehicular Access

It is very difficult to gain vehicular access to the Sandridge Lots from Swede Alley. There is approximately 40 feet of elevation difference between the lower Sandridge Lot and upper Swede Alley. It is possible to design a narrow one-way road that would provide direct access from Swede Alley to the lower Sandridge Lot as shown in the figure to the right. This road is about 380 feet long, which means that the average grade on the road would be about 10.5%, which is quite steep, particularly considering the winter conditions when the road would be most heavily utilized. The road would require extensive retaining walls and guardrails for safety. The road would also displace the existing walkway through the area, which could either be replaced or the road could also function as the walkway, which would obviously present a challenge when ascending vehicles cross descending pedestrians. The roadway could also be made wide enough to accommodate pedestrians. This would increase the construction cost of the road since larger retaining walls would be required. It would also be possible to build a shorter walkway using more stairs and fewer ramps.



It is difficult to estimate the costs for such a roadway without accurate survey information. A rough guess would be about \$300,000, which is more than the Sandridge Lots themselves cost to build. Presumably, this money could be better spent on additional parking and enhancing pedestrian access.

Pedestrian Access

There is currently a pedestrian path from each of the Sandridge Lots to Swede Alley. While these paths are adequate, it is possible to improve each to make them more attractive to users. A big issue for these paths is improving the lighting along the path. Additional lighting increases the safety and attractiveness of the pathway. There is some lighting along both paths, but it is generally widely spaced and mounted quite high in the air. Some of the lights on the path from the upper lot are actually above the trees, which means that little light actually gets down to the path. It may be desirable to provide new lighting. This lighting could have a closer spacing between lights with shorter pole lengths, which would keep the light below the trees. These new lights could be in the same historic style as those currently in use in the Sandridge Lots.

Another way to improve the character of the pedestrian paths may be to add some street furniture to the route. This is a bit of a challenge given the slopes along the paths, but it is possible. Adding a bench or two could be of value to those who lack the stamina for the climb up to the lots, while creating a comfortable atmosphere for all users. In addition to benches it may be possible to incorporate some public art into these “rest areas.”

The path to the lower lot is difficult to walk due to the spacing of the steps. Some of the steps are spaced in such a way that it is difficult to traverse them using a natural gait. One must take smaller or larger steps, which is awkward and uncomfortable. These same steps are made from wood boxes filled in with road base. Over time some of this road base has washed away creating lips on each step. These lips present a safety hazard as they may cause tripping. They also add to the difficulty in traversing the

pathway. It would be desirable to replace these steps with concrete ones and to construct them in such a way that they are much more comfortable to use.

The path to the upper lot has the challenge of going through dense trees and bushes. This foliage encroaches on the path creating a tunnel-like feel, which is not a real safe feeling. It is important to keep trees and bushes out of the path and to ensure that there is adequate visibility both to and from the path. For example, there is currently a large tree growing right across the path that causes users to have to duck to get past it, as shown in the photo to the left. Presumably, this tree is very important to somebody, but it creates a hazard is difficult to pass, and should be removed. The pathway should probably be trimmed so that it is possible to see both the sky and the street from the path. This, in conjunction with improved lighting should create a better feeling of safety and comfort for the users.

c. Structured Parking Options – Large Capital Investment

Those who participated in the OTIS Study debated various reasons for supporting or downplaying the need to do so. Some argued that a parking structure is a long term need for the area even though the data shows a shortage only four months of the year. Others wanted to see a better argument put forth prior to investing such a large amount of money.

Most liked the idea of consolidating the parking to Swede Alley and simplifying the message on where to park. Not all felt that parking was a problem in their respective business or residential areas. Lower Main Street residents generally felt that there is not a shortage of space. That is supported by the Wilbur Smith supply and demand data. However, as you move up Main Street, both business owners and residents tell a story of compounding parking problems. Residents along Upper Park Avenue report a challenge to find enough parking for even street residents. Many reported that the challenges for parking on upper Main Street spill onto their residential street when both customers and business employees look for the easiest and cheapest place to park, which is usually onto the residential streets.

As discussed in the 1998 Downtown Action Plan, the best solution is most likely a blend of parking strategies that includes infrastructure improvements along with strategies on addressing employee parking and enforcement needs. The discussed options for infrastructure improvements through the summer public meetings helped shape ideas put forth by the combined team of Wilbur Smith and EDA Architects. Below are their highlighted ideas on structured parking options:

PARKING GARAGE CONCEPTS

In the Historic Park City Transportation and Parking Plan performed by Wilbur Smith Associates in 1995-1996, a potential parking garage site was identified just north of the existing China Bridge Garage on Swede Alley. The rationale was that a new structure that joined with the existing structure would be able to provide the internal circulation that the current garage lacks. This study examines in more detail the different types and sizes of potential parking structures and ramping systems.

Three parking structure concepts were developed as three separate phases that could each build on the prior phase. This system allows for the construction of smaller pieces spreading the total cost out over time. Each alternative is discussed in more detail in the subsequent sections followed by information regarding architectural concepts and cost estimates.

SCHEME A

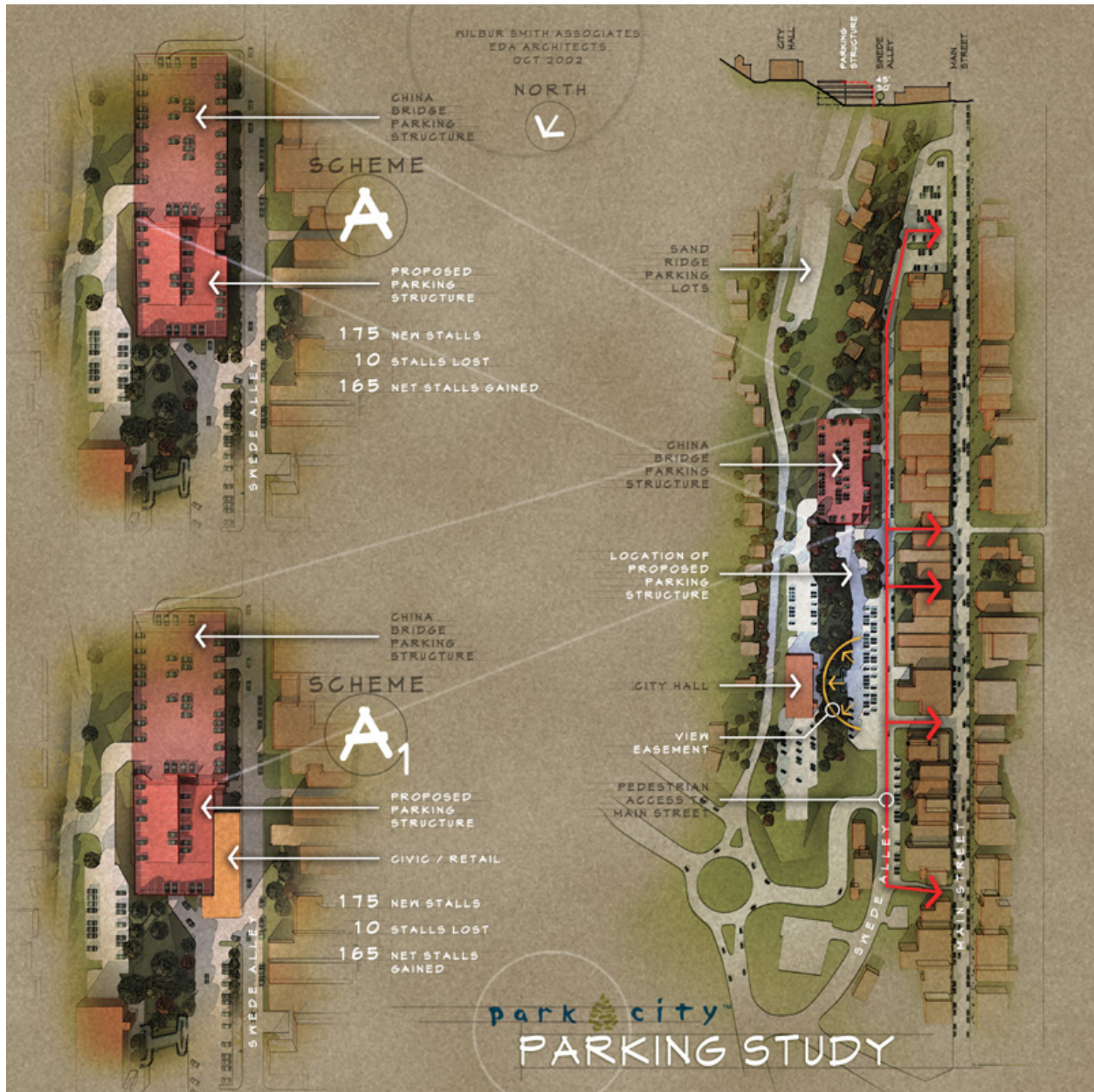
Scheme A represents the minimum structure that can be built on the proposed site. This alternative provides the necessary ramping for circulation within the combined structure. The proposed structure would be a rectangular helix with sloping floors that would rise one-half story on each side requiring 3½ complete revolutions to reach the top. The garage would be entered from the north side into the back half of the garage. The sloping floor would travel upwards at a 5% slope to meet the first floor of the existing garage. A vehicle would then make a 180° right turn to enter the sloping floor on the front half of the garage. This floor would then rise another half story at a 5% slope before another 180° would be necessary. The garage would continue in this pattern, servicing each floor, until reaching the fourth level of the existing garage. Each floor would have perpendicular parking on both sides of the travel aisle. This concept creates three levels in the front half of the garage and four levels in the back half.

A benefit to constructing a ramping system is that it allows vehicles to enter the garage from Swede Alley and exit onto Marsac Avenue. This means that if a vehicle enters the garage only to find that it is full, they can be directed to the nearby Sandridge Lots by exiting onto Marsac Avenue. This makes it easy for the Sandridge Lots to serve as an overflow for the parking garage, thereby increasing the utilization of those lots.

The advantage to this scheme is that it provides internal circulation to the China Bridge Garage, thereby making it more efficient, while providing new parking spaces at the same time. This scheme results in a net addition of approximately 165 spaces. The figure on the following page illustrates the Scheme A and A₁ concepts.

Scheme A₁

This alternative is a variation on Scheme A with the difference being the addition of approximately 10,000 square feet of space on two stories to be used for retail or civic uses. This space would be located in the front of the garage and wrap around the corner to the north side. The first row of parking on two levels would be lost. The space would also extend further out towards the street, breaking up the front of the garage.

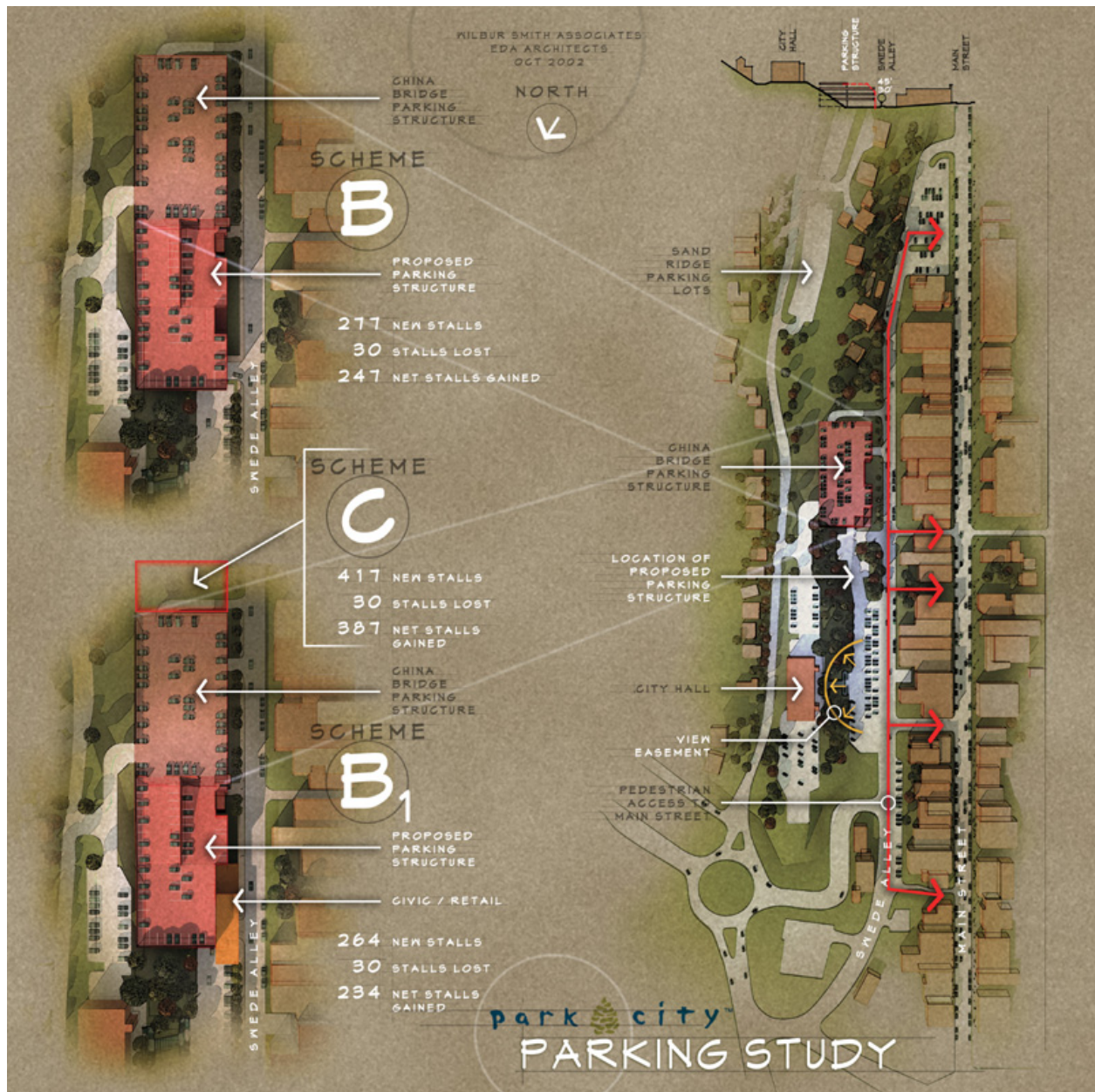


This retail/civic space serves two purposes. First, it can help break up the building architecturally and serves to conceal some of the large mass that is a parking garage. Second, the space can serve as a source of additional revenue for the construction and operation of the parking garage. The fire department is in need of additional office space, a need that could be filled through this structure. They also have impact fees that they have collected that could be used to pay for their portion of the structure. Retail space would collect rent that could be used to pay off bonds or to finance ongoing maintenance. Either option or a combination of the two would be of benefit to the city.

This scheme would result in a reduction of new parking spaces compared to Scheme A with the new total net addition being about 152 spaces.

SCHEME B

Scheme B is an addition to Scheme A. It proposes to add on to the new ramping system developed in Scheme A with four flat parking levels extending out to the north. The elevation of these new floors would all be half a story lower than the corresponding floor in the existing China Bridge Garage. Theoretically, this new garage could extend to the north for hundreds of feet, but that is inadvisable due to the impact on the view of City Hall on Marsac Avenue. For this reason, the proposed structure would



end approximately 50 feet from the south end of City Hall. This would preserve the view of this historic building.

This scheme simply adds more parking to that in Scheme A and may be done in junction with Scheme A or at a later date. This scheme results in a net addition of approximately 247 spaces including those

developed in Scheme A. The net parking addition due to Scheme B alone is approximately 82 spaces. The figure on the previous page illustrates the Scheme B, B₁, and C concepts.

Scheme B₁

This alternative is identical to Scheme A₁ in that approximately 10,000 square feet of retail/civic spaces would be added to the structure to break up the box of the garage, to hide the mass of the garage, and to provide revenue for the construction and maintenance of the garage. This scheme could be done with Scheme A₁ if Scheme A₁ was done first and Scheme B₁ was to follow several years later. This would result in a total of approximately 15,000 square feet of retail/civic space and would require the demolition of some of the retail/civic space in A₁ during construction.

This scheme would result in a reduction of new parking spaces compared to Scheme B with the new total net addition being about 234 spaces. The net parking addition due to Scheme B₁ alone is approximately 69 spaces.

SCHEME C

This scheme was developed to provide the total number of parking spaces that were estimated to be required as described in Chapter 1. This scheme calls for the addition of a structure on the south side of the China Bridge. This structure would have four flat levels that would match those on the existing garage. This scheme would need to be built after or in conjunction with Scheme A, but could be done before Scheme B. This scheme would result in a net new addition of approximately 387 spaces including those from Schemes A and B. The net parking addition due to Scheme C alone is approximately 140 spaces.

ARCHITECTURAL CONCEPTS

The proposed location of the parking additions to the China Bridge structure will be subject to the design guidelines that are included in the HCB district. The parking schemes described above can and should follow those guidelines.

The guidelines identify a building “envelope” that limits building heights along Swede Alley. The guidelines also deal with building massing, materials and architectural character. The inclusion of retail/civic type space as identified in the options discussed earlier creates a better opportunity to architecturally respond to the otherwise cumbersome massing often associated with parking structures. That is not to say that the parking schemes with no retail frontage could not comply with HCB district design guidelines, it’s just that they will have to be approached skillfully and thoughtfully. The parking structure with the adjoined retail arguably establishes a more pedestrian friendly “streetwall” and contributes more to the overall experience of Main Street and it’s surrounds. Additionally, thought should be given to a modest architectural façade upgrade to China Bridge. If any of the parking structure options are initiated it would be relatively simple to “borrow” some of the new design elements and incorporate them into China Bridge.

For the residents that live on the east side of Marsac Avenue, on the hill, the view looking down onto the top floor of any parking structure is somewhat problematic. Consideration could be given to creating some paving and or paving patterns on the parking surface of the top parking level. Landscaping, including small trees could also be integrated into a “plaza” like parking surface on the top floor of

China Bridge and to any additions to it as well.

Summary of Projected Costs for the Outlined Options

Category & Project Listing	Option	Projected Budget Need	Funding Source Options	Comments & Analysis Highlights
Parking Enhancements				
Re-Configured Parking & Added Parking - No structure	Option AA	\$16-80,000	CIP / Revenue Bond / Other	Re-configure the surface parking for expanded quantities within Swede Alley and Main Street
Intermediate Solution - Enhancing Access & Increasing parking by 165 spaces	Option A	\$ 2,900,000	CIP / Revenue Bond / Other	Improves the access to the China Bridge & Upper Marasac lots while adding parking
Intermediate Solution - Enhancing Access & Increasing parking by 147 spaces - 10k sq' civic &/or retail space	Option A1	\$ 3,200,000	CIP / Revenue Bond / Other	Improves the access to the China Bridge & Upper Marasac lots while adding parking
Build a structured parking facility - adding 247 spaces	Option B	\$ 4,300,000	CIP / Revenue Bond / Other	Locate north of the existing China Bridge parking lot
Build a structured parking facility - adding 234 spaces - 10k sq' civic &/or retail space	Option B1	\$ 4,700,000	CIP / Revenue Bond / Other	Locate north of the existing China Bridge parking lot
Build a structured parking facility – w/ 10k sq' of Civic / Retail space adding 387 spaces	Option C1	\$ 5,900,000	CIP / Revenue Bond / Other	Locate north and south of the existing China Bridge parking lot

For discussion purposes, a \$5 million dollar loan over a 20 year period with a 4.5% annual rate shows an annual payment being \$354,716/year.

Public safety impact fees, retail space lease revenues, and projected parking revenues could reduce the payment figure by anywhere from 20% to 75% depending on numerous planning assumptions.

3. Pedestrian Friendly Enhancements

Within historic Old Town, there has been a decade long trend towards enhancing public amenities for pedestrians. As the review of past studies pointed out, the addition of stairways, improved side walks, added street “furniture,” lighting and pedestrian signage has enhanced the attractiveness of the Main Street and surrounding areas. Through this past summer, an even greater call for additional “pedestrian friendly” enhancements was articulated.



Residents and business operators alike stated a desire to see the City look into many of the following ideas:

Category & Project Listing	Priority or Suggested Period	Projected Budget Need	Funding Source Options	Comments & Analysis Highlights
Pedestrian Friendly Enhancements				
Sidewalk & Gutter repair-Main St,Heber,Swede, Lower Park	1 (1-5 years)	\$ 28,950	CIP / Operating	300 linear feet of Level #4 sidewalks at 10' wide. 225 linear feet of Level #4 curb/gutter. Level #4 equates to areas in the most dire repair need
Sidewalk & Gutter repair - All other sections of Old Town	1 (1-5 years)	\$ 16,250	CIP / Operating	100 linear feet of Level #4 sidewalks at 10' wide. 375 linear feet of Level #4 curb/gutter
Widen sidewalks on and leading up to the Main Street corridor	1 (1-5 years)	\$ 225,000	CIP / Operating	Main Street, Heber Ave, others ?
Add additional pedestrian wayfinding and parking signage	1 (1-5 years)	\$ 80,000	CIP / Operating	Include an artistic element to plan as option
Post Office Pedestrian Corridor Improvements	1 (1-5 years)	\$ 250,000	CIP / Operating	Meetings have occurred with Post Master
Mawhinney Lot / Lower Park Ave Bulb out/Road narrowing	1 (1-5 years)	\$ 250,000	CIP / Operating	Sidewalks, gutter, parking lot, paving, storm drains, trees, landscaping, public art, conduits.
Lower Park Ave enhancements-DV Drive to Heber	1 (1-5 years)	\$ 600,000	CIP / Operating	Add urban design elements - possibilities: sitting areas, public drinking fountains, decorative street lighting, possible traffic calming elements
Upgrade "Crescent Tramway"	1 (1-5 years)	\$ 95,000	CIP / Operating	Location: Park Avenue to 8th Street & Norfolk. Type of Improvements: asphalt and concrete surface upgrades, lighting
Decorative concrete pavers for intersections	2 (6-10 years)	\$ 50,000	CIP / Operating	For enhancements on up to (6) crosswalks - locations tbd
Decorative street lighting - top of Main to King Ave	2 (6-10 years)	\$ 40,000	CIP / Operating	added light poles, fixtures, electrical work
Add a 9th Street stairway	2 (6-10 years)	\$ 400,000	CIP / Operating	Connection to be made between Park Ave & Lowell (4 blocks)
	Sub total	\$ 2,035,200		

4. Mixed Bag

This last section outlines capital projects that did not categorize into any of the above:



Category & Project Listing	Priority or Suggested Period	Projected Budget Need	Funding Source Options	Comments & Analysis Highlights
Mixed Bag - Other				
Sr. Citizen Center - enhance parking lot & landscaping	1 (1-5 years)	\$ 300,000		Paving, fencing, drainage, and landscaping
Marsac Building - upgrades	1 (1-5 yaers)	\$ 1,671,000		Current building needs to address seismic & accessibility improvements
Acquire open space either side of new ski bridge	2 (6-10 years)	\$ 2,400,000	Parks Bond or Open Space Bond	Desire to see this area undeveloped and available to local residents / visitors as open space. Cost is for land acquisition only. It would be necessary to rewrite the encroachment agreement
Spruce up historic "white house" top of Main St - Hillside	2 (6-10 years)	\$ 500,000	CIP / Operating	Can't get to it w/o purchase of vacant lots
Hiding areas for garbage cans				Desire to see something done to hide cans
	Subtotal:	\$ 4,871,000		

Between Pedestrian Friendly Enhancements and the Mixed Bag category, the stated reasons by those who proposed these ideas were to ensure that improvements in Old Town took into consideration all types of projects.

Many of the ideas show a real desire to see more people walk instead of drive; make streets more safe and attractive; or to highlight a historic space in town.

V. Constituent Sentiments

It would be naive to think that even one of the proposed project ideas could have unanimous support. Simply put, Park City maintains a unique mix of people and ideas. Some are vocal about their opinions, the majority is not.

In attempts to gather constituent sentiments regarding the variety of proposed projects, several requests for input were done. As outlined in the study approach, a questionnaire to all of the post office boxes in Old Town requested input. Three public forums in August and one in late October were held. City staff and local agency input netted many ideas and data. All said, for a town of over 9000 residents, the “study group” that spoke up with their ideas and sentiments numbered no more than 250. In recognition of that fact, the following should be viewed as more of a “snapshot” of constituent sentiments rather than the notion that this is a collection of “representative” opinions.

Old Town Residents

In a general sense, residents here are very glad to see that the City is “turning its attention towards improving historic Old Town.” Many were eager to see the City expand their funding to include more projects in the actual Old Town neighborhoods. The following gives a sampling of some notable resident responses to requests on their thoughts about Old Town:

“First priority consideration should be the needs and welfare of permanent residents.”

“... my street is crumbling, has no drainage, and is not pedestrian friendly.”

“Contrary to public opinion, Old Town is full of families and kids.”

“Overhead lines are very unsightly. Why are new homes required to bury?”

“Please install more drinking fountains in town and at the stairways.”

“Great vision is in the eye of the beholder. Please work hard to preserve what beauty is left.”

“Neighborhood parties and pedestrian friendly enhancements may bring families back into Old Town instead of turning it into a nightly ghost town.”

“We want to live in the country, not a big City!”

“Senior and disability access is long overdue. More senior / disabled housing is needed.”

“Rebuilding of the Crescent Tramway would be terrific!”

“Pedestrian elements bring people together”

Many spoke of their appreciation of what the City has done to enhance the transit system and view any efforts to minimize traffic a good thing. Residents stated a desire to see more traffic calming features on

Lower Park Avenue and a hope to see more commercial traffic use Deer Valley Drive. Residents stated that they would like to have a say in how their respective street would be reconstructed ... and would rather see it done sooner rather than later.

Standard street reconstruction projects and pedestrian friendly enhancements are viewed as appropriate projects to pursue. Many highlighted their respective streets as ones that needed attention. Within the pedestrian enhancement category, sidewalk improvements, added signage, and road narrowing features on Lower Park Avenue received a lot of positive discussion.

Most are not supportive of a parking structure when given the details about the actual parking shortage period. Additionally, very against the idea if there would be the expense of seeing higher taxes or funding being taken away from street improvements and pedestrian enhancements. The majority of the resident participants in the OTIS study thought that the amount of investment for such a small amount of shortage was unnecessary given the big expense. However, would be supportive of a consolidation of parking space (to include a new structure), if the financing was done with little or no effect on their pocket books.

Upon reviewing the analysis and costs associated with “relocating overhead utilities,” those responding to a questionnaire and attending the public meeting see this as a project worth doing. Most desired to see the City contribute the majority of the funding to do so during a planned street reconstruction project. Much of the interest in this concept started with the Upper Park Avenue Property Association. However, interest in this concept is strong across all of Old Town. The cost sharing details are still the limiting and unresolved factors as opinions vary when the funding allocation shifts emphasis.

Many believe there has been too much of an emphasis on funding Main Street improvement projects and not enough in the neighborhoods. Sentiments were hopeful the City would look to include projects in the resident neighborhoods.

Business Operators

Discussions with the business owners and operators re-affirmed a Spring-time survey prioritizing these projects:

1. Parking enhancements
2. Sidewalk Improvements / Widening

Many viewed any capital investment to Main Street as an appropriate step to bring additional consumers to their businesses. Most focused their comments on parking and a desire to “solve the parking situation once and for all.” Several operators pointed to the frustration expressed by their customers during peak season over finding a parking space. Concerns were also stated about how many consumers now didn’t even try to come to Main Street because of their perception about how tough it was to do so.

It was challenging for the participants in the OTIS study to not get into discussions about the current concerns over the commercial mix of businesses and the reasons behind a perceived decline in gross revenues. Although the OTIS study was focused on capital infrastructure projects, much discussion amongst business operators surrounded ideas to improve the “off season” consumer volume. Those sentiments drive the desire to enhance and widen sidewalks to allow for more “outdoor atmosphere,”

like outdoor dining.

Ease in access to the respective businesses is a key concern. Having adequate parking for customers within a short walk was viewed as imperative. Some operators expressed a desire to see the City simplify the parking by consolidating it to a larger parking structure in Swede Alley. The benefits being:

- Location – A Swede Alley location sits in the middle of Main Street
- Simplified Message – all parking signage could direct visitors to the consolidated parking structure ... similar to the Olympic wayfinding and parking scheme.
- Funding – “The City could then sell off the Brew Pub lot and even the Sandridge lots for a premium amount and use that as the initial parking structure investment.”

Others desired to see an attempt at angled parking on Main Street or better use of a trolley system to move people along the street. Discussions on financing showed an aversion to seeing a funding mechanism come from a “parking improvement district” or other such funding mechanisms. Many were interested in revisiting discussions on the current parking control system.

City Staff

The City staff helped shape the priorities in the categories of Street and Water projects. Additionally, their analysis and historical data in the areas of parking, pedestrian projects, and the “Mixed Bag” category was invaluable in facilitating the public discussions and consultant recommendations. The Staff’s level of knowledge and understanding of these areas is impeccable.

Local Agency Input

The Park City Fire Department desired to see any new street reconstruction projects within Old Town keep in mind their vehicle turning radius and access needs. Many of the existing Old Town streets require the PCFD to maintain a smaller fire truck to allow for access into the tight areas of upper Old Town. Simple adjustments to intersection corners and parking layouts would facilitate better service. Additionally, any water line improvements – both replacements and upsizing of the lines – would definitely improve the existing fire flow.

The Snyderville Basin Water Reclamation District (SBWRD) already routinely coordinated their project improvements with the City Engineer – therefore consolidating as much as possible, any construction needs.

Both the Fire Department and PC Police Departments are considering options for new facilities. Some of the proposed locations may show a benefit in jointly working with a proposed OTIS projects such as a Swede Alley Parking structure. Economies of scale in overall project costs may be available.

“Snapshot” of Sentiments - Questionnaire Responses from October Open House

In presenting the initial findings of the Old Town Improvement Study to those attending an October 29th public meeting, the following summarizes the opinions expressed by those who completed a questionnaire (45 in attendance – 15 respondents):

Rank Project Categories

1. Pedestrian Friendly Enhancements
2. Improved Streets
3. Bury Overhead Utilities
4. Parking Enhancements
5. Improve the Water Lines

Top Three Pedestrian Friendly Enhancements

1. Sidewalk Improvements
2. Add additional wayfinding & parking signage
- 3t. Refurbish the Crescent Tramway
- 3t. Narrow Lower Park Avenue at the Malwhinney Lot

Parking Category Preference

- 1(tied)- Construct a 250 car space parking garage
1(tied)- Do nothing

Relocating Overhead Utilities – Cost Sharing Preference

- Half the respondents said the City should fund 50-100% of the cost to do so
- Half said it should be either < 25% or nothing at all

The Upper Park Avenue Property Association (UPAPA)

The steering committee of this active homeowners association met several times with representatives of the OTIS Study. Their keen interest in the street reconstruction process and the concept of relocating overhead utilities has provided valuable insight and input on many project details.

In a past street petition done by the UPAPA steering committee, 57 property owners, who own 45 out of the 64 residential properties on Upper Park Avenue (70%) signed a petition discussing the concept of underground the utilities and adding a west side sidewalk. 56 signers wanted underground utilities were willing to pay a connection fee (estimated at the time at \$11,000 per property). One petition signer did not want underground utilities and no responses were had from 19 properties (30%).

The key desires of the Upper Park Avenue residents remain in seeing that street characteristics, like sidewalk placements and landscape features, be captured in the street reconstruction process. They would also like the City to consider some form of cost sharing efforts in the concept of relocating overhead utilities.

Several key issues remain for the UPAPA steering committee:

1. Main Street “Unfinished Relocation Costs” – They have requested that a separate project listing be captured to reflect the unfinished cost of relocating the Main Street utilities. In a past project to remove the overhead utilities from Main Street, the power lines were added to the Upper Park Avenue distribution system. They would like consideration be given to reducing the Upper Park Avenue project cost by an amount estimated for the impacts of the Main Street power being routed that way.

2. Cost Sharing Funding Options – They would like any options being discussed to reflect not just worst case cost scenarios, but also ones that reflect probable savings.
3. Individual Property Connections – Previously estimated at \$11,000 per property, they would like to point out that the Tasco estimates are significantly less for this portion of the cost estimates. Therefore, any cost sharing program needs to divide out the funding responsibilities in an understandable way.

Marsac / Prospect Avenue Homeowners

In discussions with this group, their collective desires fall into the following priorities:

1. Re-configuration of the Marsac / Hillside intersection is extremely important
2. Reconstruction of Prospect should take into consideration the need to relocate the fire hydrant at the top of the street.

VI. Summary & Recommended Next Steps

All said, this targeted project list outlines well over \$40 million dollars worth of proposed projects. Most of those constituents who participated in the OTIS study understand the fact that this is an enormous project list that will eventually be prioritized to fit within the City budget limitations.

For a healthy discussion, the full list of projects will hopefully stimulate necessary debate over the merits of one project over another. Budget considerations traditionally limit the “approved” capital improvement projects to approximately 4-6 million dollars over the traditional 2-year City Budget cycle. Arguments for adjustments to this standard practice will certainly be brought up.

The PCMC Capital Improvement Project fund has steadily amassed a sizable amount. The rationale for assembling the current pool of CIP dollars was over the anticipation of future growth diminishing within the City limits and the desire to have a fund to maintain the ongoing and future project needs. Additional discussion about the strategies to implement the CIP funding will now have a thorough project inventory to review.

The findings of the Old Town Improvement Study prompt these suggested next steps:

1. Set a one month goal of additional public discussions on the researched OTIS projects. Actions taken to further stimulate additional debate and discussion will ultimately allow opinions to form on which category priorities are best suited for funding appropriations.
2. City Council should provide staff direction on whether certain project categories have support and can be considered in a budget prioritization process.
3. Given a “big picture” set of project priorities, City Staff should put together a series of funding strategies ranging from conservative to aggressive. Council will need to provide direction on the degree of funding alternatives deemed appropriate.
4. Discussions on the envisioned capital projects within Old Town would then enter into the 5 year CIP planning process. Preparations for the next 2 year budget cycle would utilize the outcomes of the CIP prioritization process.
5. As discussions evolve, policy guidelines will be updated and/or created relating to the prioritization process for capital projects.

VII. Appendices

Appendix 1 - Tasco Engineering – Relocation of Overhead Utility Study Report

Appendix 2 - Wilbur Smith Associates – Parking Study Report

Appendix 3 - Consolidated project list

Appendix 1 - Tasco Engineering – Relocation of Overhead Utility Study Report

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INTRODUCTION

Tasco Engineering, Inc. (Tasco) has been engaged by Park City to study the design features and costs of relocating the dry utility systems, i.e., electrical power distribution, telephone, and cable TV to an underground location in the area of Park City called “Old Town.”

We have coordinated our efforts with each of the affected utilities and the Park City staff. Mr. Colin Hilton, and Mr. Eric DeHaan have been very helpful and informative in helping us complete this study.

Old Town Park City (OTPC) is the area of Park City that is historical in both age and in the preserved features in the area. Main Street was completely renovated in 1985 and the dry utility systems serving the buildings on the east side and west side of Main Street were relocated to Upper Park Avenue and Swede Alley in an effort to aesthetically clean-up the Main Street area from 8th Street to the intersection of Swede Alley on the south. This renovation was completed with re-development funds from a Redevelopment Agency formed for the project.

In 2002, the City and interested citizens began study to evaluate the need and the desire for improvements in OTPC. Questionnaires were received by the City and tabulated to provide a basis for the “Old Town Improvement Study” – OTIS. 88% of the tabulated responses wanted a review of the costs to underground the dry utilities.

Another organization was formed by residents on the west side of Upper Park Avenue to request and research the costs of similar renovations to their street, from 7th Street to King Road. This organization has indicated that they would be willing to pay a portion of the costs to do so.

The boundary for this study is illustrated in Exhibit 1 – Old Town Boundaries. There are two large areas in the outlined project area that do not require additional project money to relocate, as the dry utility system utilities are presently underground. This is noted in Exhibit 1.

The relocation costs of the dry utility systems to an underground location can best be accomplished by relocating these systems in conjunction with a major road or system improvement. This would assume that the road will be replaced with the improvement and therefore not be part of the dry systems relocation costs. The primary reasons for waiting to do the relocation are as follows:

5. Funding for the major improvement could feasibly provide for the excavation and placement of conduit systems for the dry utilities at a small incremental cost to the major improvement. This would make the dry utility costs be significantly less because the pavement costs will be included in the roadway replacement, and the excavation can be accomplished without cutting or replacing the pavement. Placing the conduit system is fairly simple once the trench is in place.

6. The dry utility systems can be located in such a fashion that they will conform to the new improvement and thus save in the attempt to avoid existing obstacles that will be removed with the roadway improvement.
7. In some instances, the Park City rights-of-way (ROW) are wider than the existing roadway, and when utilized in widening the roadway for planter areas, this will create an enhanced area to place the dry utility systems and related equipment.
8. Roadway construction will be disturbing the general area; therefore, the relocation impacts of the dry utility system could be minimized if performed at the same time.

Tasco has attempted to estimate and present all of the associated costs in the relocation of the dry utility systems, but soft costs (engineering, administration, financing costs, and contingencies) are presented in such a manner as to easily integrate or deduct to the over-all cost estimates.

Tasco is pleased to submit to Park City this report, together with associated exhibits and attachments that contain the conceptual drawing package, and cost estimates of each of the sixteen (16) projects within the Old Town Park City Boundary. Also included as an attachment are the Sandy City Underground Ordinance, and the Utah State Law regarding the "Underground Conversion of Utilities."

The following report details our approach and provides the estimated costs for each separate project. Exhibit 2 contains the details of the cost estimates assuming each project is constructed as a stand-alone project. The total of all project costs is estimated to be **\$8,487,000**. Exhibit 3 contains the details of the cost estimates assuming each project is a part of a street reconstruction project where the excavation and conduit systems are a part of the larger project. The total of project costs is estimated to be **\$7,498,000**.

The costs include both *hard costs* and *soft costs*. Hard costs are the costs for providing and installing the actual infrastructure. These include estimates of material, labor, and equipment. These costs are detailed in Attachments 1-16. Soft costs are those costs associated with a project that are in addition to the actual infrastructure, and may be considered more of an overhead cost. These costs include such things as engineering costs, Park City staff costs, costs associated with financing, contingency costs, etc. The soft costs are not fixed, and can only be estimated during the conceptual phase of a project. Once a decision is made for funding and to move forward with each project, then these costs can be more closely defined.

Tasco has performed the required work and summarizes each of the tasks as noted below:

- **Research**
- **Provide Underground System Design**
- **Provide Itemized Cost Estimates**
- **Funding Alternatives**
- **Pro's and Con's of Relocating the Dry Utility Systems t Underground**

RESEARCH

Tasco has located the existing overhead utilities in the defined project area of the Old Town Park City. Most of the utility lines have been identified with drawings submitted by the serving utility, i.e., PacifiCorp and AT&T. The Qwest system lines were identified by site visits, an estimate of the overhead cables, and our knowledge of telephone system design.

We were instructed by the Park City staff to separate the Old Town Park City into sixteen (16) different projects, basically designated by the roadways. The dry utility systems relocation to an underground location can be much more economical when a major improvement such as roadway, water, wastewater, storm drain, or all four improvements are funded and prioritized by the City Council. The sixteen (16) projects are designated on the drawings and related to the following roads: **(The sequence bears no relevance of construction priority).**

- Project 1: Lower (north) Woodside Avenue from 8th to 12th Street
- Project 2: Upper (south) Park Avenue from Heber to King Road
- Project 3: Lower Norfolk Avenue from approximately 8th to 13th Street
- Project 4: Upper (south) Empire Avenue from approximately 8th to 12th Street
- Project 5: Upper (south) Lowell Avenue from approximately 9th Street to 13th Street
- Project 6: Prospect Avenue from Hillside Street/Sandridge
- Project 7: Ontario, McHenry, Swift, Provo, Rossi, and Deer Valley Drive
- Project 8: Marsac Avenue from Ontario North to Ontario South
- Project 9: Swede Alley from 5th Street to Main Street
- Project 10: Upper (south) Woodside Avenue from 7th to King Road
- Project 11: Norfolk Avenue from approximately 4th Street to King Road, King Road, and Sampson Avenue
- Project 12: Daly Avenue from King Road to end
- Project 13: Lower (north) Woodside Avenue from 13th Street to 15th Street
- Project 14: Empire Avenue from 13th Street to 15th Street
- Project 15: Lower Park Avenue from Sullivan to 15th Street and Sullivan Road
- Project 16: Central Park Avenue from 10th Street to 15th Street

Each project has been evaluated separately, and drawings have been prepared on an individual project basis. The cost estimates are also related to the individual projects. The majority of the projects could feasibly be constructed during a scheduled roadway, water, wastewater, or storm drain improvement.

Tasco has contacted the affected utilities, i.e., PacifiCorp, AT&T, and Qwest. We have evaluated their current posture for undergrounding the utilities, and found the following to be a guideline that was used in the cost estimates: (A key for Park City to remember, and that Tasco will emphasize throughout this project, is that Park City does not have to accept prices quoted by PacifiCorp, Qwest, and AT&T. Park City has the capability for obtaining independent bids and having input on specifications of the construction parameters.)

PacifiCorp: PacifiCorp will relocate (underground) the electrical system in each project area at a cost that they will estimate from a design that they will prepare. The design costs are to be paid in advance. They will estimate the costs from their design and require that these costs be paid in advance of the construction. They will coordinate with the City before and during the construction period to assure compliance with the proposed schedule. All costs relevant to the relocation must be born by a Park City funding program

Qwest and AT&T: Qwest has a policy similar to PacifiCorp on relocation, but if the relocation is part of a larger improvement, i.e., roadway, water, wastewater, or storm drain, then much of the relocation expense will be born by the company. This is not a stated or written policy, but has precedent in many other Utah cities. Of course, if all of the relocation and roadway improvements were to be done in a single season, then both of these utilities would have a hard time bearing the costs. AT&T has stated (Mr. Stewart Sehah, 801-401-3024) that AT&T generally will install the cable and related equipment if the City will provide the raceways (conduits). Tasco has the capability to negotiate this endeavor as a result of the deregulation and competitive nature of the telephone industry, and our experience in this area. In the Old Town area of Park City, nearly all of the telephone and cable TV systems are installed on a PacifiCorp pole. Qwest and AT&T have joint pole agreements with PacifiCorp. If the poles are removed, these companies no longer have a place to install their respective systems, and therefore need a replacement (raceway – PVC conduit) to relocate their cable and equipment. This being the case, they (Qwest/AT&T) then have to provide the underground raceways. They will, generally, provide the installation of the raceway and cable, and then pay a portion of the trenching costs.

Unlike other engineering companies, Tasco does turnkey work with our construction arm. When we estimate a price, it is based on actual experience on the labor, equipment, and material costs. Tasco is not dependent on book estimates. Therefore, when costs are quoted by the utilities, Tasco can make a comparison and represent Park City to obtain the best price available to do the work. We believe our estimates present a realistic picture of the requirements. Tasco is certain that this price is accurate because we would actually be willing to perform the work at the estimated price taken from the detailed construction drawings.

PROVIDE UNDERGROUND SYSTEM DESIGN

Tasco is providing a conceptual layout for the relocation of the dry utility systems to underground (electrical power, telephone, and cable TV). The conceptual design package includes the following and is located in the report as Attachments 1 thru16 that are indicative of the project number, as follows:

- Project 1: Lower (north) Woodside Avenue from 8th to 12th Street
 - E1: Electrical Power Distribution System
 - T1: Telephone System
 - C1: Cable TV System

- Project 2: Upper (south) Park Avenue from Heber to King Road
 - E2: Electrical Power Distribution System
 - T2: Telephone System
 - C2: Cable TV System

- Project 3: Lower Norfolk Avenue from approximately 8th to 13th Street
 - E3: Electrical Power Distribution System
 - T3: Telephone System
 - C3: Cable TV System

- Project 4: Upper (south) Empire Avenue from approximately 8th to 12th Street
 - E4: Electrical Power Distribution System
 - T4: Telephone System
 - C4: Cable TV System

- Project 5: Upper (south) Lowell Avenue from approximately 9th Street to 13th Street
 - E5: Electrical Power Distribution System
 - T5: Telephone System
 - C5: Cable TV System

- Project 6: Prospect Avenue Hillside Street/Sandridge
 - E6: Electrical Power Distribution System
 - T6: Telephone System
 - C6: Cable TV System

- Project 7: Ontario, McHenry, Swift, Provo, Rossi, and Deer Valley Drive
 - E7: Electrical Power Distribution System
 - T7: Telephone System
 - C7: Cable TV System

- Project 8: Marsac Avenue from Ontario North to Ontario South
 - E8: Electrical Power Distribution System

- T8: Telephone System
C8: Cable TV System
- Project 9: Swede Alley from 5th Street to Main Street
E9: Electrical Power Distribution System
T9: Telephone System
C9: Cable TV System
- Project 10: Upper (south) Woodside Avenue from 7th to King Road
E10: Electrical Power Distribution System
T10: Telephone System
C10: Cable TV System
- Project 11: Upper Norfolk Avenue from approximately 4th Street to King Road, King Road, and Sampson Avenue
E11: Electrical Power Distribution System
T11: Telephone System
C11: Cable TV System
- Project 12: Daly Avenue from King Road to end
E12: Electrical Power Distribution System
T12: Telephone System
C12: Cable TV System
- Project 13: Lower (north) Woodside Avenue from 13th Street to 15th Street
E13: Electrical Power Distribution System
T13: Telephone System
C13: Cable TV System
- Project 14: Empire Avenue from 13th Street to 15th Street
E14: Electrical Power Distribution System
T14: Telephone System
C14: Cable TV System
- Project 15: Lower Park Avenue from Sullivan to 15th Street
E15: Electrical Power Distribution System
T15: Telephone System
C15: Cable TV System
- Project 16: Central Park Avenue from 10th Street to 15th Street
E15: Electrical Power Distribution System
T15: Telephone System
C15: Cable TV System

The legend and symbols are shown on the individual drawings to make the component designation easily readable. These drawings are conceptual in nature and are not designed for actual construction.

PROVIDE ITEMIZED COST ESTIMATES

Tasco is providing herein itemized costs to Park City based on the conceptual design and layout. Costs include unit estimates based on each project. The itemized details of each project are included as Attachments 1-16, and are summarized below:

Project 1:	Lower (north) Woodside Avenue from 8 th to 12 th Street (The raceways have been installed to accommodate the dry utility systems, and therefore have reduced the costs of the relocation).	
a.	Electrical Power Distribution System Relocation:	\$215,000
	Soft Costs:	\$85,000
b.	Telephone System Relocation:	\$106,000
	Soft Costs:	\$42,000
c.	Cable TV System Relocation:	\$36,000
	Soft Costs:	\$14,000
d.	Excavation:	\$70,000
	Subtotal:	\$568,000
Project 2:	Upper (south) Park Avenue from 7 th Street to King Road.	
	Estimated Costs Assuming a Street Reconstruction Project:	
a.	Electrical Power Distribution System Relocation:	\$667,000
	Soft Costs:	\$255,000
b.	Telephone System Relocation:	\$146,000
	Soft Costs:	\$56,000
c.	Cable TV System Relocation:	\$63,000
	Soft Costs:	\$24,000
d.	Excavation:	\$16,000
	Subtotal:	\$1,227,000
	Estimated Costs Assuming a Stand-alone Project:	
a.	Electrical Power Distribution System Relocation:	\$685,000
	Soft Costs:	\$261,000
b.	Telephone System Relocation:	\$190,000
	Soft Costs:	\$72,000
c.	Cable TV System Relocation:	\$76,000
	Soft Costs:	\$29,000
d.	Excavation:	\$150,000
	Subtotal:	\$1,463,000

Project 3: Norfolk Avenue from approximately 8th to 13th Street
Estimated Costs Assuming a Street Reconstruction Project:

a. Electrical Power Distribution System Relocation:	\$434,000
Soft Costs:	\$169,000
b. Telephone System Relocation:	\$46,000
Soft Costs:	\$18,000
c. Cable TV System Relocation:	\$45,000
Soft Costs:	\$17,000
d. Excavation:	\$15,000
Subtotal:	\$744,000

Estimated Costs Assuming a Stand-alone Project:

a. Electrical Power Distribution System Relocation:	\$443,000
Soft Costs:	\$172,000
b. Telephone System Relocation:	\$58,000
Soft Costs:	\$22,000
c. Cable TV System Relocation:	\$57,000
Soft Costs:	\$22,000
d. Excavation:	\$106,000
Subtotal:	\$880,000

Project 4: Upper (south) Empire Avenue from approximately 8th to 12th Street
Estimated Costs Assuming a Street Reconstruction Project:

a. Electrical Power Distribution System Relocation:	\$140,000
Soft Costs:	\$59,000
b. Telephone System Relocation:	\$40,000
Soft Costs:	\$17,000
c. Cable TV System Relocation:	\$28,000
Soft Costs:	\$12,000
d. Excavation:	\$13,000
Subtotal:	\$308,000

Estimated Costs Assuming a Stand-alone Project:

a. Electrical Power Distribution System Relocation:	\$143,000
Soft Costs:	\$59,000
b. Telephone System Relocation:	\$50,000
Soft Costs:	\$21,000
c. Cable TV System Relocation:	\$36,000
Soft Costs:	\$15,000
d. Excavation:	\$92,000
Subtotal:	\$415,000

Project 5: Upper (south) Lowell Avenue from approximately 9th Street to 13th Street
Estimated Costs Assuming a Street Reconstruction Project:

a. Electrical Power Distribution System Relocation:	\$92,000
Soft Costs:	\$40,000
b. Telephone System Relocation:	\$27,000

Soft Costs:	\$12,000
c. Cable TV System Relocation:	\$27,000
Soft Costs:	\$12,000
d. Excavation:	\$10,000
Subtotal:	\$219,000
Estimated Costs Assuming a Stand-alone Project:	
a. Electrical Power Distribution System Relocation:	\$92,000
Soft Costs:	\$40,000
b. Telephone System Relocation:	\$34,000
Soft Costs:	\$15,000
c. Cable TV System Relocation:	\$37,000
Soft Costs:	\$16,000
d. Excavation:	\$60,000
Subtotal:	\$294,000

Project 6: Prospect Avenue from Hillside Street to the end
Estimated Costs Assuming a Street Reconstruction Project:

a. Electrical Power Distribution System Relocation:	\$106,000
Soft Costs:	\$47,000
b. Telephone System Relocation:	\$22,000
Soft Costs:	\$10,000
c. Cable TV System Relocation:	\$14,000
Soft Costs:	\$6,000
d. Excavation:	\$10,000
Subtotal:	\$215,000
Estimated Costs Assuming a Stand-alone Project:	
a. Electrical Power Distribution System Relocation:	\$107,000
Soft Costs:	\$47,000
b. Telephone System Relocation:	\$27,000
Soft Costs:	\$12,000
c. Cable TV System Relocation:	\$17,000
Soft Costs:	\$7,000
d. Excavation:	\$54,000
Subtotal:	\$270,000

Project 7: Ontario, McHenry, Swift, Provo, and Deer Valley Drive
Estimated Costs Assuming a Street Reconstruction Project:

a. Electrical Power Distribution System Relocation:	\$186,000
Soft Costs:	\$75,000
b. Telephone System Relocation:	\$53,000
Soft Costs:	\$21,000
c. Cable TV System Relocation:	\$43,000
Soft Costs:	\$17,000

d. Excavation:	\$11,000
Subtotal:	\$406,000
Estimated Costs Assuming a Stand-alone Project:	
a. Electrical Power Distribution System Relocation:	\$189,000
Soft Costs:	\$76,000
b. Telephone System Relocation:	\$69,000
Soft Costs:	\$28,000
c. Cable TV System Relocation:	\$53,000
Soft Costs:	\$21,000
d. Excavation:	\$106,000
Subtotal:	\$543,000

Project 8: Marsac Avenue from Ontario North to Ontario South
Estimated Costs Assuming a Street Reconstruction Project:

a. Electrical Power Distribution System Relocation:	\$42,000
Soft Costs:	\$22,000
b. Telephone System Relocation:	\$16,000
Soft Costs:	\$8,000
c. Cable TV System Relocation:	\$9,000
Soft Costs:	\$5,000
d. Excavation:	\$44,000
Subtotal:	\$146,000
Estimated Costs Assuming a Stand-alone Project:	
a. Electrical Power Distribution System Relocation:	\$42,000
Soft Costs:	\$22,000
b. Telephone System Relocation:	\$16,000
Soft Costs:	\$8,000
c. Cable TV System Relocation:	\$9,000
Soft Costs:	\$5,000
d. Excavation:	\$44,000
Subtotal:	\$146,000

Project 9: Swede Alley from 5th Street to Main Street
Estimated Costs Assuming a Street Reconstruction Project:

a. Electrical Power Distribution System Relocation:	\$205,000
Soft Costs:	\$84,000
b. Telephone System Relocation:	\$27,000
Soft Costs:	\$11,000
c. Cable TV System Relocation:	\$20,000
Soft Costs:	\$8,000
d. Excavation:	\$7,000
Subtotal:	\$362,000
Estimated Costs Assuming a Stand-alone Project:	
a. Electrical Power Distribution System Relocation:	\$210,000
Soft Costs:	\$85,000

b. Telephone System Relocation:	\$33,000
Soft Costs:	\$13,000
c. Cable TV System Relocation:	\$26,000
Soft Costs:	\$11,000
d. Excavation:	\$42,000
Subtotal:	\$420,000

Project 10: Upper (south) Woodside Avenue from Heber Avenue to King Road

Estimated Costs Assuming a Street Reconstruction Project:

a. Electrical Power Distribution System Relocation:	\$132,000
Soft Costs:	\$55,000
b. Telephone System Relocation:	\$58,000
Soft Costs:	\$24,000
c. Cable TV System Relocation:	\$42,000
Soft Costs:	\$17,000
d. Excavation:	\$198,000
Subtotal:	\$526,000

Estimated Costs Assuming a Stand-alone Project:

a. Electrical Power Distribution System Relocation:	\$132,000
Soft Costs:	\$55,000
b. Telephone System Relocation:	\$58,000
Soft Costs:	\$24,000
c. Cable TV System Relocation:	\$42,000
Soft Costs:	\$17,000
d. Excavation:	\$198,000
Subtotal:	\$526,000

Project 11: Norfolk Avenue from approximately 4th Street to King Road, King Road, and Sampson Avenue

Estimated Costs Assuming a Street Reconstruction Project:

a. Electrical Power Distribution System Relocation:	\$277,000
Soft Costs:	\$109,000
b. Telephone System Relocation:	\$77,000
Soft Costs:	\$30,000
c. Cable TV System Relocation:	\$46,000
Soft Costs:	\$18,000
d. Excavation:	\$404,000
Subtotal:	\$963,000

Estimated Costs Assuming a Stand-alone Project:

a. Electrical Power Distribution System Relocation:	\$277,000
Soft Costs:	\$109,000
b. Telephone System Relocation:	\$77,000
Soft Costs:	\$30,000
c. Cable TV System Relocation:	\$46,000
Soft Costs:	\$18,000

d. Excavation:	\$404,000
Subtotal:	\$963,000

Project 12: Daly Avenue from King Road to end

Estimated Costs Assuming a Street Reconstruction Project:

a. Electrical Power Distribution System Relocation:	\$144,000
Soft Costs:	\$60,000
b. Telephone System Relocation:	\$45,000
Soft Costs:	\$19,000
c. Cable TV System Relocation:	\$30,000
Soft Costs:	\$12,000
d. Excavation:	\$246,000
Subtotal:	\$555,000

Estimated Costs Assuming a Stand-alone Project:

a. Electrical Power Distribution System Relocation:	\$144,000
Soft Costs:	\$60,000
b. Telephone System Relocation:	\$45,000
Soft Costs:	\$19,000
c. Cable TV System Relocation:	\$30,000
Soft Costs:	\$12,000
d. Excavation:	\$246,000
Subtotal:	\$555,000

Project 13: Lower (north) Woodside Avenue from 13th Street to 15th Street

Estimated Costs Assuming a Street Reconstruction Project:

a. Electrical Power Distribution System Relocation:	\$363,000
Soft Costs:	\$142,000
b. Telephone System Relocation:	\$32,000
Soft Costs:	\$13,000
c. Cable TV System Relocation:	\$45,000
Soft Costs:	\$18,000
d. Excavation:	\$12,000
Subtotal:	\$626,000

Estimated Costs Assuming a Stand-alone Project:

a. Electrical Power Distribution System Relocation:	\$367,000
Soft Costs:	\$144,000
b. Telephone System Relocation:	\$40,000
Soft Costs:	\$16,000
c. Cable TV System Relocation:	\$57,000
Soft Costs:	\$22,000
d. Excavation:	\$78,000
Subtotal:	\$724,000

Project 14: Empire Avenue from 13th Street to 15th Street

Estimated Costs Assuming a Street Reconstruction Project:

a. Electrical Power Distribution System Relocation:	\$152,000
Soft Costs:	\$63,000

b. Telephone System Relocation:	\$17,000
Soft Costs:	\$7,000
c. Cable TV System Relocation:	\$37,000
Soft Costs:	\$15,000
d. Excavation:	\$7,000
Subtotal:	\$299,000

Estimated Costs Assuming a Stand-alone Project:

a. Electrical Power Distribution System Relocation:	\$151,000
Soft Costs:	\$63,000
b. Telephone System Relocation:	\$20,000
Soft Costs:	\$8,000
c. Cable TV System Relocation:	\$48,000
Soft Costs:	\$20,000
d. Excavation:	\$29,000
Subtotal:	\$340,000

Project 15: Lower Park Avenue from Sullivan to 15th Street

Estimated Costs Assuming a Street Reconstruction Project:

a. Electrical Power Distribution System Relocation:	\$67,000
Soft Costs:	\$32,000
b. Telephone System Relocation:	\$14,000
Soft Costs:	\$7,000
c. Cable TV System Relocation:	\$14,000
Soft Costs:	\$7,000
d. Excavation:	\$8,000
Subtotal:	\$149,000

Estimated Costs Assuming a Stand-alone Project:

a. Electrical Power Distribution System Relocation:	\$67,000
Soft Costs:	\$31,000
b. Telephone System Relocation:	\$15,000
Soft Costs:	\$7,000
c. Cable TV System Relocation:	\$18,000
Soft Costs:	\$8,000
d. Excavation:	\$33,000
Subtotal:	\$180,000

Project 16: Central Park Avenue from 10th Street to 15th Street

Estimated Costs Assuming a Street Reconstruction Project:

a. Electrical Power Distribution System Relocation:	\$102,000
Soft Costs:	\$46,000
b. Telephone System Relocation:	\$12,000
Soft Costs:	\$6,000
c. Cable TV System Relocation:	\$7,000
Soft Costs:	\$3,000
d. Excavation:	\$8,000
Subtotal:	\$184,000

Estimated Costs Assuming a Stand-alone Project:

a. Electrical Power Distribution System Relocation:	\$100,000
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	Soft Costs:	\$45,000
b.	Telephone System Relocation:	\$14,000
	Soft Costs:	\$6,000
c.	Cable TV System Relocation:	\$8,000
	Soft Costs:	\$4,000
d.	Excavation:	\$21,000
	Subtotal:	\$198,000

Project 1-16 Grand Total with Street Reconstruction: \$7,498,000

Project 1-16 Grand Total with Stand-alone Project Construction: \$8,487,000

FUNDING ALTERNATIVES

Tasco is experienced in working with municipalities on funding options for utility improvements and/or relocations. If the mayor and city council, along with the majority of the property owners, favor such an endeavor as described, then Tasco strongly encourages the city council to pass an ordinance requiring all new dry utility services to be constructed utilizing underground procedures and techniques (See Attachment 17 – Sandy City Ordinance). The passage of such a law could be just for the Old Town boundary, or could be for the entire city. If this law is first passed, then the funding mechanisms and the cooperation from the utilities is much more effective. We have reviewed the possibility of using one or more of the following funding mechanisms:

- Special Improvement District (SID) (Reference Attachment 18, Utah State Law Section 54-8, Utah Underground Conversion of Utilities Law): This method of financing can be used for utility system relocation, but cannot be used for new construction of utility systems. Using the boundaries of the different project areas can form each district. A vote is required of those landowners that are affected by the proposition, and if the vote tabulation is favorable (51%) then funding can be obtained. The funding would represent the total costs of the relocation and be assessed to each property owner according to the amount of property, or simply by dividing the total cost by the number of property owners. Each parcel of property is then lienied until the amount of the assessment is repaid. The repayment is generally done on a yearly basis, and the financing can run from fifteen (15) to thirty (30) years.

As an example of SID funding, *Project 3: Lower Norfolk Avenue from approximately 8th to 13th Street* has an estimated cost of about \$880,000, with approximately 69 services in the project. If we assume a 15 year repayment time with a 6% interest rate on the SID loan, \$90,607 would have to be paid each year. If we assume minimal contribution from Park City, then each of the 69 residences would be responsible for a payment of \$1,313 each year for 15 years. If we assume a 25% contribution from Park City, then each residence would be responsible for a payment of \$985 each year for 15 years. If Park City contributed 50%, then each residence would still be responsible for a payment of \$657 each year for 15 years, or about \$55 each month.

- Sales Tax Revenue Bond: This method of financing is used by cities to finance project work, but it requires a pledge of an incremental amount, generally a percentage of the total sales tax collected over the number of years required by the total cost and estimated repayment schedule. This method is available to the mayor and city council, but generally causes a decrease of project work or general fund allocation. No voting by the general public is required, but the city council voting must be favorable.

- **Redevelopment Agency Funding (RDA):**
The Redevelopment Agency Funding methodology has been used in Park City to fund the improvements on Main Street. This method is generally used when the improvement or project will create an increased property value from the existing state. This could be a controversial method because there is definitely an aesthetic improvement in the minds of most, but not all, and property values may or may not be increased as a result of the improvement. The repayment mechanism is the differential tax assessment between the existing and the new improvements, which are pledged for repayment. There is possibility of obtaining Utah State matching funds, or in some cases an outright grant. This method of financing is tax exempt. This method is also controversial in that it could feasibly reduce the amount of funding going to the public school sector.
- **Economic Development Agency Funding (EDA):**
This method of financing is similar to the RDA noted above, but is generally used when the economy of an area is enhanced by the project construction.
- **Creative Financing:**
There are methods of financing that can be used that utilize a contribution from property owners involved with the improvement mixed with borrowed or financed funds, and possibly city funds from one of the previous methods, or directly as a result of the total improvement.

A monthly assessment for the improvements in the entire district could be levied and raise the money necessary to do the improvements over a period of time.

A user fee could be assessed to all Park City residents. This may seem unfair to the people outside of Old Town, but many of those people are served directly or have the redundant service provided by these utilities through Old Town.

A mix of the above could be utilized to create a more acceptable means of financing.

- **Municipalization:**
Although the process required to municipalize the dry utility systems is cumbersome and quite expensive, this is an alternative to the other funding mechanisms. Tasco has provided the services necessary to municipalize electrical power, natural gas, and telephone systems to other cities. Because of the expenses born by the City and the residents, this may be an option to recover the initial investment and provide a revenue source for the future.

PRO'S AND CON'S OF RELOCATING THE DRY UTILITY SYSTEMS TO UNDERGROUND

The relocation of the dry utility systems to underground in the Old Town area of Park City consists of a series of internal projects that can definitely be completed. There are many cities that have undertaken the same endeavor and completed it successfully. Tasco has been able to learn of the positive aspects of the endeavor as well as the negative aspects of the endeavor. Any construction project has pitfalls and positive aspects before, during, and after the process is completed. Conceptual pros and cons for performing the project work include the following:

- **Pros**

Reliability: An underground dry utility system will be more reliable. Weather conditions such as ice and snow will not be a factor in maintaining suitable system service. An overhead distribution system for electrical power, telephone, and cable TV is more exposed to hazards such as automobile collisions.

Aesthetics: The underground system will definitely be more aesthetically pleasing for both residents and visitors. Although this may not be an issue for some, the large majority will enjoy the unobstructed views enhanced by undergrounding the existing overhead utilities.

Single Phase Electrical Power Distribution System: Much of the electrical power distribution system to be undergrounded is a simple single-phase electrical power distribution system. This means for most of the projects, the cost to place this system underground is one-third (1/3) of the cost on the streets requiring three-phase service.

Telephones and Cable TV: Telephones and cable TV systems are fairly inexpensive to place in a raceway, once a trench is in place. Much of the cost to underground this system is in the excavation and asphalt repair costs. To add to this positive feature, Tasco believes that these systems will be relocated underground at no expense to the project if the poles are all removed and the City passes an ordinance requiring the utilities to be constructed or relocated to an underground position.

- **Cons**

Electrical Power Transmission Lines: Most lines in the affected area are distribution lines, although there is one transmission line running east and west near 9th Street. This line has not been considered for relocating underground. The financial burden to place this portion of the system underground would be prohibitive.

Three Phase Power System: A portion of the distribution is a three-phase main trunk feeder. There are projects areas where there is an existing overhead main trunk feeder, and thus will be expensive to relocate. It has been recommended that Tasco review the concept of leaving these major trunk feeders in place, and all other utilities relocated underground. Tasco believes that the total improvement is worth the expenditure.

Cost: Either the \$8,487,000 as a stand-alone project or even the \$7,498,000 when the dry utilities are relocated with major street improvements constitute a major expenditure.

Funding. A funding mechanism needs to be determined. This can represent a political separation between neighbors. The funding may or may not be supported by the city council. Even if the utilities are to be relocated underground with a standard street construction project, these street projects also need funding.

Historical Features: Avoiding the historical features with excavation and resultant installation of the utilities in the Old Town area could feasibly be a problem. The features will need to be identified in the design process. Coordination with the Historical District Commission will be needed and will undoubtedly add time to the project.

Equipment Placement: The placement of equipment with limited space or small road widths will be a challenge. When buildings are constructed on the roadway, finding a place to put transformers and j-boxes will be a challenge.

Individual Service Replacement: When new service is brought to an older residence or commercial building, the City will require the individuals to replace sub-standard wiring and bring the electrical system up to meet the most recent publication of the National Electrical Code.

Construction Process: The construction process and limited access to the properties, and in some cases the width of the street, will present some challenges to the contractor in the process of relocating the utility systems. Effects may include delays to traffic, difficulties to public safety services to reach those areas, temporary loss of parking for residents, etc.

SUMMARY

Tasco has presented a conceptual design and an evaluation of costs for each of sixteen (16) separate projects within the project area of Old Town Park City. These costs have been added to give two numbers: \$8,487,000 if the projects were constructed as individual projects on a stand-alone basis, or \$7,498,000 if the projects are constructed with major street improvements. We have prepared an honest and unbiased estimate of the individual project areas. We have created a practical design for the dry utility systems, and created conceptual placement of equipment to serve the given areas.

Although there are obstacles in completing the process of relocation of the dry utilities, if a funding mechanism can be provided that the property owners, mayor, and city council agree to, then the financial, technological, and administrative obstacles can be resolved quite easily over time.

Tasco Engineering will be available to aid in the process of evaluation, funding, design, and construction if we are needed. As you move ahead, we look forward to the opportunity of continuing to work with Park City on the OTIS and other related projects.

Appendix 2 - Wilbur Smith Associates – Parking Study

Chapter 1

PARKING SUPPLY AND DEMAND

The study area for the Parking Component of the Old Town Improvement Study consisted of the historic downtown area, which is shown in the figure to the right and bordered by the following streets:

- 9th Street
- Marsac Avenue
- Hillside Avenue
- Park Avenue

Parking supply, utilization, and demand were all analyzed as part of this study. Each of these items is discussed in more detail in the following sections.

PARKING SUPPLY

The parking supply in Park City is made up of both public and private spaces. City staff was extremely helpful in obtaining existing inventory data while field observations were utilized in assembling private parking data. Each is discussed in more detail below.

Public Parking

Public parking spaces in Park City are divided into three zones:

- **Zone 1** – Comprised of Main Street and the Brew Pub Lot for a total of 231 spaces all of which are paid spaces year-round;
- **Zone 2** – Comprised of Swede Alley, China Bridge Garage levels 1-3, and the Flagpole and Gateway Lots for a total of 514 spaces which are paid spaces during the peak period from December 15 to April 15; and
- **Zone 3** – Comprised of China Bridge Garage level 4, the Marsac North and South Lots, and the Sandridge Lots for a total of 271 spaces, which are free spaces year-round.

There are a total of 1,016 public spaces within the project study area. The table on the following page itemizes each of the public spaces by location, type, and parking time limit.



Public Parking Inventory

Location	Type of Parking	15-Minute Limit	30-Minute Limit	1-Hour Limit	2-Hour Limit	3-Hour Limit	4-Hour Limit	24-Hour Limit	Disabled	Reserved	
<u>Main Street</u>											
West Side											8
S of 5th	P					44					
5th to Heber	P					32					
N of Heber	P					5					
East Side											1
S of 5th	P					56					
5th to Heber	P					33					
N of Heber	P					12					
Brew Pub Lot	90					49					4
<u>Swede Alley Surface and Head-In Parking</u>											
Historic Wall Lot	90						24				2
Below 5th Street	90		6				20		3		2
North of China Bridge	90						75		1		7
Galeria Lot					8				1		9
5th Street On-Street			7						1		8
Flag Pole Lot	90						55		2		5
Heber Ave On-Street	P		2		5						7
Gateway Center	90			4			32		2		3
<u>China Bridge Garage</u>											
1st Level	90						89				8
2nd Level	90						84		2		8
3rd Level	90						89		2		9
4th Level	90				18			59			7
Marsac South Lot	90		6		20				1		2
Marsac North Lot	90						64		2		6
<u>Sandridge Lots</u>											
Upper	90							45	1		4
Lower	90							55			5
Total											1

Private Parking

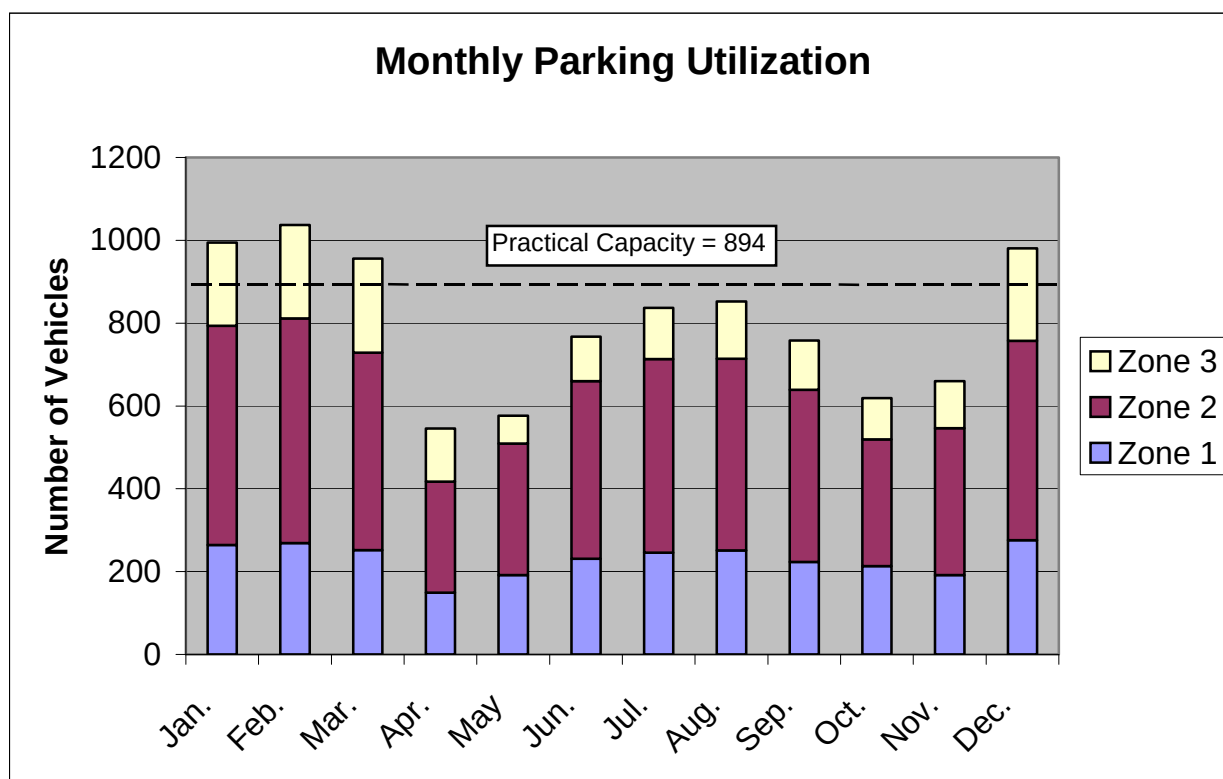
The private parking inventory was developed through a field review by Wilbur Smith Associates personnel in September 2002. WSA staff walked along Park Avenue, Main Street, and Swede

Alley and counted the business and private parking spaces. These private parking areas were itemized individually and listed by the name of the adjacent business that uses them. In most cases these areas do not have marked parking stalls so an estimate was made as to the number of effective spaces at each location. This list was reviewed by Park City staff and a few minor changes were made to these estimates.

A total of 803 private parking spaces were observed within the study area. The figure on the following page illustrates the approximate location of these spaces, the number of spaces in each location, and for whom the spaces are intended. Between both public and private spaces there are approximately 1,819 parking spaces available for businesses, employees, and customers.

PARKING UTILIZATION

For the past several years city staff has collected utilization data for public spaces. On the last Wednesday and Saturday of each month, the number of vehicles parking in public spaces is counted. This data shows the monthly parking trends for the city. The chart below shows the maximum recorded parking utilization for each month by zone. Maximum parking utilization typically occurs in the evening between the hours of 6 and 10



Also shown on the chart is a line representing the practical capacity of the public spaces. Practical capacity refers to the level at which an area can be considered full and is generally when 85% to 95% of the total number of spaces are occupied, depending on the number of parking spaces and their concentration in an area. In Park City the practical capacity has been

estimated at 88%. This allows for the typical under utilization of the Sandridge Lots and the relatively large study area. Since there are 1,016 public parking spaces the practical capacity of these spaces is 894. This means that when there are more than 894 vehicles parking in public

spaces it becomes increasingly difficult to find a space and may require searching 2 or 3 lots before a space is found. This also results in driver frustration and dissatisfaction.

As shown in the chart, there are four months during the year when utilization exceeds practical capacity. The table below shows in more detail the monthly utilization compared to the capacity for each of the zones.

Monthly Parking Utilization by Zone

	Zone 1		Zone 2		Zone 3	
	Occupied	% Capacity	Occupied	% Capacity	Occupied	% Capacity
Capacity	231	-	514	-	271	-
January	264	114%	530	103%	201	74%
February	269	116%	542	105%	226	83%
March	252	109%	477	93%	227	84%
April	149	65%	269	52%	128	47%
May	192	83%	318	62%	67	25%
June	231	100%	429	83%	108	40%
July	246	106%	467	91%	124	46%
August	251	109%	463	90%	138	51%
September	223	97%	416	81%	119	44%
October	213	92%	306	60%	100	37%
November	192	83%	354	69%	114	42%
December	276	119%	482	94%	223	82%

Main Street and the Brew Pub Lot routinely meet or exceeds their total capacity, while the Zone 2 lots are only at capacity during the peak winter season. The Zone 3 lots do not typically reach capacity at any time during the year.

Based on the utilization data, it appears that there is a parking problem during the four winter months of December through March. The parking problem occurs during the evening hours on both weekdays and weekends. There does not appear to be a parking problem during the other eight months of the year.

PARKING DEMAND

Assessing the magnitude of existing parking demand in Old Town was a primary objective of this study. Parking needs depend on the magnitude of parking demand generated by employees, visitors, shoppers, and residents; the proportion of trips made by automobile vs. other modes of transportation; the extent of a captive-market environment; and the parking supply available to accommodate the demand.

The city has collected extensive data on parking occupancy for both midweek and weekend use of public parking facilities in Old Town. It is important to note that parking occupancy is not synonymous with parking demand. Parking occupancy is simply an indicator of how the existing parking supply is utilized. Parking demand, on the other hand, indicates how many patrons would like to park at a given location and time if there were sufficient supply. If spaces are not available nearby, people may park at a distance, use transit/bicycle as an alternative, conduct business elsewhere, or forego the trip entirely.

Parking policy and availability of transit can influence parking demand. Strictly enforcing parking limits can increase turnover making more parking available during a given time period. While the city did not have data on turnover to accompany the occupancy data, the city has made great strides in enforcing parking limits over the past five years. Additionally, Park City has a very good transit system that is operated free of charge for all patrons. During winter months in particular, when demand for goods and services in Old Town are at a peak, transit is heavily utilized.

Managing the balance between parking demand and parking supply can be very complex. In Park City, the demand is greatest during the winter months of December through March,. Much of the need for parking is during evening hours related to high use of restaurants and lounges. Supplying enough spaces to accommodate peak parking demand could result in a surplus of parking during non-tourist months. Since construction of parking facilities is an expensive proposition, parking demand needs to be very carefully scrutinized.

Methodology

The approach used to determine existing parking demand had multiple steps. The first step involved assessing the city inventory of land uses and summarizing these in fairly homogeneous categories. Two sources were used to determine existing land uses in Old Town: 1) those obtained from the database of city business licenses, which list the size and nature of the business, and 2) a similar categorization performed by the waste removal firm BFI. Both sources were very close in the tally of business types and sizes. The table on the following page shows the various land uses and their corresponding square footage. The table shows the city broken into three land use zones: north of Heber Avenue, between 5th Street and Heber Avenue, and south of 5th Street. This was done in an effort to determine where the parking shortage was most critical.

Land Use Summary

Land Use	South of		Between		North of		Total
	5th Street	%	& Heber	%	Heber Ave.	%	
Bank	0	0%	914	35%	1,700	65%	2,614
Hotel	61,100	23%	37,700	14%	169,000	63%	267,800
Medical Office	550	25%	0	0%	1,660	75%	2,210
Office	72,100	68%	26,292	25%	7,680	7%	106,072
Restaurant	86,137	52%	42,458	26%	36,990	22%	165,585
Retail	79,681	48%	54,287	33%	31,516	19%	165,484
Warehouse	1,970	88%	267	12%	0	0%	2,237
Total Square Feet	301,538	42%	161,918	23%	248,546	35%	712,001

The second step was iterative in nature and involved determining parking generation rates that could be applied to the land uses determined in the first step. Since data were available on parking utilization for public facilities, it was possible to use the parking utilization as a partial check on the parking demand calculations. (Parking utilization values show the met parking demand, but don't indicate the latent demand, i.e., those that would park if parking were available. Furthermore, data was not available on private parking spaces that account for approximately 44 percent of the Old Town parking supply. Thus, the data provided only a partial check.) It was assumed that private parking utilization was similar to public parking utilization.

Peak parking generation rates were derived from the Institute of Transportation Engineers (ITE) publication, *Parking Generation*; the Urban Land Institute (ULI) publication, *Shared Parking*; and from other studies performed by Wilbur Smith Associates in other resorts communities. Because of the mix of land uses and relatively dense development in Old Town, adjustments were made to the parking demand calculations to account for use of transit, walking trips, trips that had multiple purposes (e.g., restaurant trip that also involved shopping), and captive market trips (e.g., employee having lunch at a restaurant or shopping during the lunch hour, hotel patron walking down the street for dinner, etc.).

Using the above rates and factors, peak parking demand was determined. In general, peak parking demand represents the demand during winter weekend evenings (say Friday and Saturday nights).

The parking generation rates and other factors derived in the above work are useful from three primary perspectives:

1. The methodology of using parking generation rates enables further analysis of parking demand for future land uses and thus is an excellent planning tool;

2. Similarly, the use of parking generation rates allows analysis of various subdivisions of Old Town; and
3. The methodology provides insight to what type of parking is needed such as long-term employee parking, short-term retail parking, etc.

Calculated Parking Shortage

Using the above methodology, the existing parking shortage in Old Town is in the range of 324 to 412 spaces. Virtually all of this unmet demand is south (up hill) of Heber Avenue. The unmet demand is fairly homogeneous block-by-block south of Heber Avenue. This shows that the newer developments north of Heber Avenue have done a good job of meeting their own demand. The table below shows the number of parking spaces compared to the range of estimated demand for parking and the resulting range of parking spaces shortage.

Estimated Parking Demand and Shortage

	Public Spaces	Private Spaces	Total Spaces	Estimated Demand ¹			Estimated Parking Shortage		
North of Heber	24	579	603	592	-	616	-11	-	13
Between 5th & Heber	288	99	387	542	-	564	155	-	177
South of 5th	704	125	829	1,009	-	1,051	180	-	222
Total	1,016	803	1,819	2,143	-	2,231	324	-	412

¹Estimated demand has been adjusted up to take into account the 88% practical capacity.

Chapter 2

PARKING SUPPLY ENHANCEMENTS

It is desirable to explore all of the low cost parking improvements before making a large financial commitment to a parking structure. There are several parking enhancements possible to the existing parking supply within the Park City Historic District for relatively low cost. These enhancements can be separated into three types of changes: on-street, off-street, and access. The figure on the following page shows the approximate location of the on and off-street enhancements. Each of these is discussed in more detail in the following sections.

For any new spaces added, it will be important to decide whether or not they will be metered. If the new spaces are not metered they will presumably be signed as a two-hour zone. This decision has a large impact on the cost of the spaces. Additional “Pay and Display” meters cost about \$9,000 each. In the descriptions of the individual enhancements that follow, estimated costs will be presented both with and without parking meters.

ON-STREET ENHANCEMENTS

The on-street enhancements are generally the addition of on-street parking where it is currently prohibited. There is also a discussion of modifying the spaces on Main Street from parallel to angle parking. Each individual location is described in below.

Upper Swede Alley (South End)

There is currently no on-street parking on upper Swede Alley and there may be an opportunity to add a few spaces in this location. Generally, on-street parking on Swede Alley is probably not a good idea with the heavy traffic volumes, particularly between the China Bridge Parking Garage and SR-224. However, between China Bridge and the Brew Pub Lot there may be an opportunity for 5-6 spaces on the west side of the street.



The street is about 32 feet wide in this location plus gutters. This means that a parked vehicle would take up no more than seven feet of this width leaving at least 25 feet for traveling vehicles. These spaces would also be against the buildings so they might need to be signed as delivery spaces during the morning and early afternoon and public spaces in the late afternoon and evening. The base cost would be low for this option with the simple items being the repainting of the curb and the changing of signs. The majority of the cost would be in the installation of a “Pay and Display” meter to service this area, since there no other ones close by. Obviously, the cost for these spaces would be significantly reduced if the city were to make these free spaces.

Parking Space Gain: 5-6

Cost (w/ Meter): \$9,500

Cost (w/o Meter): \$500

Heber Avenue

Currently there are seven on-street parking spaces on Heber Avenue. They are all located on the block between Main Street and Swede Alley. Five of the spaces are on the north side of street in a section of the street that has been widened to accommodate them, while the other two are on the south side of the street and are signed as delivery spaces during the day. The five spaces on the north side are signed as free two hour parking. There may be an opportunity to provide an additional 3-4 spaces to the east of the existing spaces on the south side of this same block as well as 4-5 spaces on the block between Park Avenue and Main Street.



The street is about 32 feet wide in this location plus gutters. This means that a parked vehicle would take up no more than seven feet of this width leaving at least 25 feet for traveling vehicles. On the block between Park Avenue and Main Street the new parking could be on either side of the street, depending on which the city prefers. If it were on the north side it would generally be easier to access for vehicles entering downtown from SR-224 while parking on the south side would be more consistent with the block between Main Street and Swede Alley. On both blocks it would be important to end the parking zone about 30 feet in front of the stop sign to allow for adequate sight distance. The base cost would be low for this option with the simple items being the repainting of the curb and the changing of signs. The majority of the cost would be in the installation of up to two “Pay and Display” meters to service this area. This would also allow the existing free spaces to be converted to pay spaces, which is more in character with their proximity to Main Street. Obviously, the cost for these spaces would be significantly reduced if the city were to continue to have free parking on Heber Avenue.

Parking Space Gain: 7-9

Cost (w/ Meter): \$18,700

Cost (w/o Meter): \$700

Lower Main Street (North End)

There is a section of Main Street between 7th Street and Heber Avenue that does not have any on-street parking. The road is narrower through this segment than it is along the rest of the road, however it would be possible to provide 6-7 spaces of on-street parking along one side of the road.

The street is about 32 feet wide in this location plus gutters. This means that a parked vehicle would take up no more than seven feet of this width leaving at least 25 feet for traveling vehicles. The new parking could be on either side of the street, depending on which the city prefers. Each side has one driveway to be worked around, although parking on the east side would more easily line up with existing parking north of this location. The base cost would be fairly low for this option with the simple items being the repainting of the curb and the changing of signs. The majority of the cost would be in the installation of a “Pay and Display” meter to service this area. Obviously, the cost for these spaces would be significantly reduced if the city were to make these free spaces.



Parking Space Gain: 6-7

Cost (w/ Meter): \$9,500

Cost (w/o Meter): \$500

Lower Park Avenue

On the east side of Park Avenue just north of 7th Street there is a section of the road where on-street parking is prohibited. It may be possible to install 4-5 spaces in this area. There is already on-street parking north of this location so it would simply be a matter of extending the parking zone past the existing to the south closer to the intersection. It is important to keep a clear zone near the intersection since buses regularly make the right turn from Heber Avenue to Park Avenue and need some extra space to safely complete their maneuver.



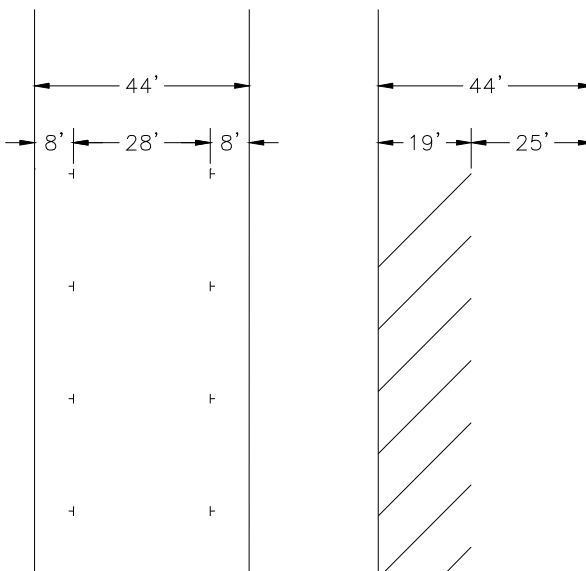
Since on-street parking on Park Avenue in this area is free for two hours, it makes sense that any additional spaces also be free. This makes this a very low cost option since there is no need to install a “Pay and Display” meter. The only costs would be for the repainting of the curb and installation of some signs.

Parking Space Gain: 4-5

Cost: \$400

Main Street Angle Parking

There has been a great deal of discussion regarding the conversion of the parallel parking spaces on Main Street to angle parking spaces. The reasoning is that since angles parking spaces take up less length than parallel spaces more of them can fit into the same space. While this is true, the problem on Main Street has always been the width of the road. As shown in the figure to the right, Main Street is generally 40 feet wide plus 4 feet for the gutter pans. Parallel parking typically takes up about 8 feet on either side of the road leaving 28 feet for travel lanes. When angle parking is added to one side of the road it requires about 19 feet, which leaves about 25 feet for travel lanes, reducing their width by a total of 3 feet. Typical travel lanes are 12 feet wide, which means that 24 feet are required as a minimum to accommodate traffic.



The difficulty arises when trying to accommodate freight delivery on Main Street. Currently it is common practice for delivery vehicles to double park on Main Street while making deliveries. The current configuration provides a little extra room that allows traveling vehicles to move around the parked vehicle without encroaching too much into oncoming traffic. With the reduced travel lane widths of angle parking there would be less room to make this maneuver, which increases the encroachment and the corresponding safety hazard.

The primary reason why angle parking has never been implemented on Main Street is because it actually results in a net loss of parking spaces. Currently there are 182 spaces on Main Street, 81 on the west side and 101 on the east side. If angle parking were to be installed, it would be possible to get between 126 to 140 spaces on the street. This results in an actual loss of at least 42 spaces.

The only way by which there is an increase in spaces is if Main Street is converted to a one-way street with parallel parking on one side and angle parking on the other. However, businesses are generally reluctant to accept one-way streets since the sentiment is that it reduces visibility and increases frustration. A one-way street would also exacerbate the safety concerns with freight vehicles blocking the road, since there would not be an oncoming lane to utilize for passing.

OFF-STREET ENHANCEMENTS

There are a few possible enhancements to off-street parking that are available, although not many, since similar recommendations from previous studies have already been implemented. It is important to remember that property easement costs are not included in cost estimates for new parking and may have a significant impact in project costs. Individual enhancements are described below.

Upper Main Street Lot

On the south end of Main Street there is a vacant lot that is fairly level on the Main Street side. It may be possible to allow perpendicular parking in this location. The area would probably accommodate 10 parking spaces.

There would be some costs associated with developing these spaces. The curb, gutter, and sidewalk in this location would need to be reconstructed to allow vehicle access along the length of the site. The site itself would also need to be graded so that it is level enough for vehicle parking. It would also need to be either paved or covered with road base to provide a decent parking surface. The cost estimate assumes that the lot is paved. The unknown cost is the obtaining of an easement to use the property from the current property owner. It is also likely that a “Pay and Display” meter would be necessary in this location. There is an existing meter across the street, but it may not be feasible to require people to cross the street twice to pay for their parking. Obviously, the cost for these spaces would be significantly reduced if the city were to make these free spaces.



Parking Space Gain: 10

Cost (w/ Meter): \$18,800

Cost (w/o Meter): \$9,800

Upper Swede Alley Lot

There is a narrow vacant lot between Main Street and Swede Alley that is accessible from Swede Alley. The possibility exists to grade this lot and allow parking. However, this lot presents some challenges. Because it is so narrow the spaces would probably need to be for angle parking. This means that vehicles would need to back out all of the way out of the lot and onto Swede Alley, which is a safety concern. The lot could probably accommodate 7 vehicles, however there is currently room for 3 vehicles to park across the entrance to the lot, which results in a net addition of 4 spaces.



There would be some costs associated with developing these spaces. There is a need for a minimal amount of grading to ensure that the site is level enough for parking. It would also need

to be either paved or covered with road base to provide a decent parking surface. The cost estimate assumes that the lot is paved. It may also be advisable to build some stairs next to Main Street to allow people to immediately access Main Street without having to go out to Swede Alley. The unknown cost is the obtaining of an easement to use the property from the current property owner. It may be necessary to provide a “Pay and Display” meter in this location. There are existing meters up on Main Street that may be utilized or if the Upper Swede Alley on-street spaces that were mentioned in the previous section were installed there may be a meter associated with them that could also service this lot. Obviously, the cost for these spaces would be significantly reduced if the city were to make these free spaces.

Parking Space Gain: 4

Cost (w/ Meter): \$18,800

Cost (w/o Meter): \$9,800

Narrower Parking Stall Widths

Parking stalls in the city are typically 9 feet wide. In certain locations it is possible to reduce the width of the stalls to 8½ feet, which can result in additional spaces. The limiting factor to its applicability is that it is necessary that there be 17 spaces in a row that can all be modified to pick up an 18th space. This condition only exists in two locations within the city. The first is along Swede Alley and in the Swede Alley lots. It is possible to gain 4 additional spaces in this area. The second is in the Sandridge Lots. It is also possible to gain 4 spaces here as well. Only the 17 current spaces in each location need be changed, while all other spaces can remain at 9 feet. One of the drawbacks to these spaces is that it is more difficult to park the larger SUV vehicles in the smaller spaces, which may result in more accidents or “door dings.” While these narrower spaces could be signed for smaller vehicles, it probably wouldn’t make much difference in what type of vehicle parked there.

Another option may be taking these locations and just adding one more space to the entire length of the row. By adjusting all of the spaces, the average space width can be increased. For example, if there are currently 27 spaces in a row at an average width of 9 feet, they can all be narrowed to allow 28 spaces at an average width of 8 feet 8 inches. This provides a slightly wider space than just adjusting the minimum 17 spaces.

The cost for this option would be quite low. It is simply a matter of removing or painting over the existing striping and then restriping at the new width.

Parking Space Gain: 8

Cost: \$3,800

Town Lift Garage Sharing

The Town Lift parking garage has about 164 total spaces. Of these spaces, 23 are in a gated area reserved for residents, 27 are reserved for customers of Town Lift businesses, and 114 are available to the public. Based on Wilbur Smith Associates field observations, the Town Lift garage seems to be under utilized. Granted, WSA observations took place in the early fall and the garage may be more fully utilized during the peak season. If it is determined that the garage

is routinely under utilized, Park City may wish to make an arrangement with the garage owners to operate the spaces. This would be similar to the arrangement in the Gateway Center, where about half of the parking spaces are operated by the city. If the city were to manage these spaces they may be able to more effectively market them by including them on city parking maps and on the city web site.



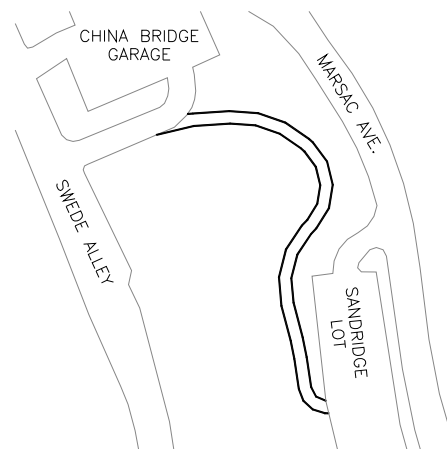
The costs associated with the management of these spaces would primarily consist of purchasing additional “Pay and Display” meters for the garage, which would probably require 3 or 4 meters or \$27,000 to 36,000. Unknown costs would be those necessary to work out an arrangement with the garage owners.

ACCESS ENHANCEMENTS

The Sandridge Lots on upper Marsac Avenue are under utilized. This is primarily because of their distance from Main Street and their relative inaccessibility from Swede Alley. This section looks at improving both vehicular and pedestrian access to these lots.

Vehicular Access

It is very difficult to gain vehicular access to the Sandridge Lots from Swede Alley. There is approximately 40 feet of elevation difference between the lower Sandridge Lot and upper Swede Alley. It is possible to design a narrow one-way road that would provide direct access from Swede Alley to the lower Sandridge Lot as shown in the figure to the right. This road is about 380 feet long, which means that the average grade on the road would be about 10.5%, which is quite steep, particularly considering the winter conditions when the road would be most heavily utilized. The road would require extensive retaining walls and guardrails for safety. The road would also displace the existing walkway through the area, which could either be replaced or the road could also function as the walkway, which would obviously present a challenge when ascending vehicles cross descending pedestrians. The roadway could also be made wide enough to accommodate pedestrians. This would increase the construction cost of the road since larger retaining walls would be required. It would also be possible to build a shorter walkway using more stairs and fewer ramps.



It is difficult to estimate the costs for such a roadway without accurate survey information. A rough guess would be about \$300,000, which is more than the Sandridge Lots themselves cost to

build. Presumably, this money could be better spent on additional parking and enhancing pedestrian access. Additional information on vehicular access to the Sandridge Lots can be found in Chapter 3 – Parking Garage Concepts.

Pedestrian Access

There is currently a pedestrian path from each of the Sandridge Lots to Swede Alley. While these paths are adequate, it is possible to improve each to make them more attractive to users. A big issue for these paths is improving the lighting along the path. Additional lighting increases the safety and attractiveness



of the pathway. There is some lighting along both paths, but it is generally widely spaced and mounted quite high in the air. Some of the lights on the path from the upper lot are actually above the trees, as shown in the photo to the right, which means that little light actually gets down to the path. It may be desirable to provide new lighting. This lighting could have a closer spacing between lights with shorter pole lengths, which would keep the light below the trees. These new lights could be in the same historic style as those currently in use in the Sandridge Lots, as shown in the photo to the left.



Another way to improve the character of the pedestrian paths may be to add some street furniture to the route. This is a bit of a challenge given the slopes along the paths, but it is possible. Adding a bench or two could be of value to those who lack the stamina for the climb up to the lots, while creating a comfortable atmosphere for all users. In addition to benches it may be possible to incorporate some public art into these “rest areas.”

The path to the lower lot is difficult to walk due to the spacing of the steps. Some of the steps are spaced in such a way that it is difficult to traverse them using a natural gait. One must take smaller or larger steps, which is awkward and uncomfortable. These same steps are made from wood boxes filled in with road base. Over time some of this road base has washed away creating lips on each step. These lips present a safety hazard as they may cause tripping. They also add to the difficulty in traversing the pathway. It would be desirable to replace these steps with concrete ones and to construct them in such a way that they are much more comfortable to use.



The path to the upper lot has the challenge of going through dense trees and bushes. This foliage encroaches on the path creating a tunnel-like feel, which is not a real safe feeling. It is important to keep trees and bushes out of the path and to ensure that there is adequate visibility both to and



from the path. For example, there is currently a large tree growing right across the path that causes users to have to duck to get past it, as shown in the photo to the left. Presumably, this tree is very important to somebody, but it creates a hazard is difficult to pass, and should be removed. The pathway should probably be trimmed so that it is possible to see both the sky and the street from the path. This, in conjunction with improved lighting should create a better feeling of safety and comfort for the users.

Chapter 3

PARKING GARAGE CONCEPTS

In the Historic Park City Transportation and Parking Plan performed by Wilbur Smith Associates in 1995-1996, a potential parking garage site was identified just north of the existing China Bridge Garage on Swede Alley. The rationale was that a new structure that joined with the existing structure would be able to provide the internal circulation that the current garage lacks. This study examines in more detail the different types and sizes of potential parking structures and ramping systems.

Three parking structure concepts were developed as three separate phases that could each build on the prior phase. This system allows for the construction of smaller pieces spreading the total cost out over time. Each alternative is discussed in more detail in the subsequent sections followed by information regarding architectural concepts and cost estimates.

SCHEME A

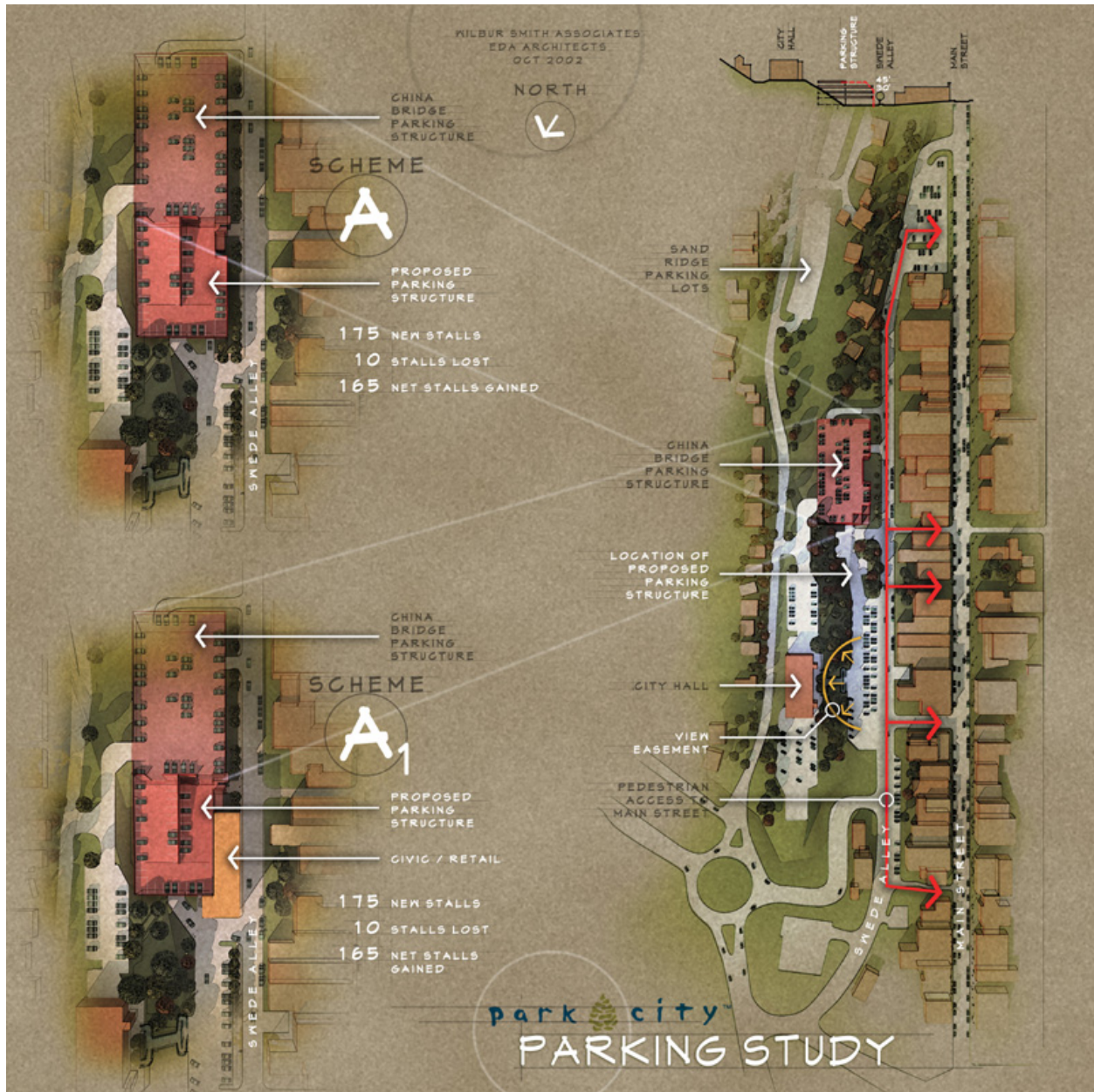
Scheme A represents the minimum structure that can be built on the proposed site. This alternative provides the necessary ramping for circulation within the combined structure. The proposed structure would be a rectangular helix with sloping floors that would rise one-half story on each side requiring $3\frac{1}{2}$ complete revolutions to reach the top. The garage would be entered from the north side into the back half of the garage. The sloping floor would travel upwards at a 5% slope to meet the first floor of the existing garage. A vehicle would then make a 180° right turn to enter the sloping floor on the front half of the garage. This floor would then rise another half story at a 5% slope before another 180° would be necessary. The garage would continue in this pattern, servicing each floor, until reaching the fourth level of the existing garage. Each floor would have perpendicular parking on both sides of the travel aisle. This concept creates three levels in the front half of the garage and four levels in the back half.

A benefit to constructing a ramping system is that it allows vehicles to enter the garage from Swede Alley and exit onto Marsac Avenue. This means that if a vehicle enters the garage only to find that it is full, they can be directed to the nearby Sandridge Lots by exiting onto Marsac Avenue. This makes it easy for the Sandridge Lots to serve as an overflow for the parking garage, thereby increasing the utilization of those lots.

The advantage to this scheme is that it provides internal circulation to the China Bridge Garage, thereby making it more efficient, while providing new parking spaces at the same time. This scheme results in a net addition of approximately 165 spaces. The figure on the following page illustrates the Scheme A and A₁ concepts.

Scheme A₁

This alternative is a variation on Scheme A with the difference being the addition of approximately 10,000 square feet of space on two stories to be used for retail or civic uses. This



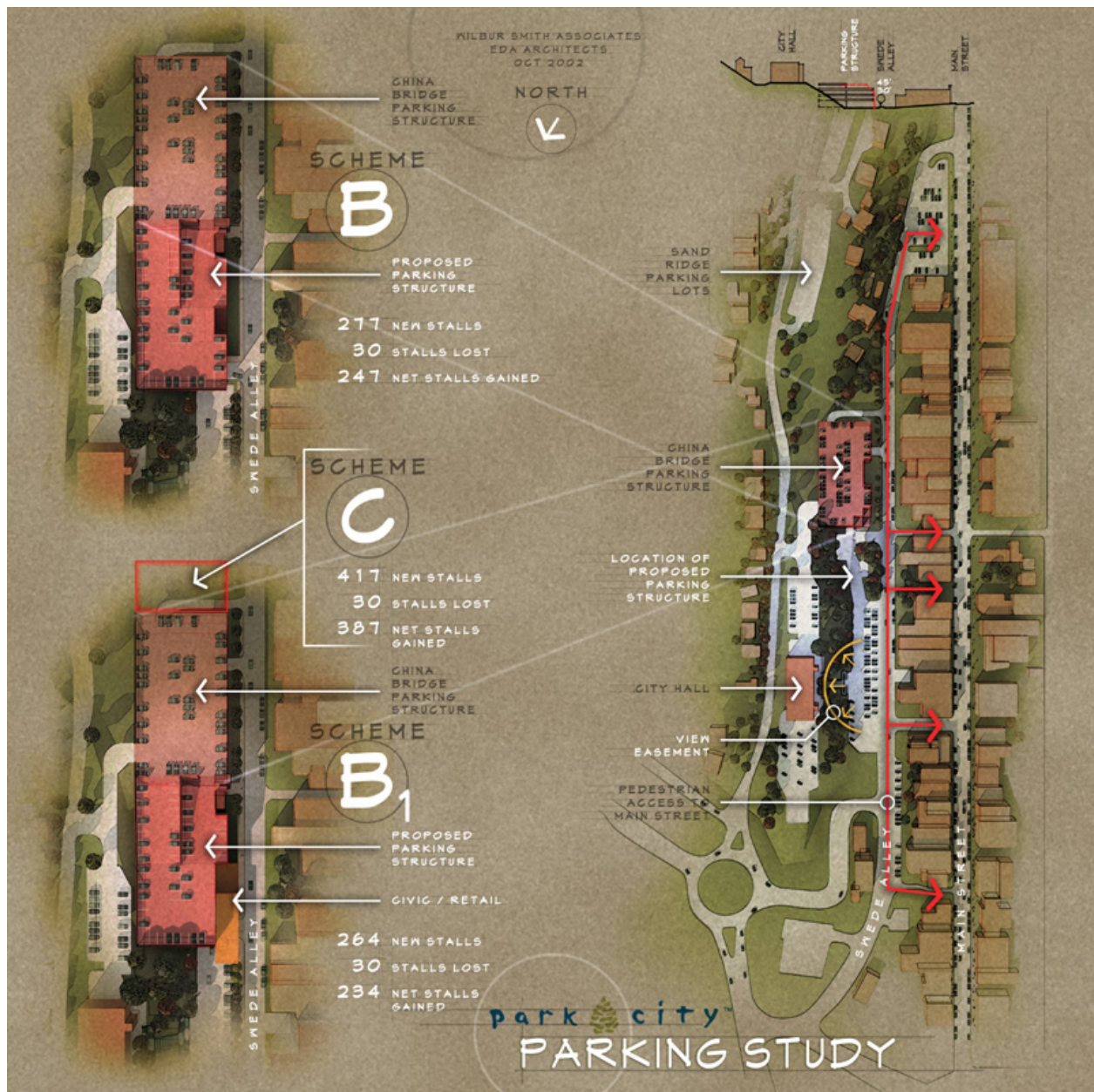
space would be located in the front of the garage and wrap around the corner to the north side. The first row of parking on two levels would be lost. The space would also extend further out towards the street, breaking up the front of the garage.

This retail/civic space serves two purposes. First, it can help break up the building architecturally and serves to conceal some of the large mass that is a parking garage. Second, the space can serve as a source of additional revenue for the construction and operation of the parking garage. The fire department is in need of additional office space, a need that could be filled through this structure. They also have impact fees that they have collected that could be used to pay for their portion of the structure. Retail space would collect rent that could be used to pay off bonds or to finance ongoing maintenance. Either option or a combination of the two would be of benefit to the city.

This scheme would result in a reduction of new parking spaces compared to Scheme A with the new total net addition being about 152 spaces.

SCHEME B

Scheme B is an addition to Scheme A. It proposes to add on to the new ramping system developed in Scheme A with four flat parking levels extending out to the north. The elevation of these new floors would all be half a story lower than the corresponding floor in the existing China Bridge Garage. Theoretically, this new garage could extend to the north for hundreds of feet, but that is inadvisable due to the impact on the view of City Hall on Marsac Avenue. For



this reason, the proposed structure would end approximately 50 feet from the south end of City Hall. This would preserve the view of this historic building.

This scheme simply adds more parking to that in Scheme A and may be done in conjunction with Scheme A or at a later date. This scheme results in a net addition of approximately 247 spaces including those developed in Scheme A. The net parking addition due to Scheme B alone is approximately 82 spaces. The figure on the previous page illustrates the Scheme B, B₁, and C concepts.

Scheme B₁

This alternative is identical to Scheme A₁ in that approximately 10,000 square feet of retail/civic spaces would be added to the structure to break up the box of the garage, to hide the mass of the garage, and to provide revenue for the construction and maintenance of the garage. This scheme could be done with Scheme A₁ if Scheme A₁ was done first and Scheme B₁ was to follow several years later. This would result in a total of approximately 15,000 square feet of retail/civic space and would require the demolition of some of the retail/civic space in A₁ during construction.

This scheme would result in a reduction of new parking spaces compared to Scheme B with the new total net addition being about 234 spaces. The net parking addition due to Scheme B₁ alone is approximately 69 spaces.

SCHEME C

This scheme was developed to provide the total number of parking spaces that were estimated to be required as described in Chapter 1. This scheme calls for the addition of a structure on the south side of the China Bridge. This structure would have four flat levels that would match those on the existing garage. This scheme would need to be built after or in conjunction with Scheme A, but could be done before Scheme B. This scheme would result in a net new addition of approximately 387 spaces including those from Schemes A and B. The net parking addition due to Scheme C alone is approximately 140 spaces.

ARCHITECTURAL CONCEPTS

The proposed location of the parking additions to the China Bridge structure will be subject to the design guidelines that are included in the HCB district. The parking schemes described above can and should follow those guidelines.

The guidelines identify a building “envelope” that limits building heights along Swede Alley. The guidelines also deal with building massing, materials and architectural character. The inclusion of retail/civic type space as identified in the options discussed earlier creates a better opportunity to architecturally respond to the otherwise cumbersome massing often associated with parking structures. That is not to say that the parking schemes with no retail frontage could not comply with HCB district design guidelines, it’s just that they will have to be approached skillfully and thoughtfully. The parking structure with the adjoined retail arguably establishes a more pedestrian friendly “streetwall” and contributes more to the overall experience of Main Street and it’s surrounds. Additionally, thought should be given to a modest architectural façade

upgrade to China Bridge. If any of the parking structure options are initiated it would be relatively simple to “borrow” some of the new design elements and incorporate them into China Bridge.

For the residents that live on the east side of Marsac Avenue, on the hill, the view looking down onto the top floor of any parking structure is somewhat problematic. Consideration could be given to creating some paving and or paving patterns on the parking surface of the top parking level. Landscaping, including small trees could also be integrated into a “plaza” like parking surface on the top floor of China Bridge and to any additions to it as well.

ESTIMATED COSTS

The construction of any of the parking garage concepts is an expensive undertaking. Each requires the excavation of a significant quantity of soil, which will be contaminated and need to be treated. The table below shows the estimated construction cost for each of the parking garage schemes. It is important to note that each of the prices is stand alone and not cumulative.

<i>Estimated Construction Costs</i>		
	Base	Retail/Civic
Scheme A	\$2,705,556	\$3,071,228
Scheme B	\$1,432,715	\$1,798,387
Scheme C	\$978,879	

CONCLUSION

There is a parking shortage of an estimated 324 to 412 spaces within the Old Town Park City area. This shortage occurs during the evening hours from December to March. The potential enhancements to the existing parking supply are not enough to meet this need. If it is determined that the need should be met, an additional parking structure will be required. The Scheme A or A₁ scenario provides a great deal of benefit.

Before making a large financial commitment, it would be wise to make absolutely certain that the garage is needed. There are two things that can be done in an effort to ensure that this is really the case. First, conduct a small utilization study of the private spaces. This study has assumed that the utilization of private spaces mirrors that of the public spaces, but that may not be entirely true. It is a fairly simple exercise to monitor the occupancy of these facilities during a couple of evenings in the peak winter season. If these spaces are not fully utilized, there may be things that can be done to improve that. Second, conduct a statistically valid parking survey of both residents and guests to find out what the actual latent demand may be and to gauge the impact of paid parking. This will allow the city to find out how many people are being kept away by lack of parking or paid parking. These two surveys will allow the city to quantify the actual need for a parking structure.

Appendix 3 – Consolidated Project Listing

Park City, Utah

Historic Park City Improvement Plan

Project Summary Report

July 2011



Prepared for:

Park City Municipal Corporation & Historic Park City Alliance

Prepared by:

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A vibrant, active, but intimate downtown that serves as an informal meeting place for its citizens and a destination for tourists... to maintain it as the center of the community, not just as a stage set for tourism...

Park City General Plan 1997

Historic Main Street is essential for the economic and social wellbeing of the community...Main Street is the center of the activity for our tourist economy and it is desirable to have it continue to be an area for local citizens to socialize.

Downtown Action Plan 1998

Vital Actions: Work with the Historic Main Street Business Alliance to develop partnerships that ensure the long term economic health of the Old Town commercial core.

Park City General Plan: Economy 2001

Old Town is recognized as the ‘spirit of Park City’ and...A High Priority Goal of the City Council is: “Improving Historic Park City”

2002 Old Town Improvements Study

We have a great brand (Main St.) Protect it at all costs

2003 HyettPalma thoughts

Smart infrastructure, that supports both car and pedestrian traffic, is essential to fostering an alluring and navigable environment. Our District should encourage visitors to linger, circulate and explore...To accomplish this, we need to: 1)reduce physical impediments such as difficult sidewalk navigation; and 2) create attractions along the street (from top to bottom)

2010 HPCA Visioning

Executive Summary

In the beginning, the Historic district was all of Park City. Nearly a century and half later, Park City continues to grow and diversify, but the downtown remains the economic and cultural heart of the town. It is an economic pillar of the community, the one destination mainstay that thrives year-round, and it’s the face of our City. For nearly two decades, our town has been examining new ways to keep the historic downtown vital and accessible to residents and tourist alike. Many good ideas have been considered, and some have been tried, but downtown enhancements must remain a top priority for this community.

The Historic Park City Business Alliance, in conjunction with the City, has developed the following study to consider next steps for downtown enhancements. Some of the recommendations are fundamental, like storm drains and street lights, while others focus on gathering spaces and attractions. Irrespective of their appeal, we feel that all of the recommendations are important and work best as a comprehensive plan.

Our challenge is to preserve Historic Park City’s unique feel and character, while promoting a vibrant, navigable environment. Our priority is to encourage visitors to come to the street, and then linger and circulate. To best do this, we need 1) convenient access (parking and public transportation); 2) safe and navigable pathways; 3) strategically located gathering spaces; 4) energetic and alluring attractions. We believe that implementing the following enhancements, as outlined in this proposal, will bolster the downtown economy, cement the district as Park City’s most popular attraction, and maintain our special connection within the community.

There is a saying, ‘Each time history repeats itself, the price goes up.’ The need for both gathering spaces and enhanced walkability has been identified and prioritized for nearly two decades. This study is a rekindling of old and established ideas, combined with some practical and increasingly urgent infrastructure upgrades. It is time to commit and move forward with these longstanding goals and to make them a reality.

Introduction

Historic Park City continues to evolve and adapt to ever changing times. To stay proactive in the constant goal of offering a world class, destination resort and community experience, the Historic Park City Alliance (HPCA) and Park City Municipal Corporation (PCMC) have collaborated to prepare recommendations for public space improvements and pedestrian enhancements in the Old Town area.

This effort is a result of the HPCA Visioning process completed in 2010. The following is the Position Statement prepared by the HPCA through this process for infrastructure in the area.

HPCA Visioning (May 2010)

Position Statement: Infrastructure

It is the objective of the HPCA to promote Historic Park City as a fun, friendly and vibrant destination. Smart infrastructure, that supports both car and pedestrian traffic, is essential to fostering an alluring and navigable environment. Our District should encourage visitors to linger, circulate and explore throughout the District. To accomplish this, we need to: 1) reduce physical impediments such as difficult sidewalk navigation; and 2) create attractions/draws along the street (from top to bottom) such as parks and art that encourage exploration. We are confident that easy access, a friendly atmosphere and prolonged exposure to our businesses will increase sales and diversify revenues.

Definitions:

We are using a broad definition of infrastructure which includes:

- Parks
- Public Art/Attractions
- Sidewalks
- Streets
- Signage
- Lighting
- Snow Management
- Public Transit

In summary, any physical component within the District that is mandated/managed by the City.





The following have been identified as areas of concern:

- Sidewalks: grade, width, clutter, damage, ADA, and snow management, lack of heat?
- Bulb outs: location, frequency, effect on parking
- Outdoor dining & music: lack thereof
- Lighting code: review, amend, better integrate with public lighting
- Lighting enhancements: location of street lights, Holiday Lights
- Public signage enhancements: consolidate, coordinate and clarify public signage, enhance informational kiosks, permanent (digital?) signage along entry corridors
- Sign code for businesses: review & amend
- Drop off zones for taxis and shuttles and idling enforcement
- Directional signage along SR 224, SR 248 & I-80
- The district should maintain a high level of upkeep: painting, cleaning, snow removal, landscaping, etc

HPCA would like to explore the following enhancements:

- Public Plaza by Post Office
- Public Plaza/Park over Brew Pub lot
- Mining History Tour/Attractions
- Olympic Legacy Park/Tour/Attractions
- Winter ice skating rink and/or summer water feature
- More sidewalk seating and smarter garbage recycling placement
- Green/alternative people movers
- Designated employee parking



Recommendations:

The Park City should form an infrastructure sub-committee to evaluate and pursue short-term improvements (i.e. reduce sidewalk clutter). The HPCA should work in conjunction with the City to determine a schedule of mid- and long-range enhancements. HPCA support the engagement of a consultant that specializes in economic development and downtown revitalization. Any major enhancements should be expertly evaluated—to determine all of their potential ramifications—prior to implementation. All enhancements should encourage even traffic across the District and logical spacing of parks and attractions to promote and anchor this flow.

Actions:

The sub-committee will research and pursue various improvements, and may generate additional position statements to address specific needs/concerns. HPCA plan to meet with City representatives and recommend the engagement of a consultant to produce a comprehensive, long term enhancement plan for Historic Park City. HPCA will request that the City include us in the formal process—as primary stakeholder—for any major infrastructure changes/enhancements.

With the support of PCMC, the HPCA engaged IBI Group to prepare this study. The scope of the study was to focus on short term opportunities while addressing long term concerns. Long term concerns and challenges are outlined and addressed as follows.

Long Term Concerns/Challenges



Underutilized Properties

The Infrastructure Committee discussed the impact of underutilized properties within the Main Street area. These properties include such notables as The Imperial Hotel, The Claim Jumper, Main Street Mall and other vacant or for sale properties. The conclusion of the committee was that while these properties are critical in the overall economic vitality of the area, further study needs to be conducted to understand their impact on the area and should not be considered in the scope of this study.

Housing

Related to the underutilized properties above, this was not included in the scope of work for this study. Local work-force housing issues are a main concern of the City and they continue to work toward strategic initiatives in this area. The infrastructure sub-committee did consider potential locations for work force housing including vertical expansion of the China Bridge parking structure, Sandridge Parking lot development or miscellaneous infill development of underutilized properties. Further study is recommended.

Main Street Closure (Pedestrianization)

At this time, the HPCA is opposed to the closure of Main Street to a pedestrian only corridor. Based on local experience and national research we believe this would be detrimental to the overall economic welfare of the community. This study does not consider permanent closure of Main Street, however maintains that strategic event closures are appropriate and will be considered on an on-going basis. It is the recommendation of this study to maintain the current daily configuration and operation of Main Street as a two-way vehicular corridor with parallel parking on both sides of the street.



Main Street Snow Melt

Many discussions have included snow removal tactics for the Main Street area. The HPCA has stated that snow melt systems along Main Street would increase the economic vitality of the area by improving the pedestrian accessibility to businesses. This report recommends additional study to review the feasibility of snow melt systems along Main Street. Discussions have included snow melt systems for the entire street profile including curb, gutter and sidewalks, curb and gutter only and curb and gutter plus 2-3 feet of area behind the curb. Additional studies should include analysis of snow melt systems throughout the area, energy requirements for such systems and ongoing operation and maintenance costs compared to traditional snow removal methods. Renewable energy sources should be considered in future analysis. The following benefits of a snow melt system were discussed throughout the process:

- Improve pedestrian safety and offering peace of mind to visitors.
- Improve access to businesses minimizing liability.
- Improve parking conditions.
- Reduce ongoing maintenance requirements of traditional forms of snow removal.
- Reduction of noise created by snow removal operations.
- Extend the life of pavement systems.



Competing Area Attractions

Numerous existing or potential development efforts throughout the Park City and Western Summit County area pose potential risk to Historic Park City. It is the desire of the HPCA to maintain the rich, historic character and quality of the Old Town Park City experience. However, it is recommended that ongoing analysis of area growth should be monitored to maintain a unique and competitive advantage and recommend improvements such as suggested by this study.

Tour Buses/Taxis/Courtesy Vehicles

There is ongoing concern for cueing of tour buses, taxis and courtesy vehicles. While further discussion, study and coordination with transportation companies is required, it is recommended that a location be determined for staging of these vehicles and that transportation dispatch stations be strategically located on Main Street. Staging areas should be off, but adjacent to Main Street to minimize these vehicles in normal automobile flow of the street. Possible staging locations include Swede Alley, Sandridge parking areas or City Park/Library parking lots along Park Avenue. Transportation stands or dispatch stations could be located at lower and mid or upper Main Street and could be incorporated into upgraded information kiosks or possibly the existing parking meters.

Directional/Informational Signage

Through this study it was concluded that additional directional and informational signage is required to make the arrival and parking experience more streamlined for visitors. Parking availability, transit connectivity and event information among others were all discussed as critical elements to a successful experience. These issues should be coordinated with other transit and transportation work within the city including GPS systems currently being considered for the transit network. This should also be coordinated with pedestrian wayfinding and information kiosks discussed later in this report.



Purpose and Objectives

Based on review of previous studies and discussions with PCMC and HPCA, the following purpose and objectives were established as the focus of this study.

Purpose

To enhance the resident and visitor experience by encouraging visitors to linger, circulate and explore throughout the Historic Park City District.

Objectives

- Create a comprehensive and unified five to ten year improvement plan.
- Identify and coordinate current and future infrastructure needs.
- Recommend and define new attractions for the area.
- Prepare design approach to Main Street pedestrian enhancements.
- Maintain historic character and quality.
- Enhance the atmosphere for economic growth.
- Promote a world-class destination resort community.

Background

Previous Studies

- Downtown Action Plan (October 1998) – Downtown Action Plan Task Force
- 2002 Old Town Improvement Study (OTIS)
- Downtown Economic Summit Public Visioning Session (January 2003)
- Swede Alley Plaza Concept Alternatives – FFKR
- Brew Pub Parking Lot Concept Alternatives – Langvardt Design Group
- Brew Pub Parking Lot Geotechnical Investigation (October 2009) – AGECE



Recommendations

Based on discussion and input from the HPCA Infrastructure Subcommittee, HPCA Board and PCMC Staff, the specific improvement recommendations of this study focus on three primary categories – infrastructure (utilities), uses and attractions (activities/plazas/pocket parks) and pedestrian enhancements (streetscape). This focus is intended to create a visionary, yet achievable plan for the next five to ten years and allowed the process to prepare specific design concepts and cost estimates.

Infrastructure

The 2002 Old Town Improvement Study (OTIS) is the most recent document prepared by PCMC to guide the planning and implementation of infrastructure improvements in Old Town including street reconstruction, water line upgrades, dry utilities, parking supply and pedestrian enhancements. Recently, this plan was updated to re-evaluate and update construction cost estimates for remaining projects and to prioritize those projects based on City staff input and needs. The following outline identifies remaining projects and there priority.

- | | |
|---------------------|---------------------------|
| 1. Empire Avenue | 9. McHenry Street |
| 2. Sullivan Road | 10. Deer Valley Loop Road |
| 3. Chambers Avenue | 11. Swede Alley |
| 4. 8th Street | 12. 9th Street |
| 5. 10th Street | 13. 12th Street |
| 6. 11th Street | 14. Silver King Road |
| 7. 14th Street | 15. Ridge Avenue |
| 8. Rossi Hill Drive | 16. Lowell Avenue |

Of these projects, there are only two that lie within the boundaries of this study including 9th Street and Swede Alley projects. Additionally, the OTIS study includes a general line item for Other Pedestrian Projects which could include sidewalk/gutter repair, pedestrian wayfinding and parking signage, intersection crosswalk improvements and decorative lighting. These items should be coordinated between the City and HPCA to align project with goals, objectives and interests of each.

The 9th Street project should be considered in conjunction with the HPCA goal of creating a plaza and pocket park at the Trolley Turnaround/Coalition Park site and likely be included during the same design and construction sequence. The Swede Alley project should be considered and coordinated with HPCA regarding Main Street connectivity, parking garage access and crosswalk improvements.

Main Street infrastructure improvements are not listed within the OTIS study but should be considered and coordinated including potential utility line replacement, stormwater management and street lighting. These items while ultimately necessary to the success of Main Street will have a tremendous impact on businesses, locals and visitors. Every effort should be made to prepare acceptable construction mitigation and phasing strategies with adequate participation by those impacted. Nonetheless, Main Street improvement projects should be comprehensively coordinated to promote long term solutions. All elements must be considered to maximize benefit and minimize reconstruction due to oversight.



City Engineer's Report

Though the 2002 Old Town Improvement Study (OTIS) does not have a specific project identified for Main Street, The City recognizes that the last major upgrade to Main Street occurred back in 1984 (a storm system was installed between 5th Street and 6th Street in 1997). As existing utilities and other infrastructure continue to age, the City constantly looks for opportunities to upgrade these facilities in conjunction with other construction projects occurring in the immediate vicinity.

The Historic Park City Improvement Plan provides the City with an opportunity to work together with the HPCA to identify infrastructure needs and complete facility upgrades that can be accomplished in the same time frame in an effort to minimize overall impacts to this important corridor of ours. Facility needs such as adding a storm drain system to upper Main Street and replacing the existing waterline are examples of projects that could be concurrently constructed with the Historic Park City Improvements projects.

Uses and Attractions

Consistent with the purpose and goals of this study, there is a desire to enhance the opportunities to add pedestrian activities and amenities within the Old Town area and specifically along the Main Street corridor. Currently, several popular locations exist including Town Lift Plaza, Marriott Summit Watch Plaza, Schreurs Centennial Park and Miners Park. These venues are the beginning of what could be a much broader and energized system of pocket parks and plazas throughout the area creating a more diverse and meaningful pedestrian experience. As with any system or network of this type, primary anchor locations should be established fueled and connected by smaller venues to create a complimentary, consistent and diverse set of amenities and options.

It is recommended that the Brew Pub Parking Lot, Miners Park and the Trolley Turnaround/Coalition Park locations act as the primary building blocks of this network. The Brew Pub Lot will act as the South, or top of Main Street attraction while the Trolley Turnaround/Coalition Park will act as the North, or bottom of Main Street attraction. Miners Park then responds as the middle of Main Street anchor and acts as the "family room" of Main Street. This concept provides greater extension of the network and will help draw pedestrians to either end of the street corridor on a daily basis to unique and complimentary activities. The "bread crumb trail" of smaller venues in between create opportunity for discover, rest, interaction and celebration of all things Park City for all ages. The specific design ideas presented below are very conceptual and are intended to communicate a general recommended use and character for these areas.

Brew Pub Parking Lot

The surface parking lot located at the intersection of Main Street and Swede Alley (commonly referred to as the Brew Pub Lot) has served many purposes over the years from event staging and concert venues to satellite communication truck and trailer staging. On a daily basis, it is home to +/-47 paid parking spaces for visitors as well as a point of trash collection for upper Main Street businesses. While the area has served a purpose, it is believed to have a higher calling. The proposed design concept for this area (see Exhibit 1/2) creates a seasonal destination attraction and multipurpose anchor for the top of Main Street intended to draw pedestrian energy to the area and enhance the businesses surrounding it. The concept begins by covering the surface parking with a deck structure effectively creating a plaza level more closely matching the elevation of Main Street. Parking access would remain from Swede Alley. On the Main Street plaza deck, the concept is anchored by a 60' x 110' refrigerated ice skating rink and two support buildings. The north support building would house the ice rink equipment storage and skate rental and the south building could include public restrooms, concessions, information, storage and potentially a small office or retail space. The south building acts as the signature, architectural gateway to Main Street from the south and ceremonially completes the extension of the two story Main Street building façade. This building is conceptually articulated as a two-story “flat-iron” structure responding to the acute angle created by the intersection of Main Street and Swede Alley.

The remaining elements of the concept include a streetside viewing plaza for the ice rink and a central gathering plaza. Consistent with other plaza concepts, this plan would also include water features/warming stations at both plazas as well as large LED screens on both buildings allowing for viewing of movies, concerts, sporting events or other broadcasts. The design process should evaluate and be sensitive to access and views to and from the adjacent restaurant/brew pub including the second level outdoor patio. The architectural character of these structures should be historic in nature and substantial in materials to create a long-standing and iconic structure for Main Street.



Exhibit 1 – Brew Pub Lot Concept Plan

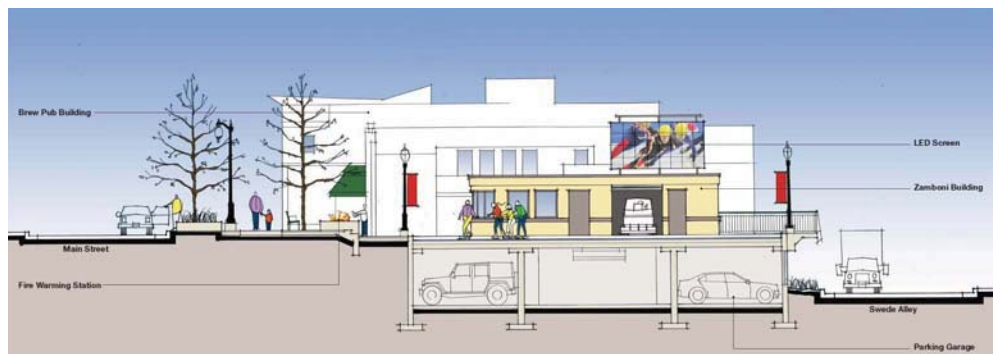
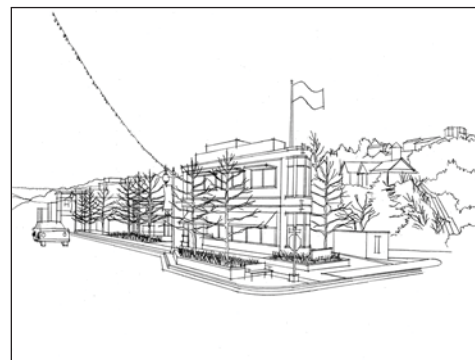


Exhibit 2 – Brew Pub Lot Concept Plan Section

"I am happy to see more and more ideas come through the pipe. We have to do something to stay fresh and competitive. We need to consider kids and what they want to do on the street."

Comment from Public Open House



Existing Brew Pub Lot and Sketch of Building on Corner



Overlay Sketch of Brew Pub Lot

Miners Park

Miners Park is a well known location for Main Street visitors and provides a centrally located pedestrian space which currently includes public restrooms, small event stage, mining artifacts, public art and pedestrian seating. The space functions well for informal daily use, however elements are aging and the arrangement of components limits its flexibility to host events.

The proposed design concept for Miners Park (see Exhibit 3) builds off the success of the park elements but rearranges them in a way which provides greater function and flexibility for daily use and events. The plan proposes to relocate the public restrooms to the southeast corner adjacent to the street sidewalk allowing more convenient access and eliminating crowd disruption during events. By relocating the restrooms, the west side of the park becomes highly functional for amenities nestled into the hillside including a stage highlighting the mining artifact in the northwest corner and the introduction of a large fireplace and water wall in the southwest corner. The latter element drives the notion of Miners Park becoming the “family room” of Main Street. By placing these elements as described, they are highly visible from Main Street and the stage projects performances to the east, therefore filling the street with music. Consistent with the other proposed plazas, a water feature/warming station is strategically located at the street entry to the park. This can be enjoyed by passersby as well event visitors simultaneously. Through reconstruction, the restrooms and fireplace structures can be utilized to eliminate any internal grade changes therefore creating a more flexible plaza space for events and event seating.

It has also been recommended to utilize the wall of the adjacent building (Crosby Collection Building) for display or placement of a larger LED screen to help animate the space through movies, broadcasts or information. Historical issues should be further investigated to determine feasibility of this concept.

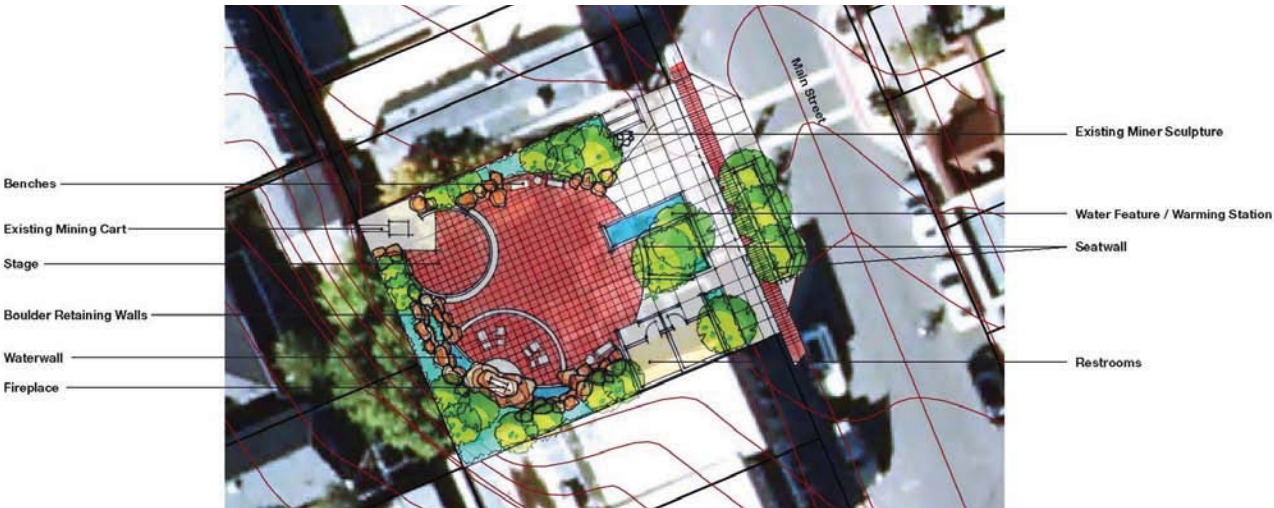


Exhibit 3 – Miners Park Concept Plan



Trolley Turnaround/Coalition Park

Currently, the Trolley Turnaround/Coalition Park area is underutilized and consists of a vehicular turnaround and open lawn area with landscaping. The vehicular turnaround is no longer utilized by the trolley and provides staging area during events such as the Silly Market (vendors) and Sundance (taxi staging). The west half of the area is passive with minor daily use by local area residents. A portion of this site is restricted use due to conservation easement and likely the primary reason that no major improvements have been made. This area also acts as a regional trailhead providing direct access to Poison Creek Trail and the Rail Trail.

The proposed design concept for this area (see Exhibit 4) consists of a streetside plaza for use during street festivals and events including a multipurpose area at the intersection of Main St./9th Street which could act as a stage area during these and other events. The stage could be set up facing the street during street closures for larger crowds or face west to the plaza for events while maintaining open street circulation. Other plaza features include the primary plaza area for multipurpose activities anchored on the west end by an interactive water feature and on the east end by a public restroom facility and trailhead. The streetside plaza transitions into the main plaza with a seasonal water feature/warming station. Additional features discussed for this area include public art and play elements from bouldering to a replica façade of historic Main Street as a climbing structure and family photo opportunity.

Based on preliminary review for compliance of conservation easement requirements by PCMC legal department, it appears some revisions will be required through the final design process. This process will need to confirm existing property ownership and easements and review and approval by Summit Land Conservancy will be required. Revisions will likely create a more passive and natural design.



Exhibit 4 – Trolley Turnaround/Coalition Park Concept Plan

Additional Pocket Parks and Plazas

Additional pocket parks and plazas should be considered as long term elements of the “bread crumb trail” including the China Bridge Pocket Park. Enhancements and upgrades of existing spaces also should be considered within this strategy including east and west side pedestrian access and pass-throughs, Schreurs Centennial Park and Marriott Summit Watch Plaza.



Schreurs Centennial Park



Marriott Summit Watch Plaza



Bear Bench/Claimjumper Pass Through



Dolly's/Museum Pass Through

Public Restrooms

Comfort and convenience are critical to a meaningful and memorable Main Street experience and public restrooms play a key role. Currently, there are public restrooms at Miner's Park and the Transit Center, however it is clear that additional facilities are needed. As previously discussed, additional public restrooms are being recommended and integrated into this proposal at The Brew Pub Lot and The Trolley Turnaround/Coalition Park as part of a trailhead. While these locations provide much needed facilities at the top and bottom of Main Street, it is also recommended that public restrooms be considered near The Kimball Art Center and in the China Bridge parking structure at 4th Street. Combined, these recommendations would provide evenly spaces and strategically located facilities to meet a basic but critical human need.

Pedestrian Enhancements (Streetscape)

Streets, curbs, sidewalks, lighting and furnishings in Old Town play a critical role in the overall image, quality and character of the area. These elements will continue to age and with age comes deterioration and need for replacement. A primary goal of this study is to prepare basic design standards for replacement of these elements when required and/or approved. The recommendations presented herein focus primarily on the sidewalks and related amenities such as lighting and furnishings. In addition, it is recommended to improve the existing bulbouts and crosswalks for improved pedestrian safety, seating and seasonal uses.



Exhibit 5 – Sidewalk Treatment

Sidewalks

Recommended sidewalk standards are based on a section defined by three distinct zones – 1) Street Zone, 2) Travel Path Zone and 3) Building Zone (see Exhibit 5). The Street Zone is defined as a constant width of 3' behind the street curb and gutter and functions as an organizational zone for all streetscape elements including street lights, trash receptacles, parking meters, historic canopy columns and furnishings where desired. This zone is recommended to be paved with unit pavers if snow melt is incorporated or stamped colored concrete or granite unit pavers without snow melt. The Travel Path Zone is dedicated to pedestrian travel and should be maintained at a constant 5' width or greater and remain clear of any obstructions. It is recommended that this zone be paved with standard, heavy broom finished concrete with tooled joints.

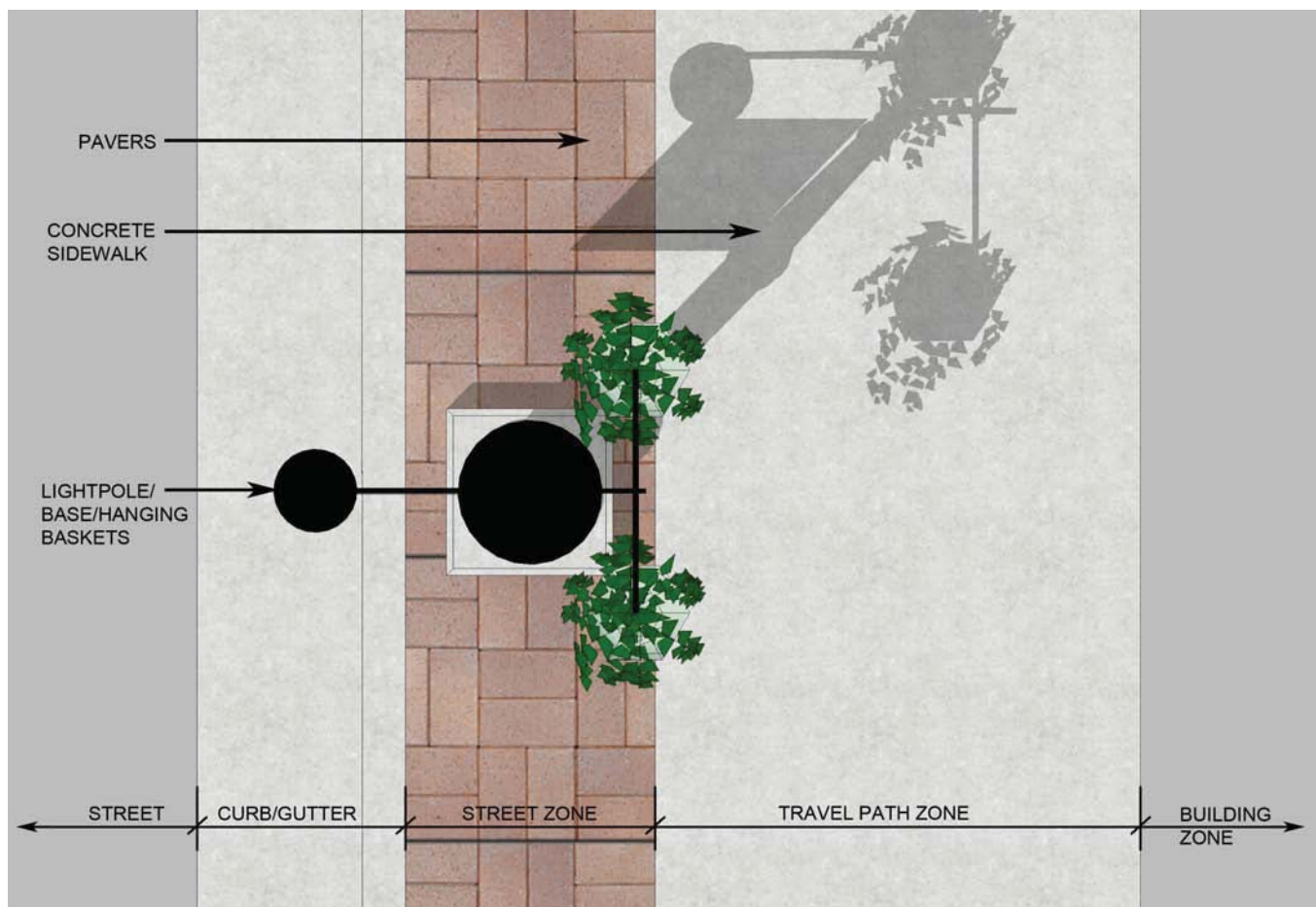


Exhibit 5 – Sidewalk Treatment

Bulbouts

Several bulbouts were constructed as a result of the 1998 Downtown Action Plan including pedestrian pass through areas at Bistro/Café Terigo/Miners Park and the Bear Bench/Claimjumper. These areas provide opportunities to improve pedestrian safety by defining and narrowing crosswalks, increase seating or outdoor dining and softening the street with additional landscaping or public art. Through this study process, the HPCA explored potential opportunities to add new bulbouts along Main Street but concluded that additional bulbouts at this time would not significantly improve the pedestrian experience or the economic vitality of the area.

It is recommended that the existing bulbouts be redesigned and renovated to look at alternatives to the raised concrete planters and create more flexible pedestrian spaces. The height of the existing planters and maintenance of related plant material is in question and causes safety concerns during winter months due to snow storage. Should renovation of these existing bulbouts be successful, additional locations may be considered to improve pedestrian safety at strategic areas.

For purposes of this study, the design concept sketches for the bulbouts show a consistent design treatment with raised seatwall and planting bed as the primary use of the bulbout providing additional seating and introduction of plant material for shading, color and texture. However, alternative uses for each bulbout such as outdoor dining, public art or bicycle parking should be the result of strategic discussions with adjacent property/business owners. In most cases, proposed bulbout locations occur where there are currently no parking zones defined by painted red curbs. A few locations recommend removal of on-street parking but occur where significant pedestrian benefit can result such as pre and post event plaza at The Egyptian Theater (see Exhibit 9) or a crosswalk and seating plaza at Town Lift/Marriott Summit Watch stairs. Through public input, the painted red curb zones were found in some cases to be important service vehicle or drop-off zones. This should be considered a significant factor in the evaluation and implementation phase on a case by case basis.

"It's great that we're trying to improve amenities on Main Street but, I think we should focus on finding things that will DRIVE people to Main Street. Such as events and activities and items one can only get on Main Street."

Comment from Public Open House



Streetscape Furnishings

Lighting

Lighting is a very important element to the safety and success of the area and the historical character of Main Street. Street lighting in the Historic District should be maintained to the District requirements. Street lighting along Main Street but outside the Historic District (north of Heber Avenue) should be consistent with the light fixture within the Historic District to maintain visual continuity. As sidewalk replacement occurs along Main Street, it is recommended that a decorative pole base be added to the street lights. This element will minimize damage to the light pole base and add the ability to include electrical outlets and decorative features such as a logo or date stamp to celebrate the district history. Should additional bulbouts be implemented at key traffic intersections along Main Street, additional street lights should be considered to raise the level of pedestrian safety in those areas.

“Main Street should be regarded and protected as historical sacred ground. It should be the shining star that all of those that visit will see and remember.”

Comment from Public Open House

Street lighting along other streets in the area should be consistent and are recommended to match the fixture style located at the Transit Center. Implementing a standard throughout the area will simplify ongoing maintenance while adding uniformity to light levels and visual appearance.

Holiday lighting is an integral part of the seasonal character of Historic Park City. Currently the holiday lights along Main Street are powered through cooperation with individual businesses. To allow for coordination of the lights it is recommended that electrical outlets/power be integrated into the street light poles or pole bases as the street light poles are replaced or upgraded.

Furniture

Benches and trash receptacles are critical to the overall success of the pedestrian experience. Currently, there is an eclectic mix of these items throughout the area that have been implemented over time and, in fact, add to the charm and character of Historic Park City. It is recommended to standardize the bench and trash receptacles in public areas and plazas, but also continue to encourage business owners to add benches outside their shops to continue the eclectic appeal. Standard benches and trash receptacles throughout the public areas will simplify maintenance, trash removal and add a unifying element to the pedestrian environment. Through the implementation of new plazas and renovation of existing plazas, these standards should be applied as well as emphasizing built-in (seat walls/seat steps) or specialized seating alternatives that may be custom to these areas. This will encourage use of public art or interpretive elements that add to the character or theme of the area.

Bike racks should be added to new or existing public plazas or pocket parks to further encourage pedestrian mobility throughout Historic Park City. These can be consistent with the city standard bike rack or provide additional public art opportunities to diversify the racks and add to the visual charm and character of the area.



Public Art

Public art is a key element to the existing fabric of Historic Park City. The collection of public art works along Main Street and throughout the area is impressive. Every opportunity should be explored to expand this collection as well as integrate creative expression in new construction. Pocket parks, plazas, sidewalk enhancements and bulbouts should be required to integrate public art through the design process. It is also recommended that an interpretive program be established to discover and highlight this collection. This could take the form of a scavenger hunt or passport program for children and families.

Signage/Wayfinding/Information Kiosks

In any tourism based environment, a quality, convenient and legible signage and wayfinding program is crucial to the overall experience. Through this study, it was determined that additional signage is desired, however further study is required to determine an overall strategy and needs assessment. It is also recommended that information kiosks be upgraded to electronic facilities. These can become powerful sources of information for visitors, business and locals.

"We need more marked crosswalks in Swede Alley especially between commercial and the parking garage to control drivers who think they are on the freeway."

Comment from Public Open House





Priorities and Cost Estimates

Priorities

Through public outreach and extensive discussion, it is the recommendation of the HPCA Board to adopt this study as a comprehensive and unifying plan for Historic Park City Improvements where all elements are treated with equal importance to be completed strategically over a period of time. The HPCA will work with PCMC staff to develop a phasing strategy for these improvements based on available funding and in concert with related infrastructure improvements. Based on HPCA membership surveys and public open house comments, the following outline suggests an order of importance to the membership.

1. Public open space, pocket parks and plazas
2. Sidewalk replacement and enhancement
3. Heating of sidewalks and/or gutters
4. Additional improved pedestrian safety and sidewalk expansion

When considering the addition or renovation of open space, pocket parks and plazas, the general consensus of the HPCA membership in order of importance to Main Street is as follows:

1. Plaza over surface parking at Brew Pub Lot with attraction such as an ice rink
2. Renovation of Miners Park
3. Lower Main Street community park (9th/Main/Park Ave)

These priorities are the result of six months of study, six (6) HPCA Infrastructure Committee meetings, four (4) HPCA Board Meetings, numerous meetings with city staff, two (2) public open houses and the annual HPCA Membership meeting.





Cost Estimates

Based on meetings with PCMC Staff, the following preliminary budget estimates for construction of improvements have been identified. These estimates are based on proposed design concepts for 1) the Brew Pub Lot, 2) the Trolley Turnaround/Coalition Park, 3) Miners Park, 4) Main Street sidewalk improvements and 5) potential bulb-out locations. This information is provided to City Staff in order for them to begin including these items within their capital improvement requests leading up to the next fiscal budgeting cycle.

Improvement Item	Budget Estimate
1) Brew Pub Lot	\$2,750,000
a. South Building (Flatiron Bldg)	\$500,000
b. Ice Rink	\$700,000
c. Plaza deck/Amenities/Other	\$1,550,000
2) Miners Park	\$575,000
3) Trolley Turnaround/Coalition Park	\$1,200,000
4) Main Street Sidewalk Improvements	\$200/LF
a. Cost is per lineal foot and includes demolition, new sidewalk paving (average 9' width - 6' concrete, 3' pavers), renovated street lights with new concrete bases, furnishings (benches, trash receptacles). Cost does not include any utility work, snow melt system or curb and gutter replacement (assumes curb and gutter would be replaced with street improvements).	
b. There is +/-6,000 lineal feet of sidewalk along Main Street (3,000 lf each side). Should all walks be removed and replaced at \$200/lf = \$1,200,000.	

These estimates are intended for budgeting purposes only. Final construction costs will be dependent on final item programming and construction market conditions. Estimates do not include soft cost such as surveying, design, engineering and administrative. Estimates do not include snow melt systems. Further study is recommended to determine feasibility and costs associated with snow melt systems, energy use and offsetting savings to traditional snow removal methods.

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OTIS Updates and Re-Evaluation — 2011

**Alliance Engineering in cooperation with
Park City Municipal Corporation**



1. Executive Summary

Alliance Engineering (the Consultant) has been commissioned by the Park City Municipal Corporation (PCMC) to provide an update to the Old Town Improvement Study (OTIS) originally completed in 2002. This update provides current information about the projects that have been completed since 2002, a catalogue and prioritization of remaining projects, and a detailed estimate of probable costs for remaining projects in 2011 dollars.

The primary success of the 2002 OTIS report was in clearly identifying the improvements needed in the Old Town Neighborhood and providing a projected budget for these projects. The result is that since 2002 Park City Municipal Corporation has made steady progress in replacing what had become a rapidly declining infrastructure in one of the City's most important neighborhoods in terms maintaining a vibrant economy, preserving historic character, and, maintaining a high level of service with respect to the infrastructure that provides for the health, safety, and general welfare of Old Town residents.

This update to the 2002 OTIS report did not repeat the public involvement initiatives from the prior study; however, discussion did occur between the consultant, utility company representatives, and PCMC Staff to arrive at the most current status for ongoing projects, updated unit pricing, and thorough vetting of the issues and outcomes that should influence project prioritization. Estimated costs for installing conduit for possible relocation of overhead dry utilities referenced in the original OTIS report are included. It should also be noted that the consultant was asked not to expand the scope of the study into new geographic areas or types of improvements. Those areas of Old Town outside the defined scope for both the original study and this update where significant improvements may be required is noted in this report for clarity of discussion as future projects are considered. Similarly, the need for and strategies to address additional parking requirements in the Old Town neighborhood have not been addressed in this update. Much of the information from the 2002 OTIS analysis of parking remains relevant.

The purpose of this re-evaluation was to provide a prioritization table of remaining projects to be completed with updated construction cost as a basis for future planning and budgeting of capital improvement projects within Old Town.

MAP OF STUDY AREA

See Appendix

2. **2002 OTIS Project list**

2002 OTIS Street Reconstruction Projects:

Prospect Avenue	Lower Norfolk (8th to 13th)
Upper Park Avenue (Heber to King)	Intersection - Marsac & Hillside
Woodside Avenue (north of 13th)	Sandridge Avenue
Hillside Avenue	Empire and Upper Lowell
Sullivan Road	Rossi Hill Drive
Swede Alley	8th, 9th, 10th, 11th, 12th streets
13th, 14th, 15th streets	Silver King
Ridge Avenue	McHenry Drive

2002 OTIS Water Reconstruction Projects:

Hillside, Ontario, McHenry, Rossi	Upper Park Ave. (Heber to King)
Empire Avenue (9th to 13th)	Deer Valley Loop Road
Lower Norfolk (8th to 13th)	Prospect Avenue
Sandridge Avenue	Chambers Avenue

3. **Completed Projects from 2002 OTIS**

- Consultant completed a review of the 2002 OTIS Report to understand the primary areas of emphasis.
- A meeting with PCMC Engineering, Public Works, and Water Department Staff confirmed the list of completed projects from the original study.
- In general, the completed Old Town improvement projects have consisted of a reconstruction of the underground utility system, provided pedestrian facilities and off-street parking, residential connections to driveways and walkways in addition to a full road reconstruction with gutters, inlets and pipe system for proper storm water management.
- The extents of the completed projects tend to be limited by the amount of work that can be reasonably expected to be finished in one season.
- Power and telecommunication service within Old Town is provided by overhead utility lines in most areas. Past projects have provided conduit for a possible burial of the overhead lines, but as noted in the original 2002 OTIS, the expense to finish this work is great and the process to finance the work by residents or other means is complicated. The conduit that has been installed in past projects remains unused.

Completed Street Reconstruction Projects since the 2002 OTIS:

Hillside Avenue	Prospect Street
Lower Norfolk (8th-13th)	Intersection - Marsac & Hillside
Upper Park Ave (Heber to King)	Woodside (north of 13th)
Sandridge Avenue	13th, 14 th (partial), 15th Streets

Completed Water Projects since 2002 OTIS:

Hillside Avenue	Sandridge Avenue
Lower Norfolk (8th-13th)	Prospect Street
Upper Park Ave (Heber to King)	Ontario Ave. (south portion)

4. Remaining Projects from 2002 OTIS

- A meeting with PCMC Engineering, Public Works, and Water Department Staff confirmed the list of remaining projects from the original study.
- Consensus of road and water project priorities were assembled, and used as a basis for a new recommended project prioritization list. Each street and water project was ranked and the consultant has provided a recommended prioritization list based on input from PCMC staff.
- Additional research by PCMC departments may determine a need to revise the recommended list based on further analysis of the deteriorating state of the existing infrastructure.
- Coordination within PCMC departments for road, storm water, and water infrastructure improvements is required, as well as discussions with Snyderville Basin Water Reclamation District and Questar Gas for possible improvements to the sanitary sewer and gas infrastructure. It is ideal to improve all facilities at one time and within one construction project.
- The extents of the projects analyzed may be adjusted to accommodate realistic budgets and avoid improving areas that may be determined adequate from further study of the existing condition.
- Some projects are within areas where future private improvements are planned and it is recommended to coordinate the road and utility infrastructure with the adjacent development.

Remaining Projects Ranking Table

<i>Rank</i>	<i>Road Improvement</i>	<i>Rank</i>	<i>Water Improvement</i>
1	Empire Avenue	1	Empire Avenue
2	Sullivan Road	2	Rossi Hill / McHenry
3	Silver King Road	3	Deer Valley Loop Road
4	Swede Alley	4	Chambers Avenue
5	8th Street	5	9th Street / 8th Street
6	10th Street		
7	11th Street		
8	Rossi Hill /McHenry		
9	12th Street		
10	Ridge Avenue		
11	Lowell Avenue		

Recommended Prioritization Table

<i>Rank</i>	<i>Recommended Prioritization</i>
1	Empire Avenue
2	Sullivan Road (Road & SD)
3	Chambers Avenue (Water)
4	8th/10th/11th/14th Streets
5	10th street
6	11th street
7	14th street
8	Rossi Hill Drive
9	McHenry Street
10	Deer Valley Loop Road
11	Swede Alley
12	9th street
13	12th street
14	Silver King
15	Ridge Avenue
16	Lowell Avenue

In general the road and utility infrastructure is aging and in need of replacement. It was noted that the original 2002 Old Town Improvement Study (OTIS) did not address certain areas within the historic district known as “Old Town”. Concept design and estimated construction costs were not accounted for these areas.

Projects Not Mentioned in 2002 OTIS:

Lower Park Avenue	Upper Norfolk
Main Street	Sampson Avenue
Daly Avenue	Ontario Avenue
King Road	Sunnyside Drive

During planning for Old Town Improvement Projects, it is recommended that PCMC departments determine if the areas mentioned above have infrastructure improvement needs that supersede the recommended project prioritization list.

5. Remaining Projects from 2002 OTIS Construction Cost Estimates

- After determining the extents of project improvements, visually inspecting the surface condition, and taking time to understand the exact boundaries of work previously completed; the Consultant has prepared an estimate of construction cost for budgetary purposes.
- A conceptual design and accumulation of work items were prepared with unit pricing associated and a design, management and unforeseen contingency factor was applied.
- The Consultant utilized recently complete project pricing to arrive at current unit pricing. Each project is partially itemized and the estimates provided should provide a solid tool for short to mid range budgeting and planning by municipal staff barring any major events influencing supply of specific materials or overall inflationary pressures.
- The following summary of probable costs is intended to for use a tool in making budget recommendations and adjusting project prioritization.

Construction Cost Estimate

See attached spreadsheet

OTIS Re-Evaluation		Cost Estimate Summary				2011 Updated costs					4-May-11				
Rank	Roadwork and Utilities	2002 Road	2002 Water	2002 Conduit	2002 Total	Const.	Misc.	Road	Storm Drain	Total	Total +30%	Water	Water +30%	Conduit	Project Total
1	Empire Avenue (8th to 13th St.)	1330000	209300	308000	1,847,300	85000		643610	103500	832110	1081743	1021500	1327950	154,700	2,564,393
	Empire Avenue (13th to 15th St.)	570000	0	299000	869,000	45000		291545	88500	425045	552559	362500	471250	154,700	1,178,509
2	Sullivan Road	1100000	0	75000	1,175,000	50000		706900	90500	847400	1101620	0	0	98,750	1,200,370
3	Chambers Avenue (Water)	0	48139	0	48,139	0		0	0	0	0	120375	156487.5	0	156,488
4	8th Street	350000	0	20000	370,000	17500		161500	39750	218750	284375	56750	73775	58,110	416,260
5	10th Street	350000	0	20000	370,000	9000		117825	22500	149325	194123	0	0	51,480	245,603
6	11th Street	350000	0	20000	370,000	6000		36625	6500	49125	63863	0	0	12,935	76,798
7	14th Street	200000	0	20000	220,000	6000		36375	6500	48875	63538	43500	56550	12,935	133,023
8	Rossi Hill Road	1800000	0	135000	1,935,000	32000		261400	83000	376400	489320	165250	214825	19,500	723,645
9	McHenry Street	1600000	0	135000	1,735,000	25000		307400	60500	392900	510770	172500	224250	19,500	754,520
10	Deer Valley Loop Road (Water)	0	161161	0	161,161	0		0	0	0	0	355050	461565	0	461,565
11	Swede Alley	1900000	0	362000	2,262,000	50000		503850	129000	682850	887705	111000	144300	58,370	1,090,375
12	9th Street	0	0	20000	20,000	350000		0	0	350000	455000	114675	149077.5	30,615	634,693
13	12th Street	350000	0	0	350,000	9000		66300	23000	98300	127790	70625	91812.5	0	219,603
14	Silver King Road	500000	0	0	500,000	35000		258080	33000	326080	423904	124250	161525	0	585,429
15	Ridge Avenue	1200000	0	0	1,200,000	20000		384500	0	404500	525850	0	0	0	525,850
16	Lowell Avenue (8th to 13th St.)	0	0	219000	219,000	65000		588500	111000	764500	993850	480500	624650	92,820	1,711,320
17	Other Conduit Projects			1957000	1,957,000										1,957,000
18	Other Pedestrian Projects				1,785,200										1,785,200
2002 Total = \$		11,600,000	418,600	3,590,000	17,393,800	Total = \$	804,500	4,364,410	797,250	5,966,160		3,198,475			
						Total+30%	1,045,850	5,673,733	1,036,425	7,756,008		4,158,018		764,415	16,420,641
						Const.	Misc.	Road	Storm Drain	Total		Water		Conduit	Totals
Rank	Roadwork and Utilities	2002 Comments (from original OTIS to explain what is included in cost)													
1	Empire Avenue (8th to 13th St.)	Gutters, Paving, Storm Drain, Sidewalks, Conduits, Water: 2000ft 8"DIP													
	Empire Avenue (13th to 15th St.)														
2	Sullivan Road	Sidewalks, Storm Drain, Parking , Landscaping, Paving, Public Art, Conduits													
3	Chambers Avenue														
4	8th Street	8th - 14th streets: Storm Drains, Sidewalks, Stairs, Paving, Conduits													
5	10th Street														
6	11th Street	see 8th													
7	14th Street														
8	Rossi Hill Road	Sidewalk, Gutter, Right-of-way, Paving, Conduit													
9	McHenry Street														
10	Deer Valley Loop Road	Water: 1540ft 8"DIP													
11	Swede Alley														
12	9th Street	Sidewalks, Landscaping, bring the stream to surface, Public Art, Paving, Conduits													
13	12th Street														
14	Silver King Road	see 8th													
15	Ridge Avenue														
16	Lowell Avenue (8th to 13th St.)	Sidewalk, Paving, Public Art													
17	Other Conduit Projects														
18	Other Pedestrian Projects	Right-of-way, gutter, Storm Drain, Paving													
		N/A													
		Ontario:135k, Lower Park Ave 158k, Marsace 146k, Upper Norfolk & Sampson 963k, Daly Ave 555k													
		Projects listed and cost estimated in 2002 OTIS study page 33													

Total = \$ 16 Million

2011 Assumptions:

All Roads considered complete road reconstruction. Design will include pedestrian sidewalk and offstreet parking. Water system to be improved. Storm Drain system to be introduced. Prices for conduit only. Does not include boxes/vaults/or connections to homes. 30% to include contingency and engineering design and construction management services. Miscellaneous construction cost included contractor mobilization and project clean up as well as storm water management and traffic control.

6. Conclusion

Recommendations and Criteria for Project Initiation and Final Prioritization

In concluding the 2011 updates to the OTIS Report we would like to offer the following recommendations for questions to be asked, procedures to be followed, and project specific research that can be utilized by Staff and the Council to consider moving projects up or down the priority list and to make educated final decisions regarding the initiation of each project.

- The recommendations of this report are for budgetary and planning purposes. It will be necessary to revisit the extents of the proposed project and cost estimates based on more in-depth engineering design.
- Ensure that a proposed project has been vetted during Staff's Project Management Meeting or a Development Review Meeting, and with local private utility provider representatives. Specifically look for opportunities to:
 1. Consolidate project costs through shared staging or contracts with private utility providers or project developers.
 2. Coordinate construction timeframes to minimize disruption to residents and the potential for project interference and delays.
 3. Avoid damage to or disruption of recently completed improvements from private development activities.
 4. Discuss potential coordination of funding and improvements between departments and related projects. (Water, Walkability, Parking and Transportation, Affordable Housing, etc.)
 5. Anticipate project impacts on traffic coordination, special events, or other key economic development activities.
- Continue practice of requiring a Public Involvement Strategy as projects are considered to ensure coordination with affected property owners and residents. Present anticipated project scope to the general public for information purposes.
- Look for opportunities to partner with the private sector to offer enhanced pedestrian improvements or improved project design on a project by project basis.
- Understand each street and area within Old Town is unique as far as density, pedestrian and trail access, condition of surface and underground infrastructure and overall charm.

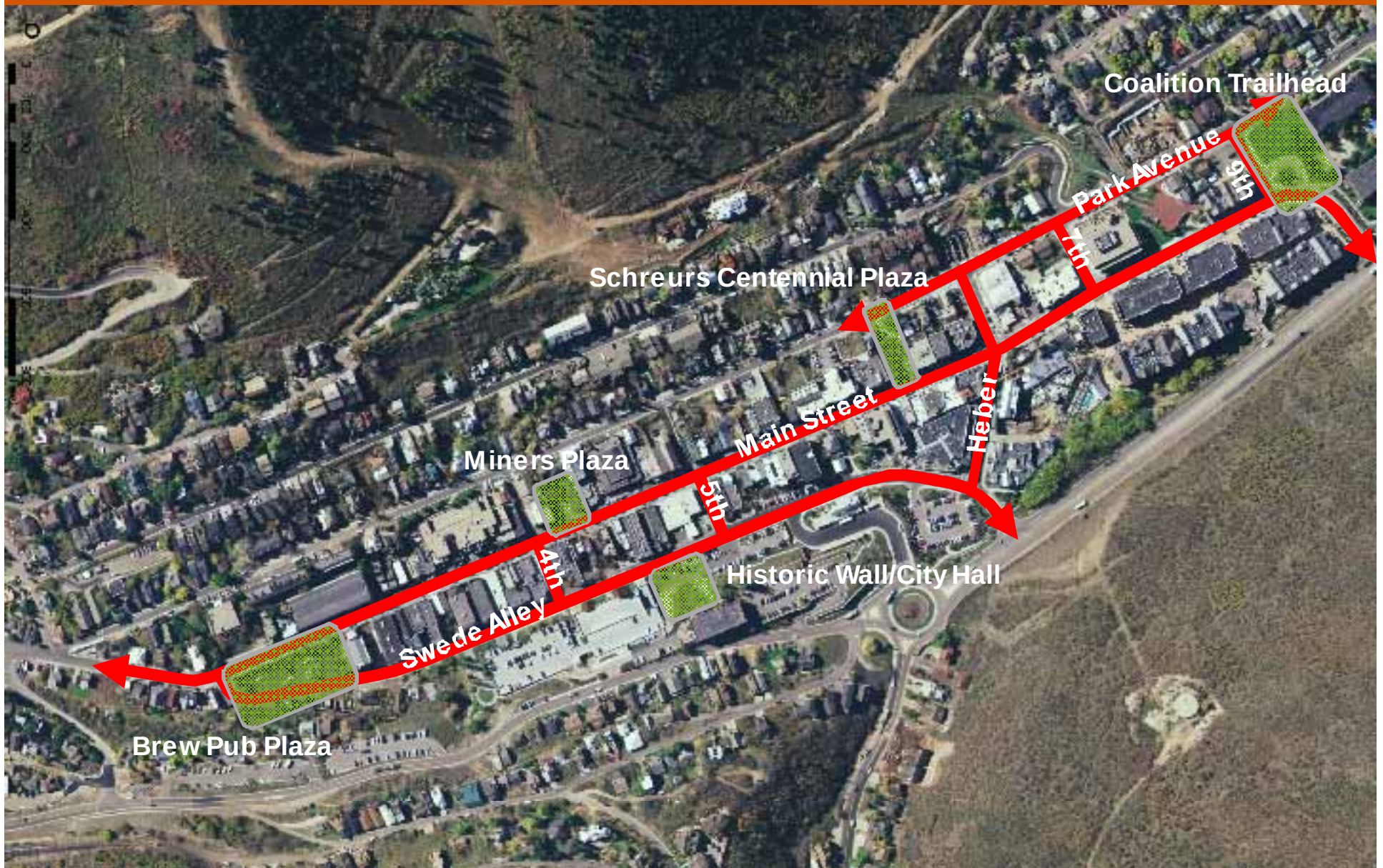
These Project Initiation Criteria should be considered as a framework for adjusting project priorities based on need and staff research but are not expected or intended to comprehensively reorganize the recommended order of improvements.

Appendix:	Page 1-3	OTIS Re-Evaluation Maps
	Page 4-7	Project Prioritization and Summary
	Page 8-42	Construction Cost Summary and Worksheets

To enhance the pedestrian experience and encourage residents and visitors to linger, circulate and explore throughout the Historic Park City District.



Study Area / Scope of Work



Historic Park City Enhancement Plan
Park City, UT



Public Open House Presentation
April 3, 2012



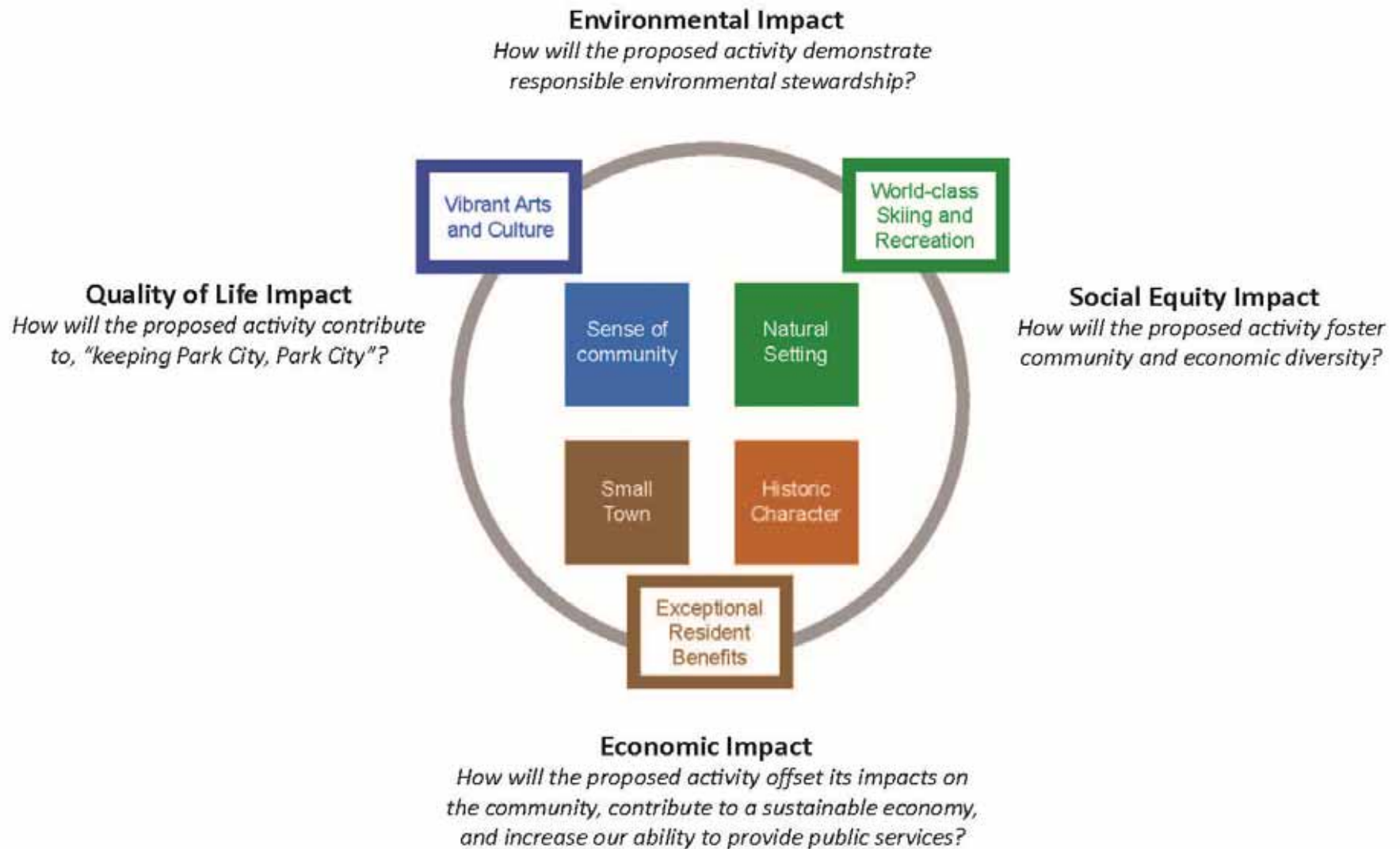
Place Audit

Why are people emotionally attached and attracted to Park City?

- Natural beauty/setting
- Extensive offering of year-round activities
- Small town charm
- Fun-loving attitude
- Historic qualities
- Sense of community
- Authenticity



Quadruple Bottom Line Evaluation



Quality of Life

How will proposal contribute to “keeping Park City, Park City”?

- Encourage socialization for residents and visitors
- Showcase historic and community narratives
- Maintain the “funk” ... authenticity
- Promote physical comfort and safety
- Celebrate the snow sport and year-round recreation lifestyle
- Enhance connectivity to and from the Historic District
- Enhance and promote arts and culture



Public Art

“Public art is a true symbol of a city’s maturity. It increases a community’s assets and expresses a community’s positive sense of identity and values. It helps green space thrive, enhances roadsides, pedestrian corridors, and community gateways; it demonstrates unquestionable civic and corporate pride in citizenship and affirms an educational environment. A city with public art is a city that thinks and feels.” – Newport News Public Art Foundation

DESTINATION ART



ENVIRONMENTAL ART



OBJECT ART



INTEGRATED ART



EXPERIENTIAL ART



HISTORIC NARRATIVE



INTERACTIVE ART



INSTALLATION ART



PLAYFUL ART



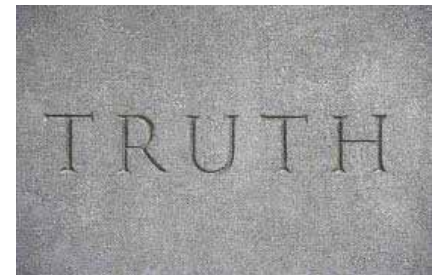
DIGITAL ART



FUNCTIONAL ART



INTERPRETIVE ART



Environmental Impact

How will proposal demonstrate responsible environmental stewardship?

- Remove/recycle deteriorating infrastructure requiring ongoing maintenance resources
- Replace deteriorating infrastructure with more durable and recyclable materials providing long-term, life-cycle benefits to maintenance and operation expenses
- Reduce light pollution and energy consumption from inefficient or antiquated fixtures
- Water efficient landscape materials while enhancing air quality
- Goal...offset new energy requirements and current power needs of street lighting with alternative energy sources



Social Equity Impact

How will proposal foster community and economic diversity?

- Create a network of complimentary gathering spaces, large and small to appeal to diverse resident and visitor needs
- Consider all ages, genders and races - intergenerational
- Opportunities for children and families by create atmosphere for learning and education
- Improved accessibility
- Promote cultural preservation
- Enhance connections and access to public transit and parking



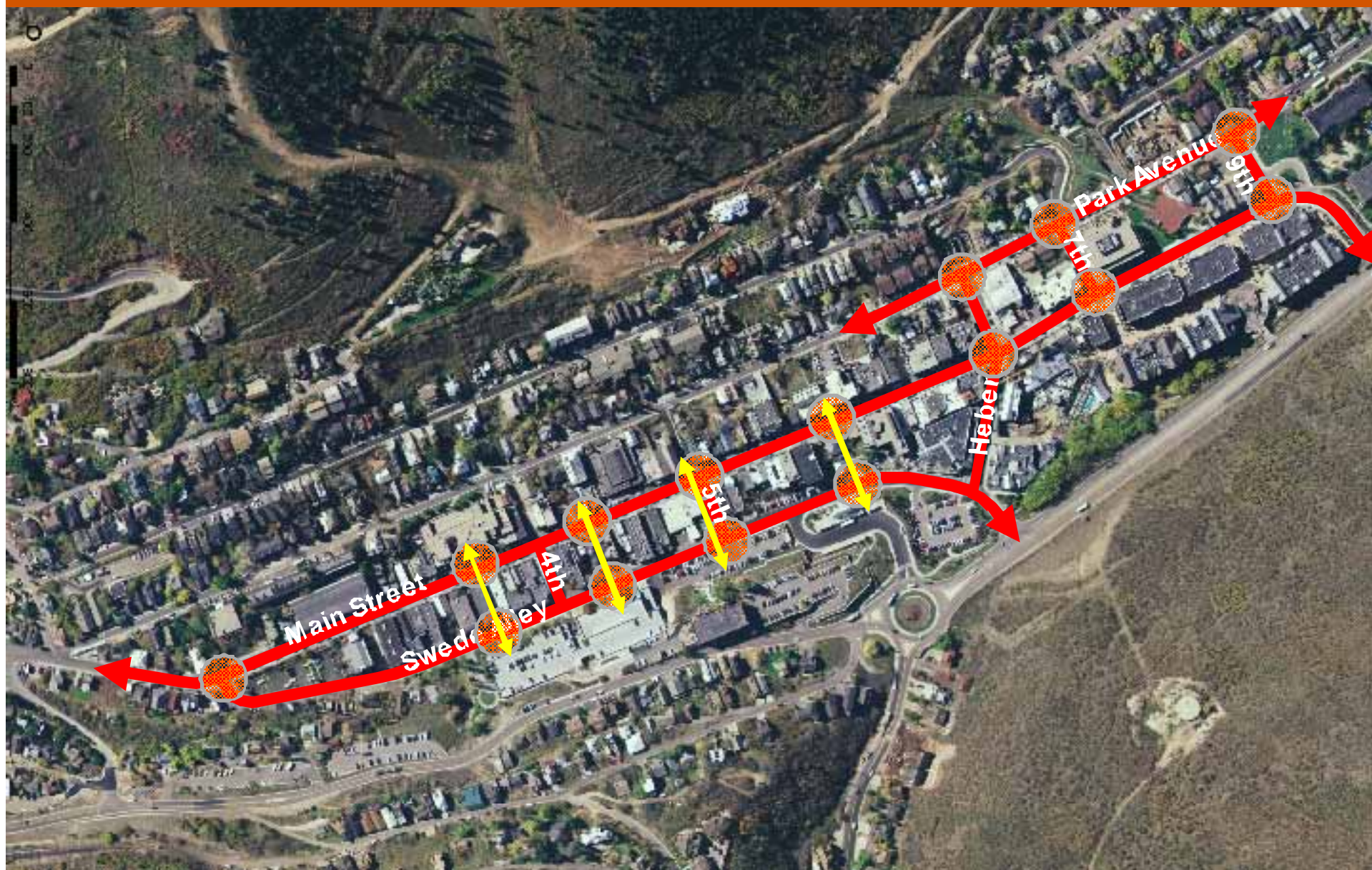
Economic Impact

How will proposal offset its impacts on the community, contribute to a sustainable economy and increase our ability to provide public services?

- Commitment and investment into social infrastructure
- Investment in quality public facilities to increase tourism through added uses and attractions
- Catalyze the atmosphere for economic development including diversity of retail users and adaptive reuse of underutilized properties
- Maintain current parking counts



Study Area / Scope of Work – Streetscape Improvements



Historic Park City Enhancement Plan
Park City, UT



Public Open House Presentation
April 3, 2012



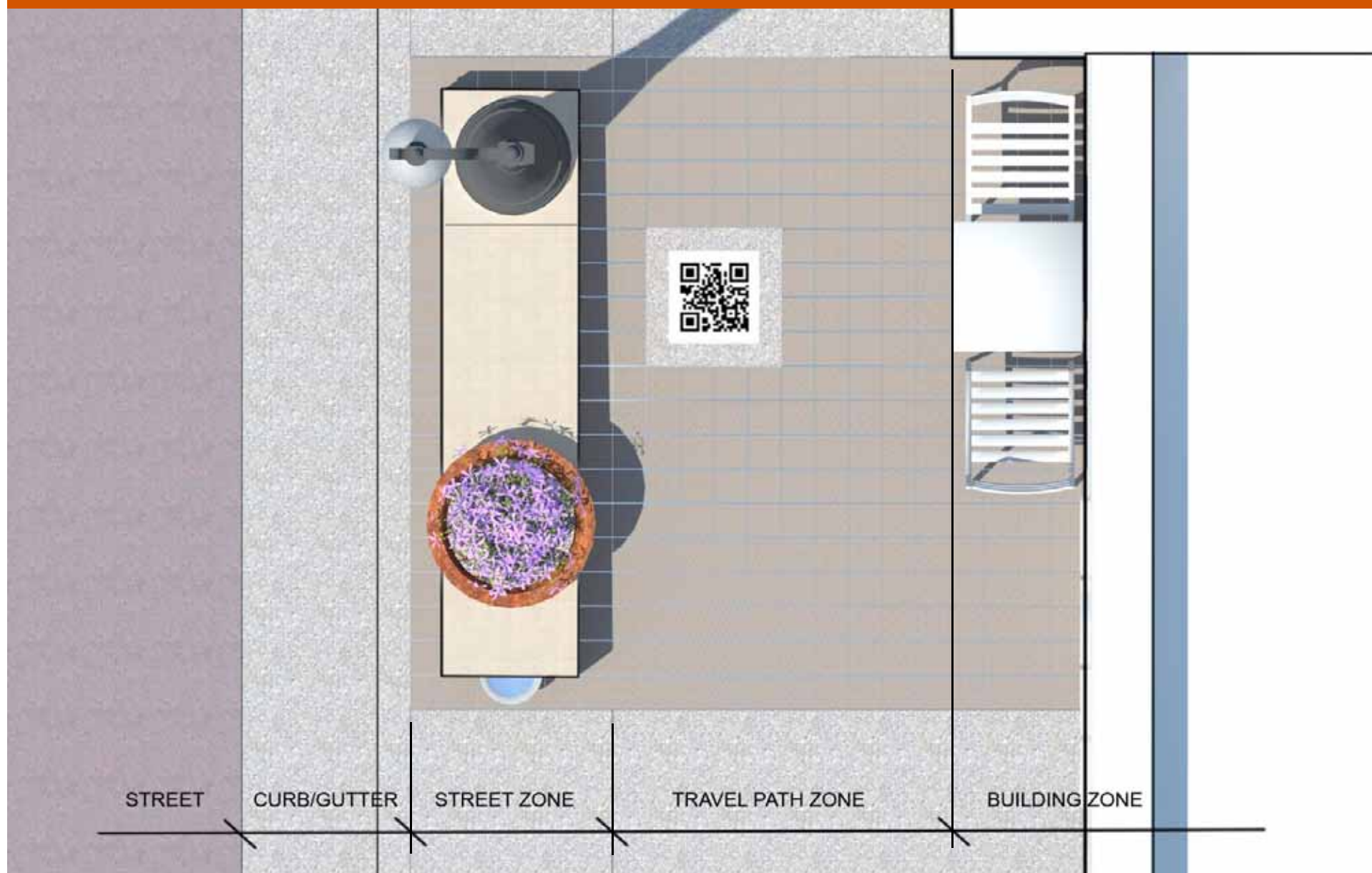
Anatomy of Streetscape...its not just a sidewalk!

Key Components of "Streetscape"

- Hardscape (curbs/paving/steps/ramps/walls)
 - Physical connection to place
 - Organization/pedestrian flow
 - Tactile/texture/materiality and link to local materials
 - Temperature...warm/cool
 - Interpretive/Informational
- Vertical Features (light poles/bollards/columns/canopies/parking meters/signs)
 - Three dimensional definition
 - Mood/safety
 - Color (banners/hanging baskets/signs)
 - Character
- Furnishings (benches/trash receptacles/bike racks/clock towers)
 - Comfort/convenience
 - Continuity/consistency
 - Inspiration/sense of place



Streetscape - Framework



Streetscape – Existing Paving Conditions



Streetscape – Proposed Paving Materials



Historic District /Main Street Granite Curbs



Granite Paving

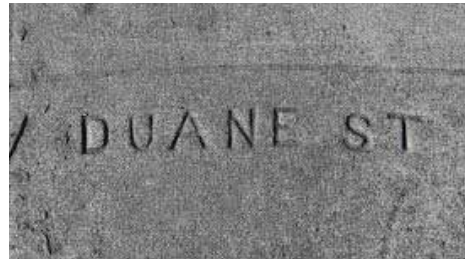


Clay Brick Paving

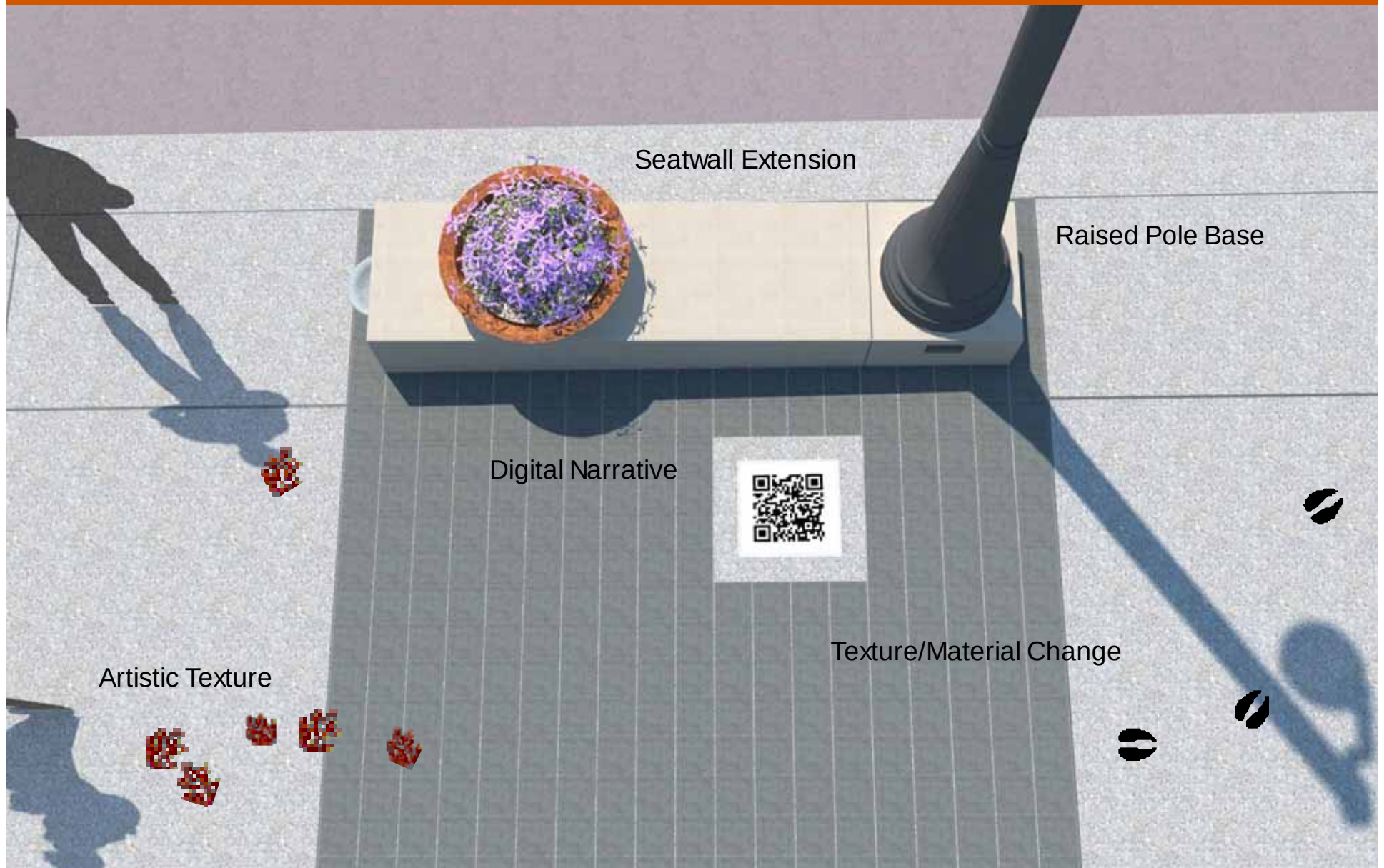
Streetscape – Proposed Paving Materials



Concrete Curb and Gutter
Concrete Paving



Streetscape – Hardscape/Vertical Features



Streetscape – Hardscape/Vertical Features



Streetscape – Hardscape/Vertical Features



Streetscape – Hardscape/Vertical Features



Streetscape – Furnishings

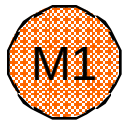
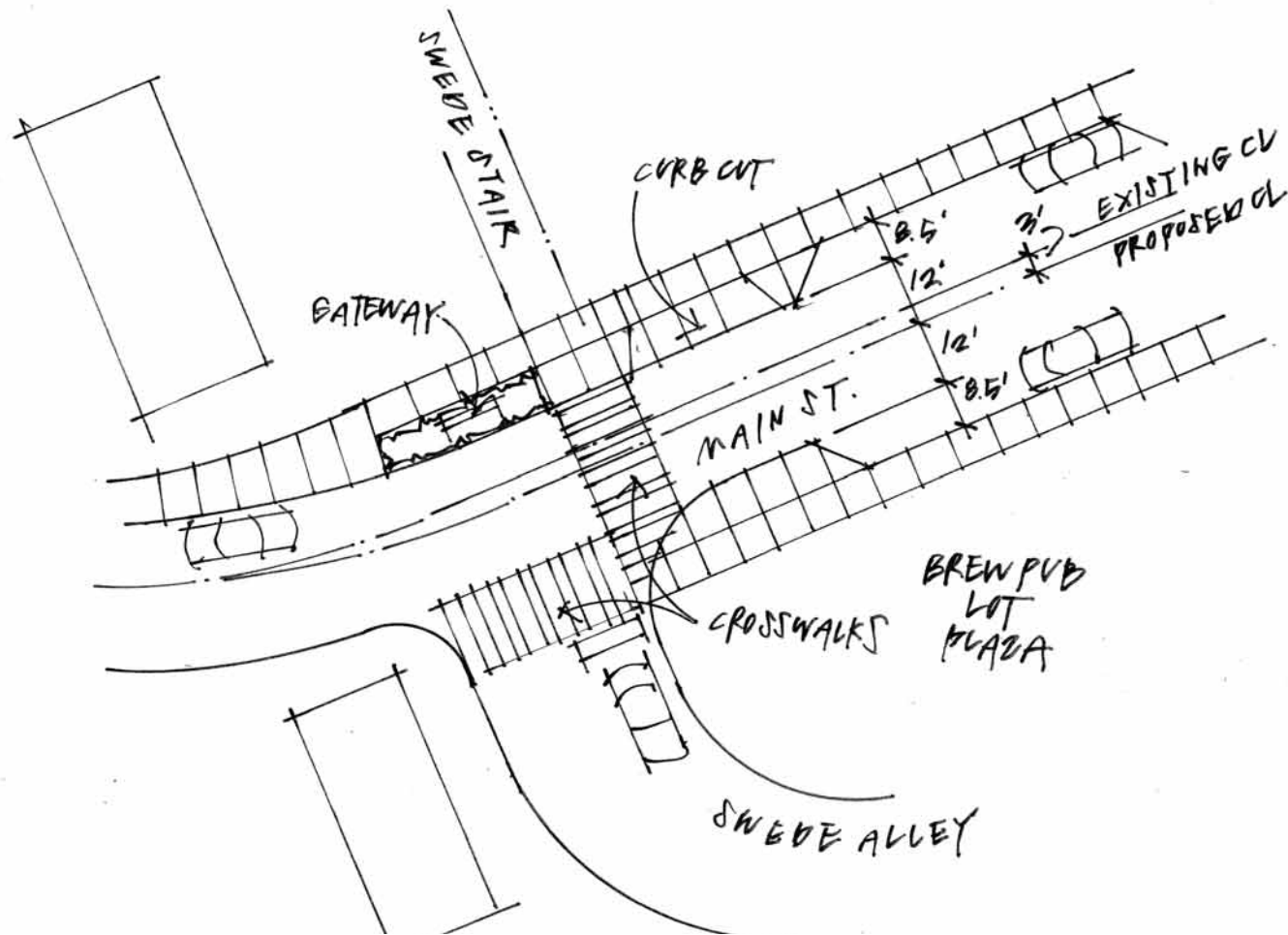


Streetscape

Pedestrian Enhancements/Bulbout Locations



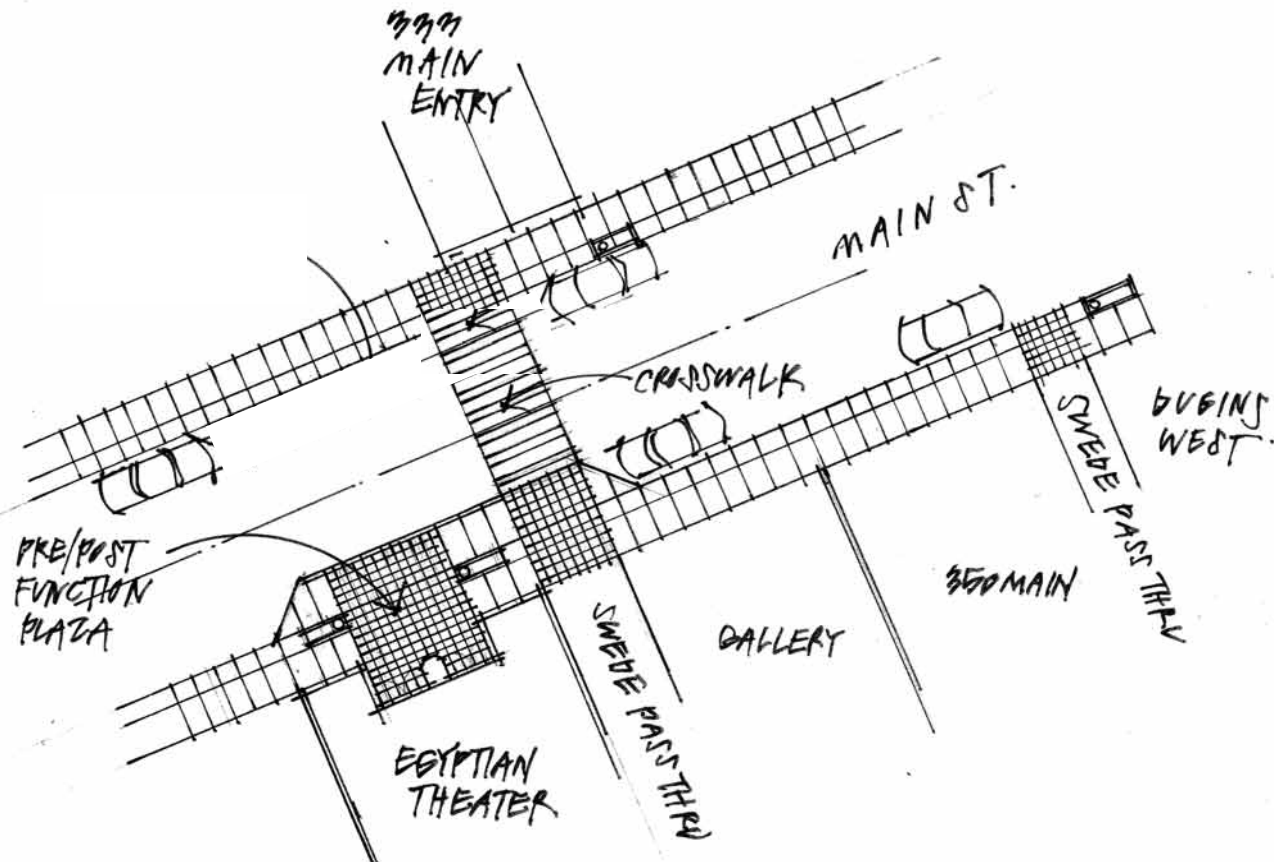
Streetscape – Pedestrian Enhancements



Main Street/Swede Alley Enhancements



Streetscape – Pedestrian Enhancements



Main Street/Egyptian Enhancements



Streetscape – Pedestrian Enhancements



Main Street/Egyptian Enhancements



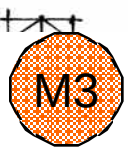
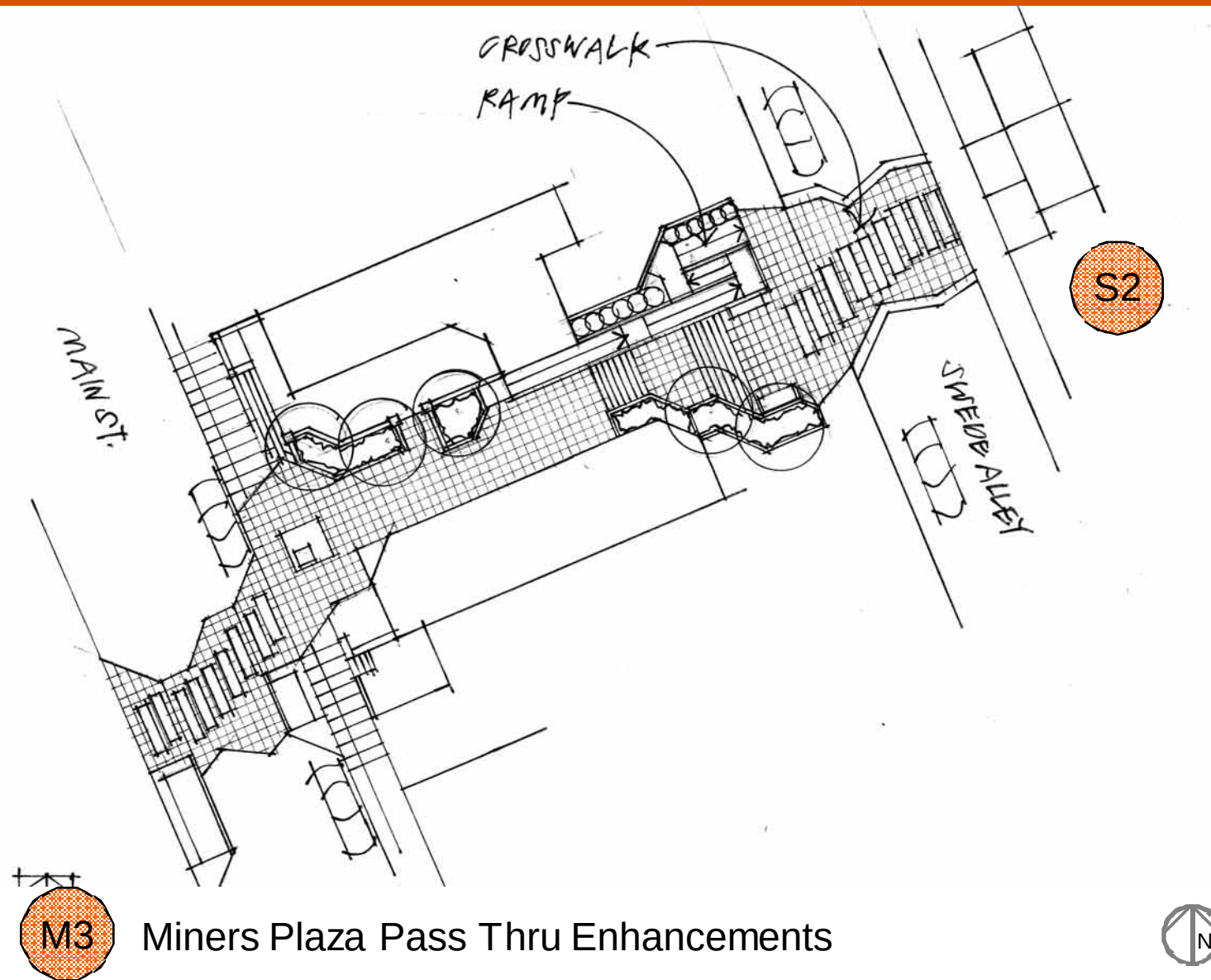
Historic Park City Enhancement Plan
Park City, UT



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April 3, 2012



Streetscape – Pedestrian Enhancements



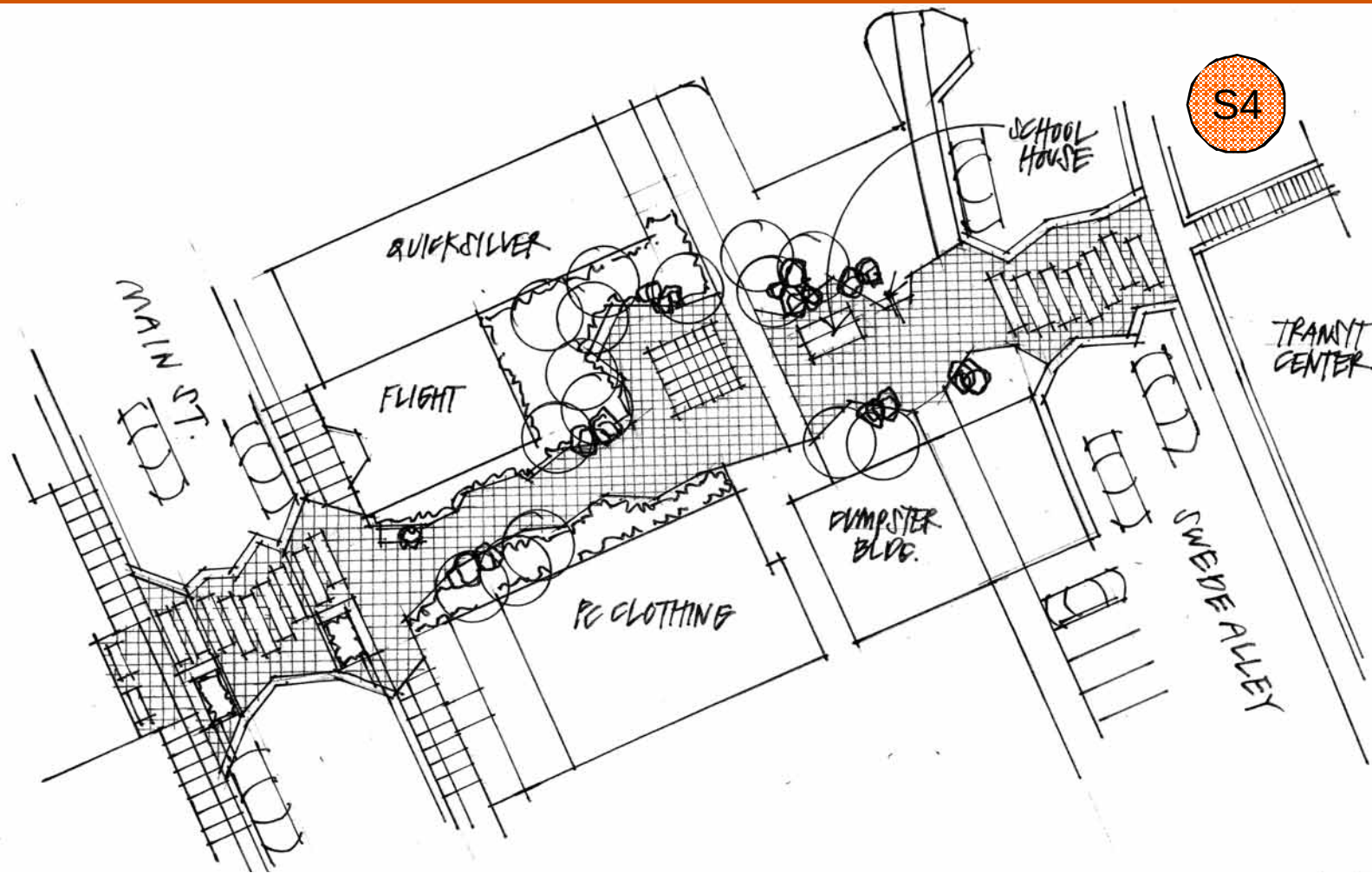
Miners Plaza Pass Thru Enhancements



Streetscape – Pedestrian Enhancements



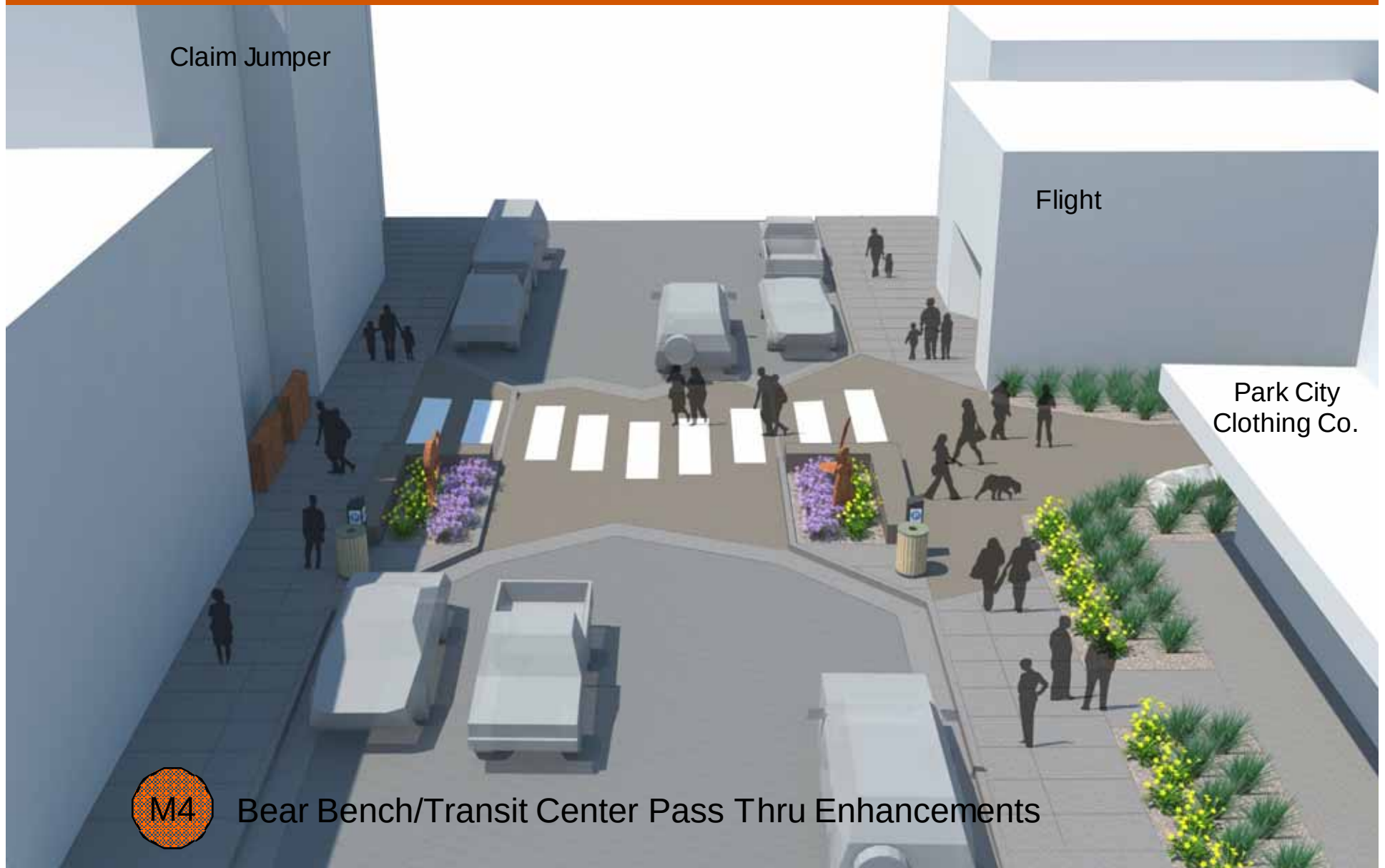
Streetscape – Pedestrian Enhancements



Bear Bench/Transit Center Pass Thru Enhancements



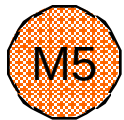
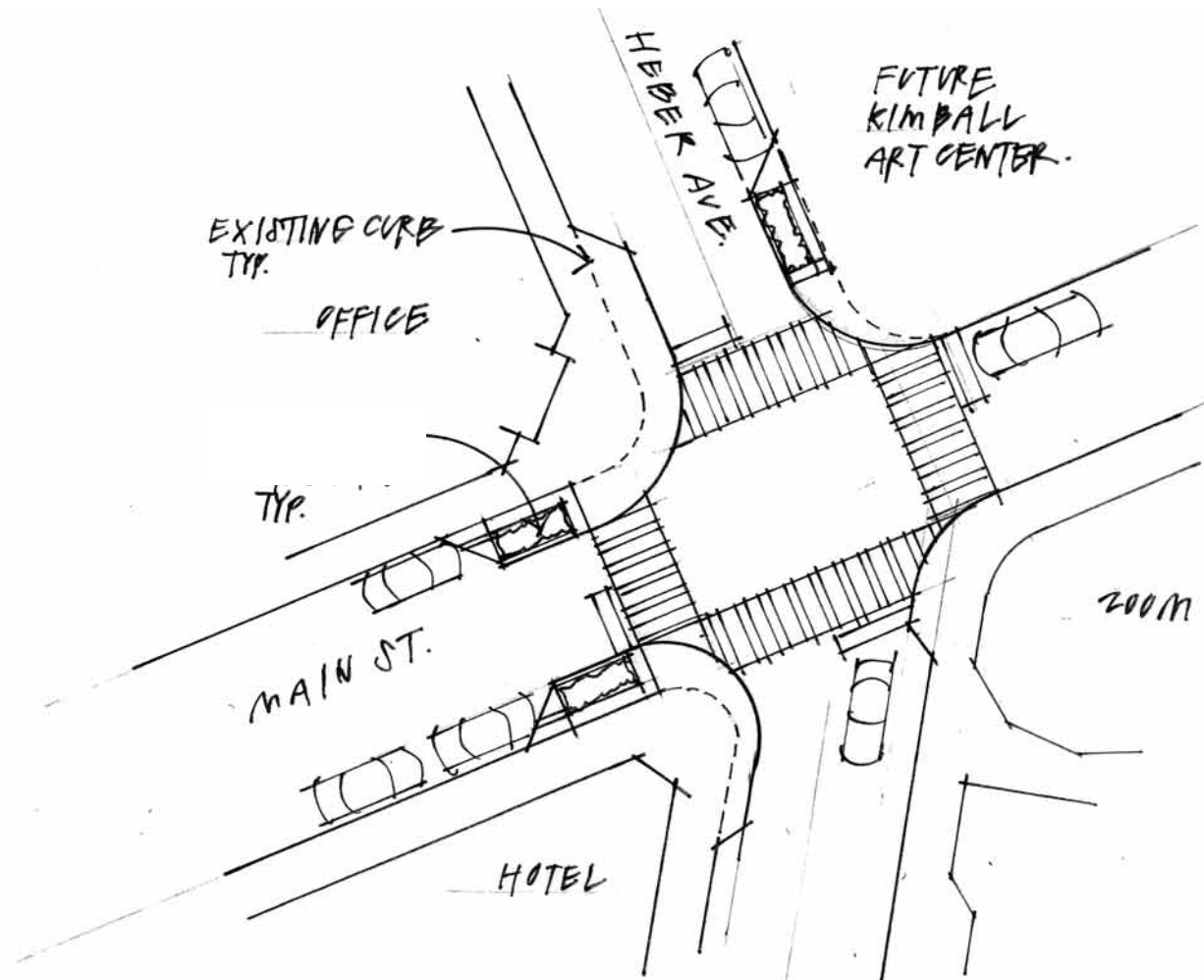
Streetscape – Pedestrian Enhancements



Streetscape – Pedestrian Enhancements



Streetscape – Pedestrian Enhancements



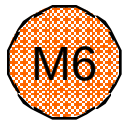
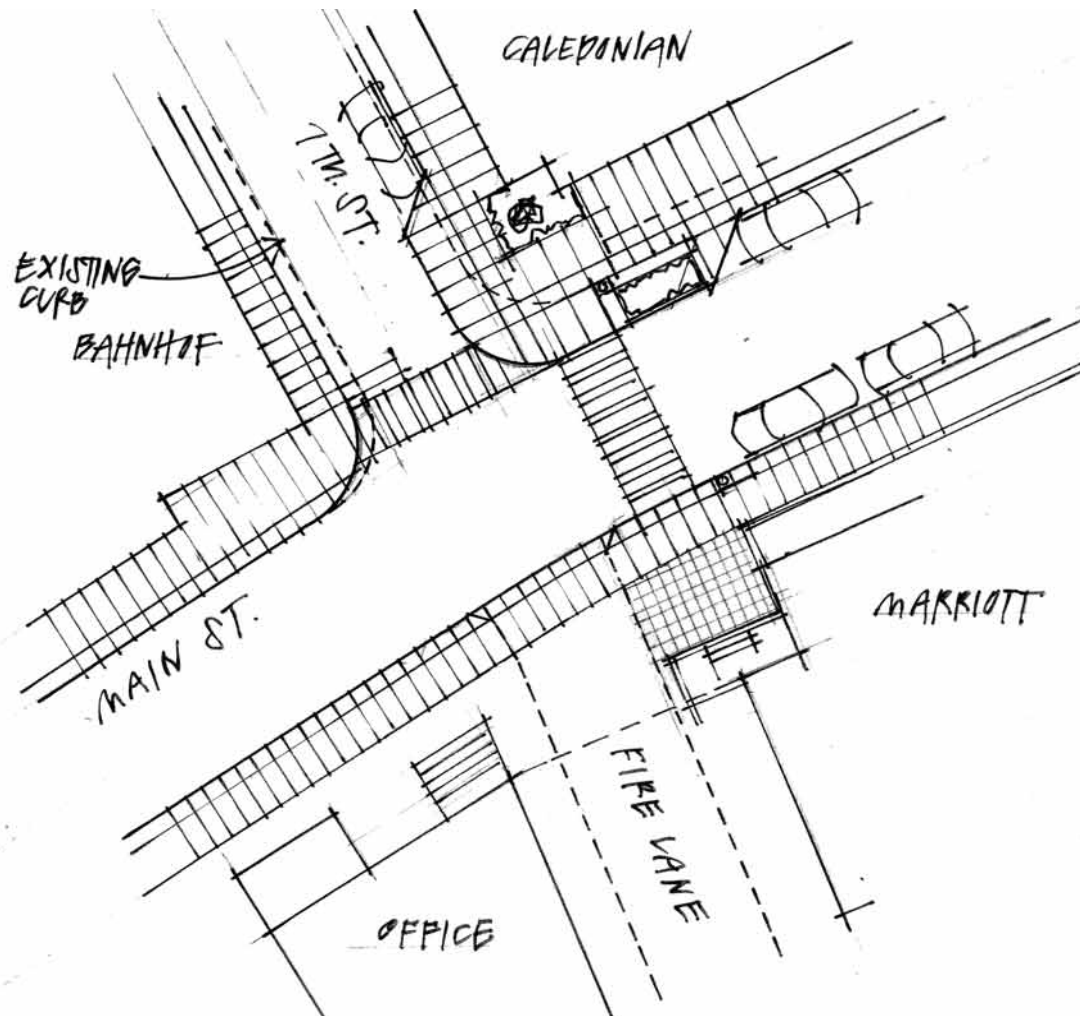
Main Street/Heber Avenue Enhancements



Streetscape – Pedestrian Enhancements



Streetscape – Pedestrian Enhancements



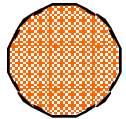
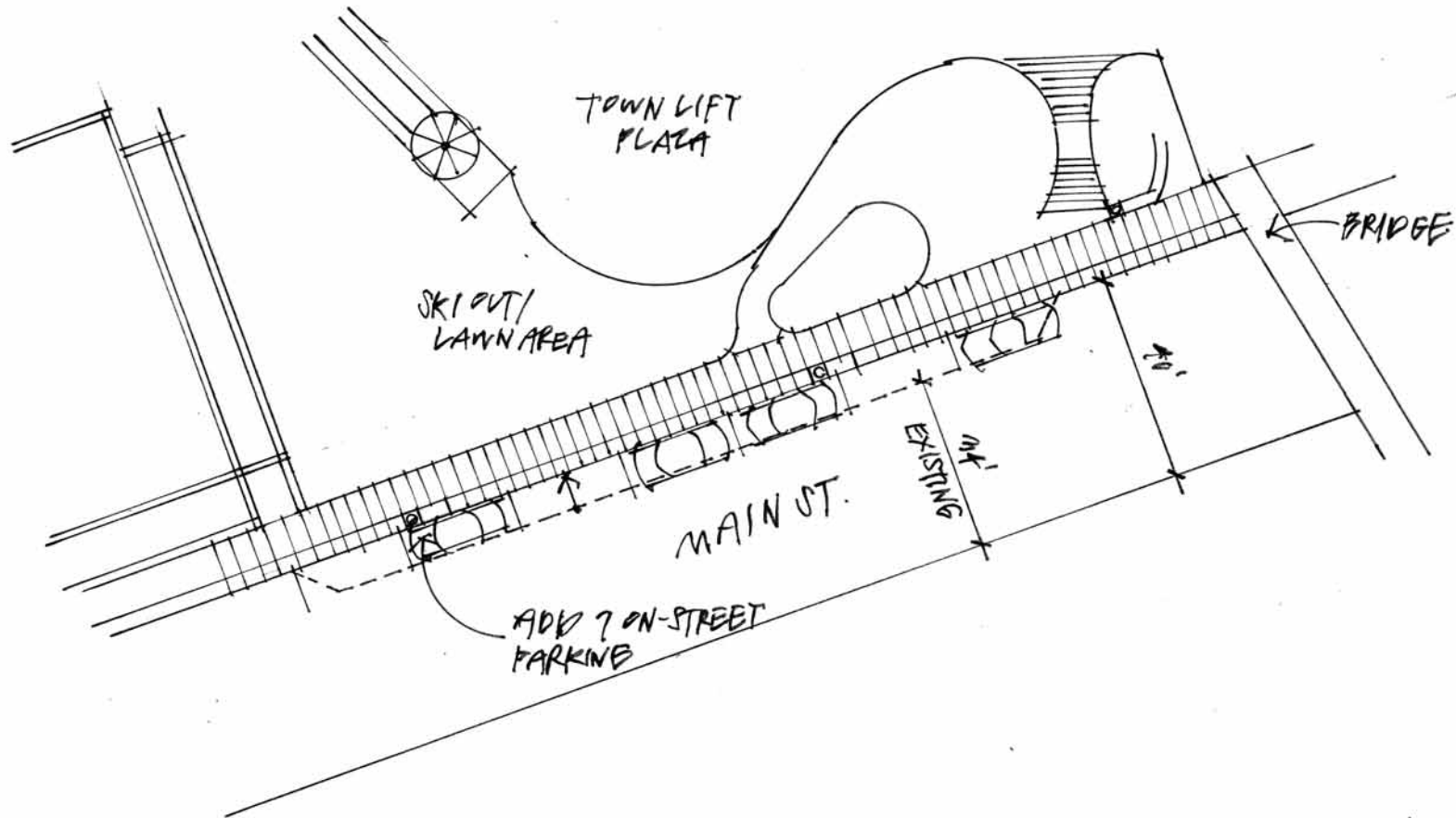
Main Street/7th Street Enhancements



Streetscape – Pedestrian Enhancements



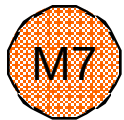
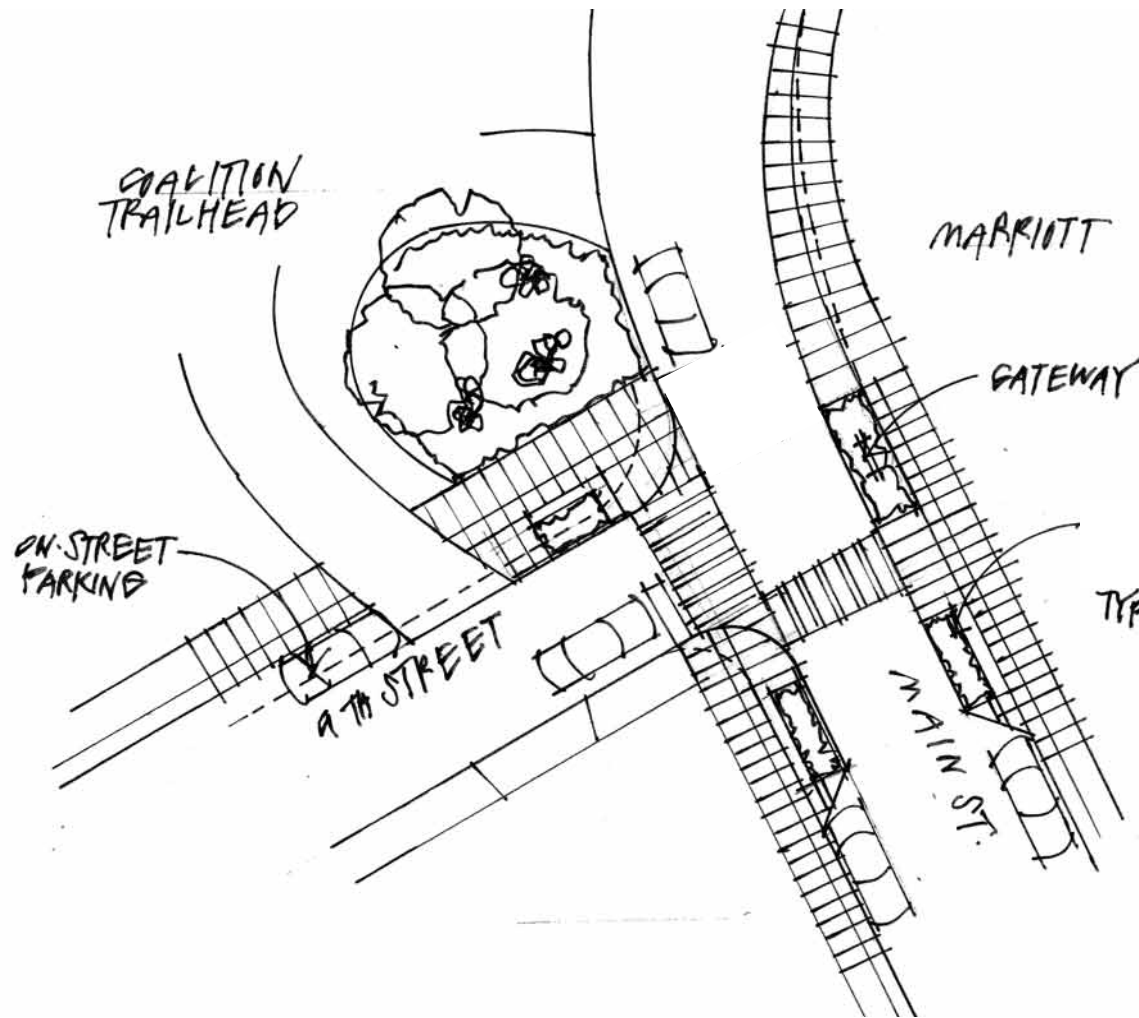
Streetscape – Pedestrian Enhancements



Main Street/Town Lift Plaza Enhancements



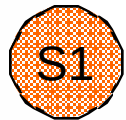
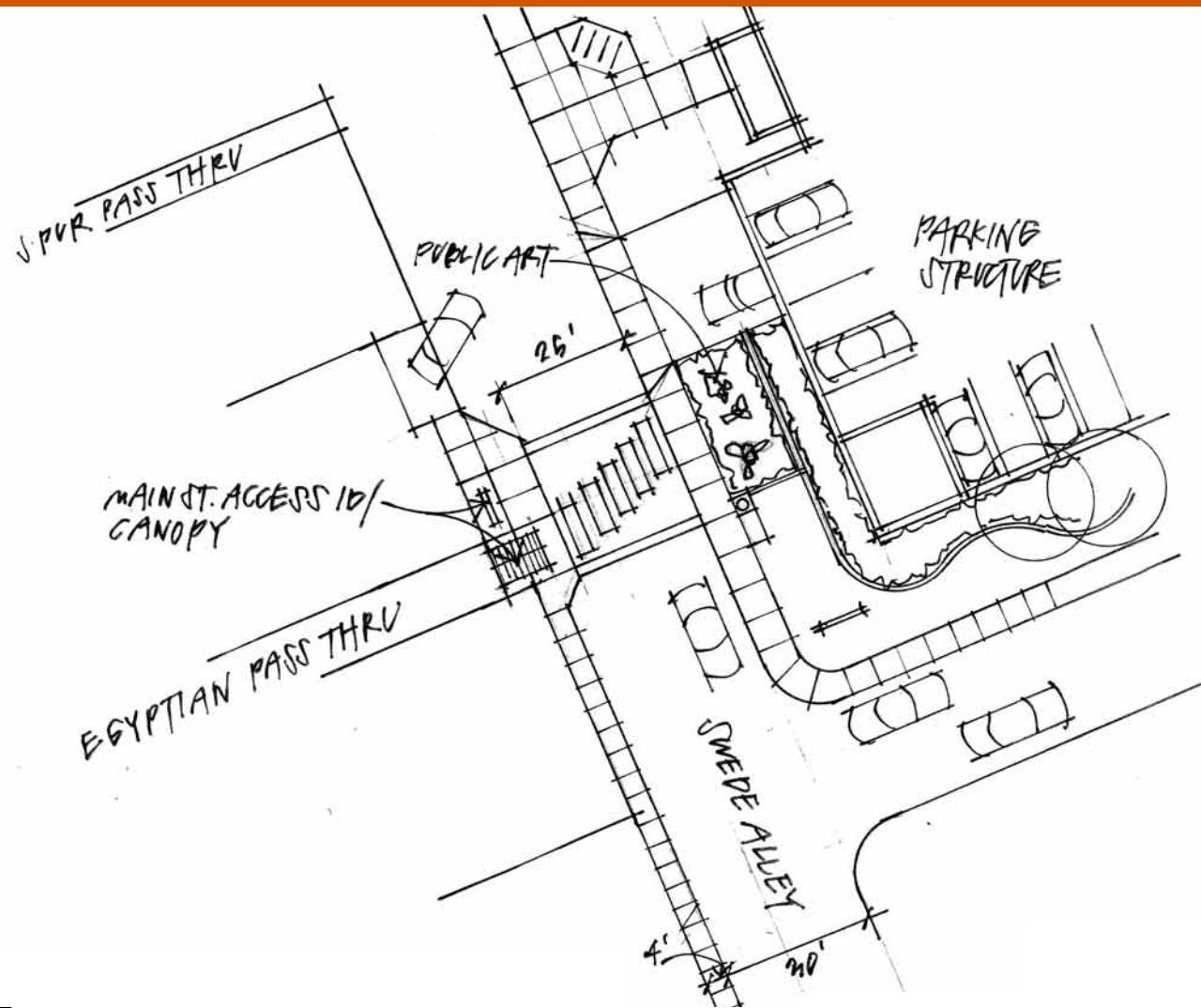
Streetscape – Pedestrian Enhancements



Main Street/9th Street Enhancements



Streetscape – Pedestrian Enhancements



Swede Alley/Egyptian Pass Thru Enhancements



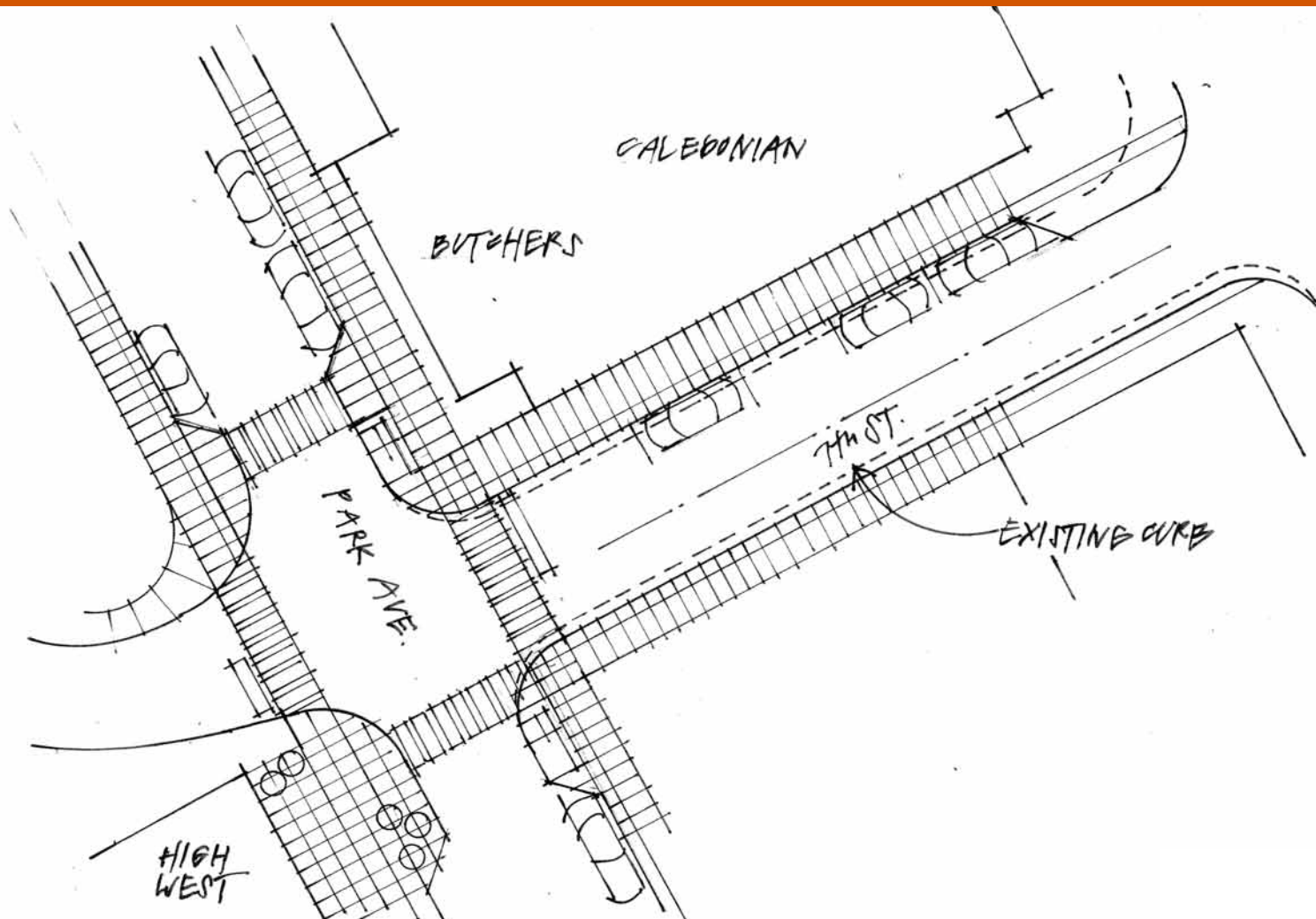
Streetscape – Pedestrian Enhancements



Streetscape – Pedestrian Enhancements



Streetscape – Pedestrian Enhancements



Park Avenue/7th Street Enhancements



Streetscape – 4th Street Enhancements



Streetscape – 4th Street Enhancements



Plazas...a complimentary network of experiences

1 Brew Pub Plaza

- Create an anchor and destination at the top of Main Street
- Celebrate the snow sports and year-round adventure recreation industry including Olympic Legacy
- Emphasis on entertainment and special events
- Create revenue generating uses and activities
- Link to the heritage and history of the site

2 Miners Plaza

- The “family room” of Main Street
- Celebrate the mining industry through uses of materials, design features and public art
- Create a casual yet flexible atmosphere for day-to-day use and special events
- Emphasize connectivity to Swede Alley/parking structure
- Improve safety through enhanced lighting

3 Coalition Park Trailhead

- Passive and park-like respecting the conservation easement
- Act as a gateway and local/regional trailhead for the Historic District
- Celebrate our recognized biking/hiking culture
- Provide children and families with location to experience biking/hiking

4 Schruers Centennial Plaza

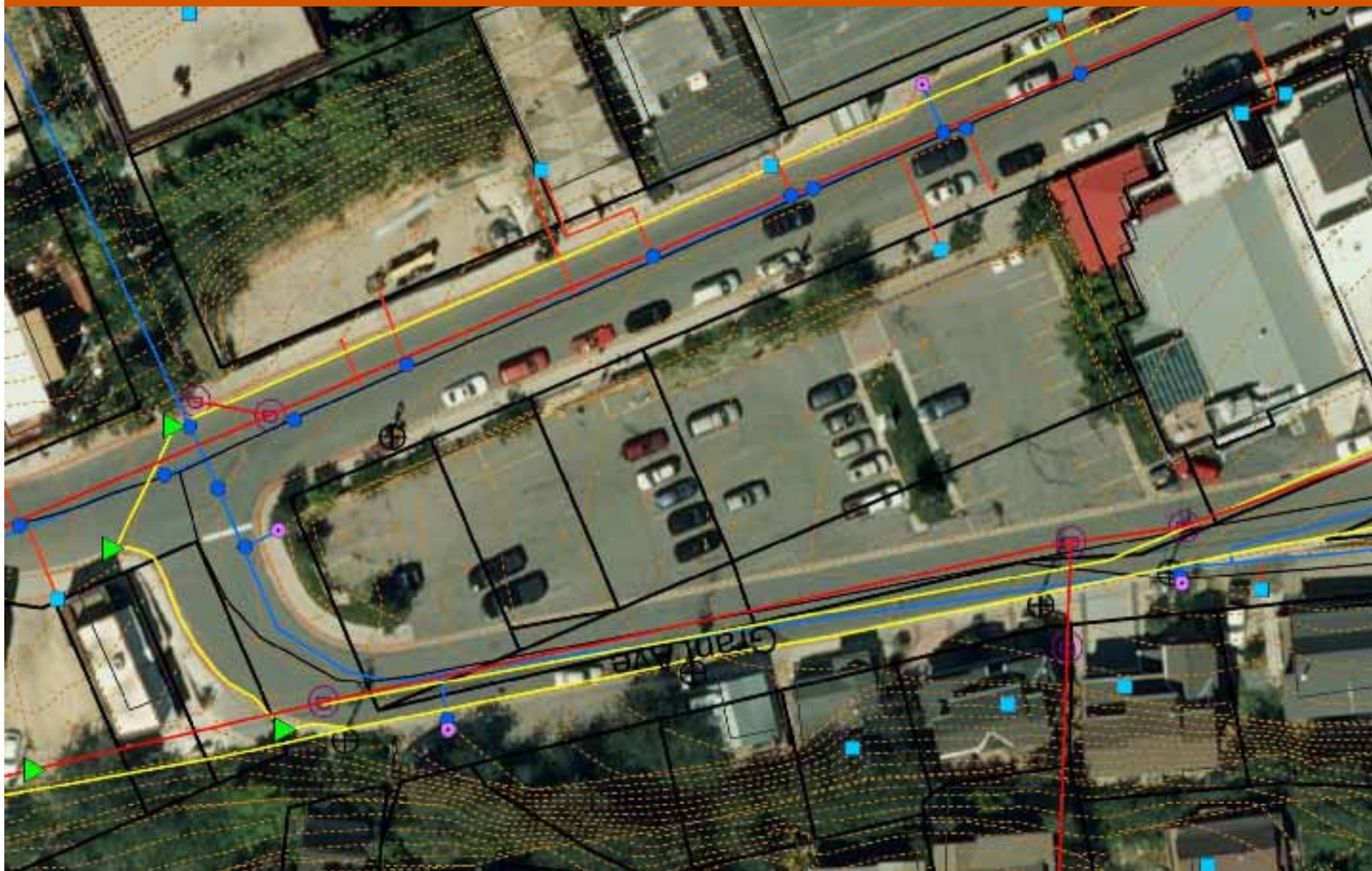
- Enhance and provide a niche resting spot along the “bread crumb” trail of experiences
- Emphasize connectivity and access for users to the West
- Celebrate the heroes of our community

5 Historic Wall/City Hall

- Provide a discovered and passive connection to place by showcasing the historic wall
- Create civic presence, identity and connectivity for City Hall in the Main Street District
- Promote local commitment to arts and culture through integration of public art



Brew Pub Plaza – Option One



Brew Pub Plaza – Option One



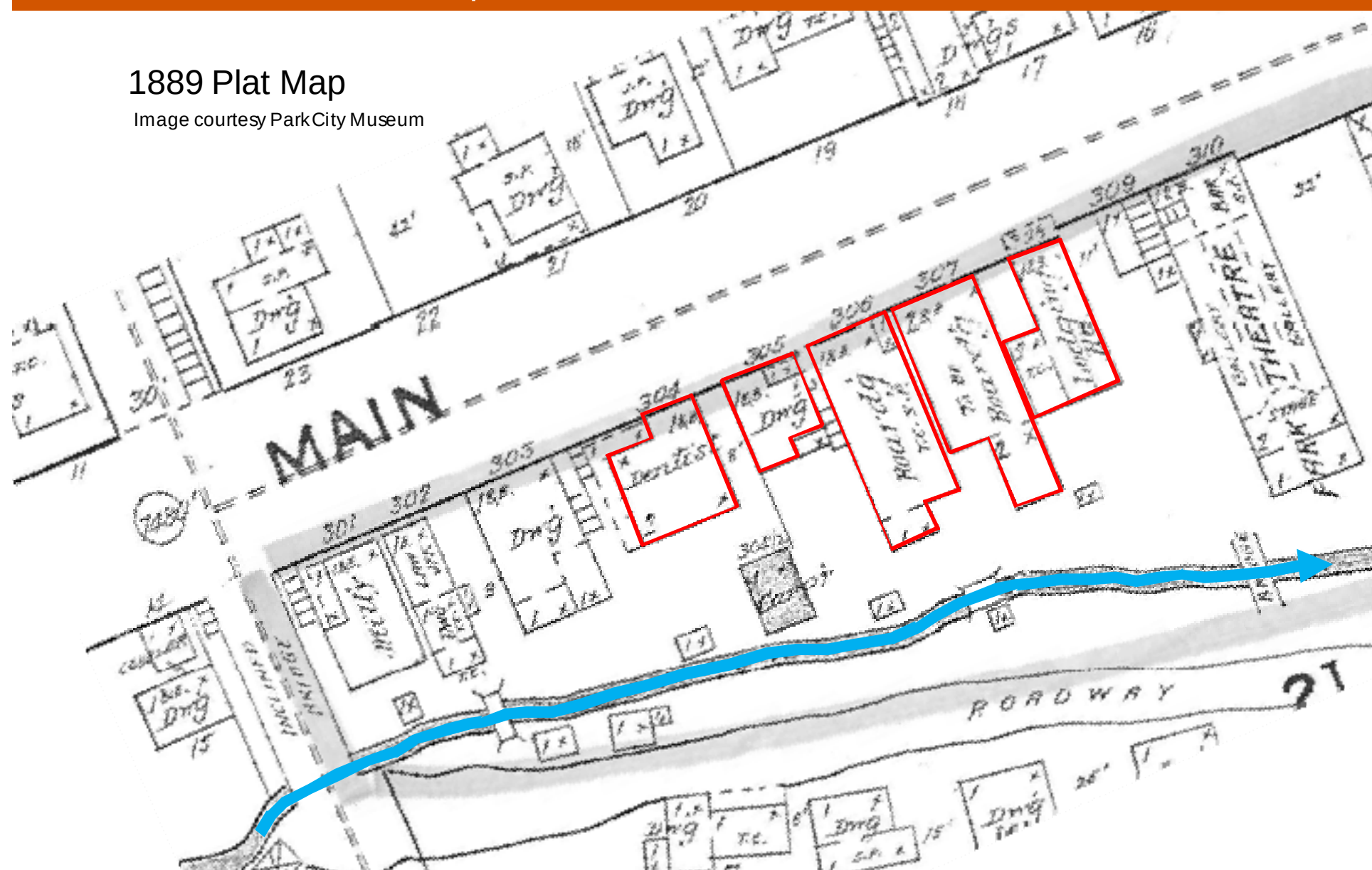
Brew Pub Plaza – Option One



Brew Pub Plaza – Option One

1889 Plat Map

Image courtesy Park City Museum



Historic Park City Enhancement Plan
Park City, UT



Brew Pub Plaza – Option One



Brew Pub Plaza



Historic Park City Enhancement Plan
Park City, UT



Public Open House Presentation
April 3, 2012



Brew Pub Plaza



Brew Pub Plaza



Historic Park City Enhancement Plan
Park City, UT



Public Open House Presentation
April 3, 2012



Brew Pub Plaza



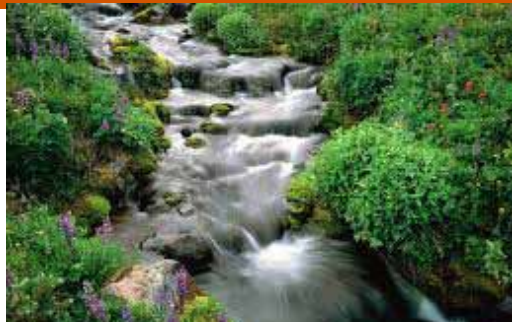
Brew Pub Plaza



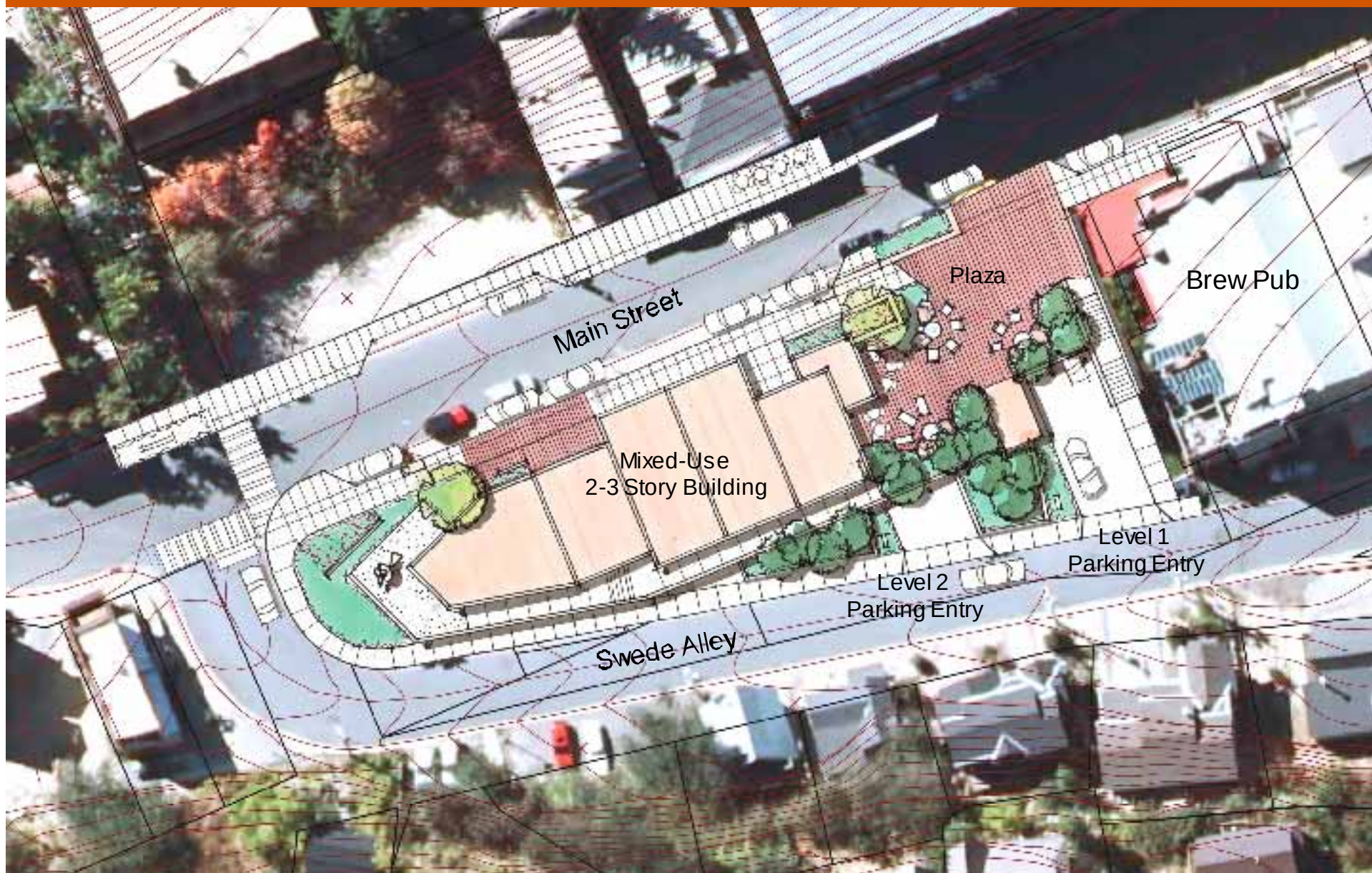
Brew Pub Plaza – Flexibility



Brew Pub Plaza – Precedence



Brew Pub Plaza – Option Two



Miners Plaza



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Park City, UT



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April 3, 2012



Miners Plaza



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Miners Plaza



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Park City, UT



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April 3, 2012



Miners Plaza



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Park City, UT



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April 3, 2012



Miners Plaza



Miners Plaza



Historic Park City Enhancement Plan
Park City, UT



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April 3, 2012



Miners Plaza



Miners Plaza



Historic Park City Enhancement Plan
Park City, UT



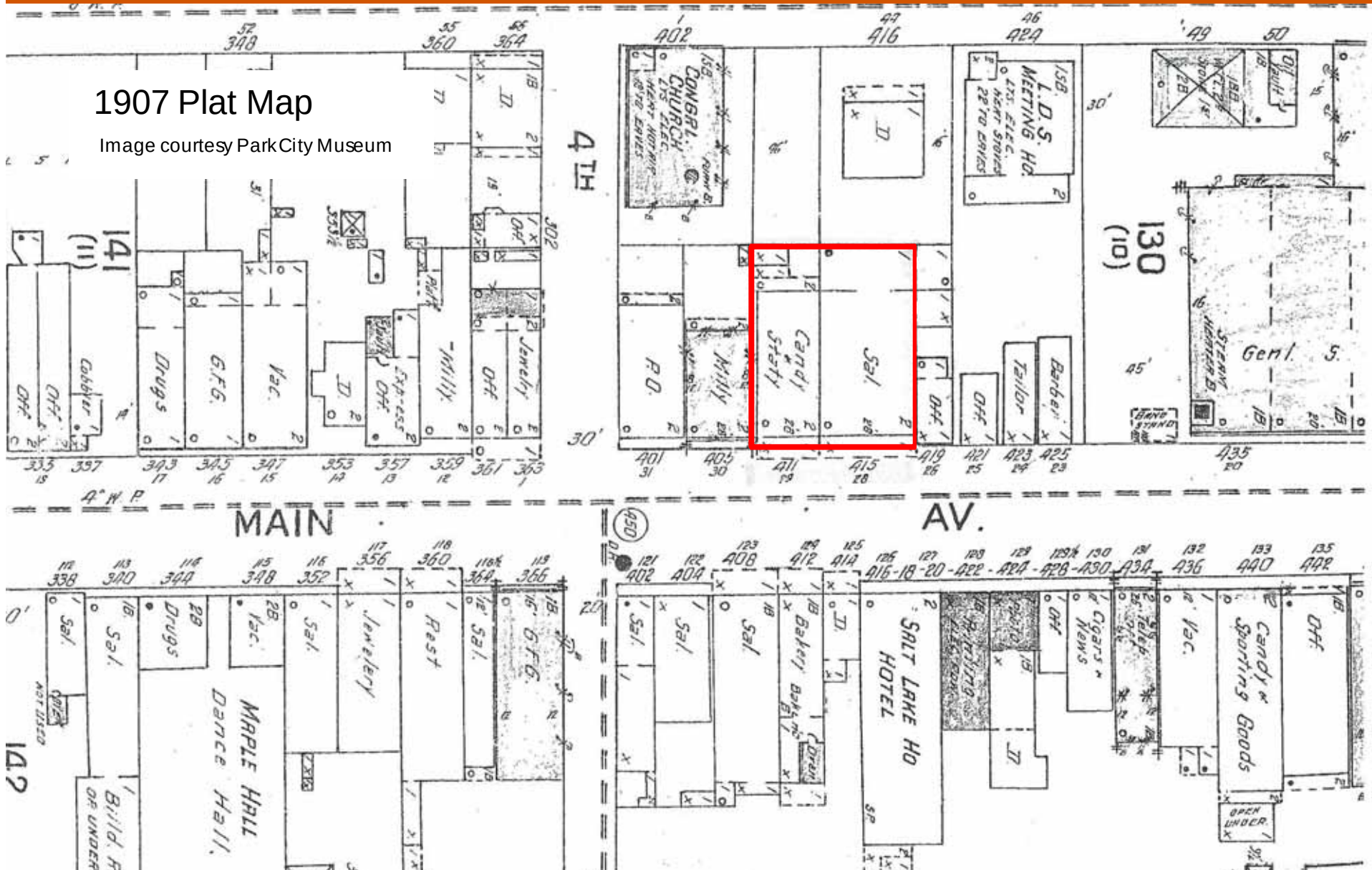
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Miners Plaza

1907 Plat Map

Image courtesy Park City Museum



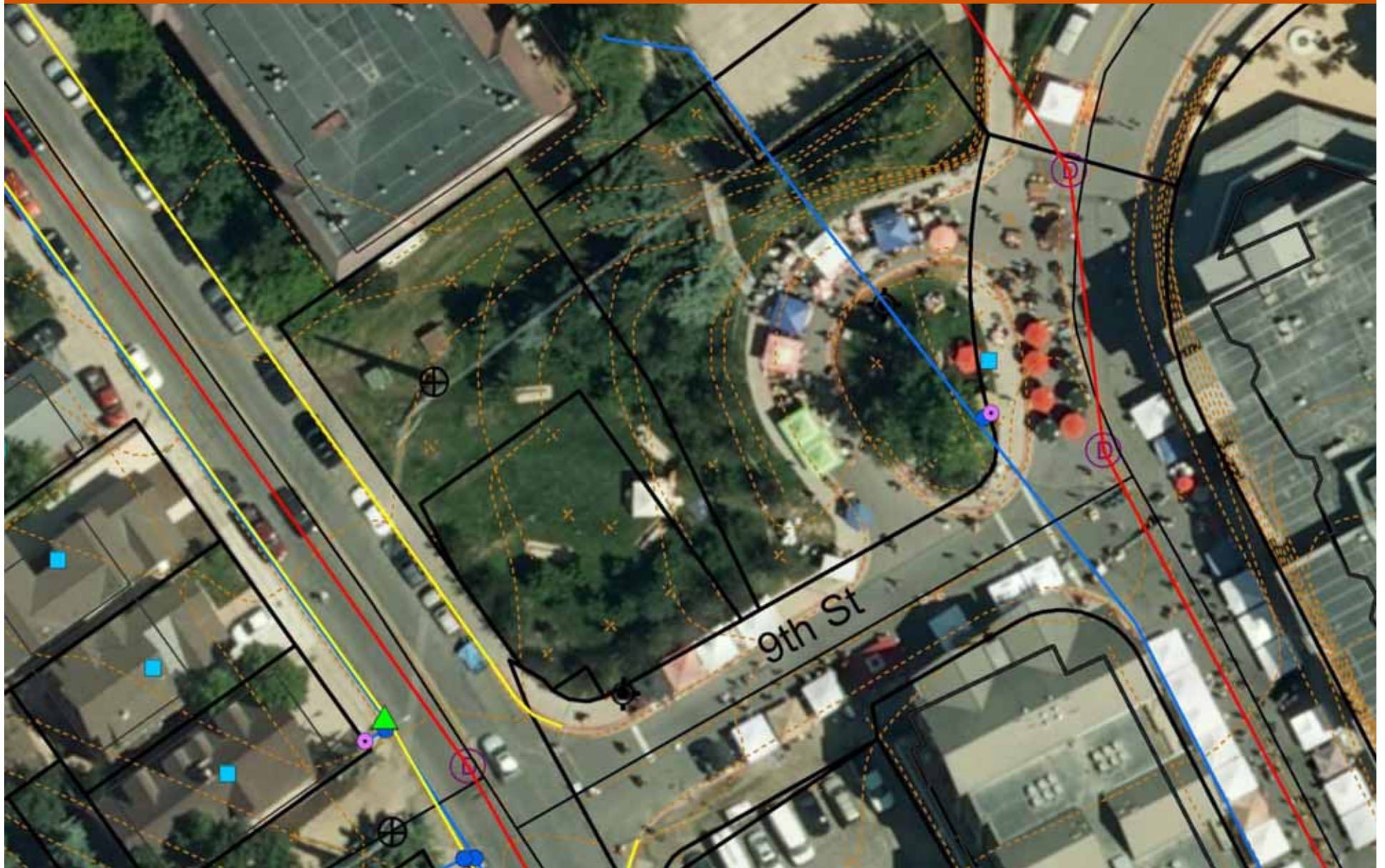
Historic Park City Enhancement Plan
Park City, UT



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April 3, 2012



Coalition Trailhead



Historic Park City Enhancement Plan
Park City, UT



Public Open House Presentation
April 3, 2012



Coalition Trailhead



Image courtesy Park City Museum



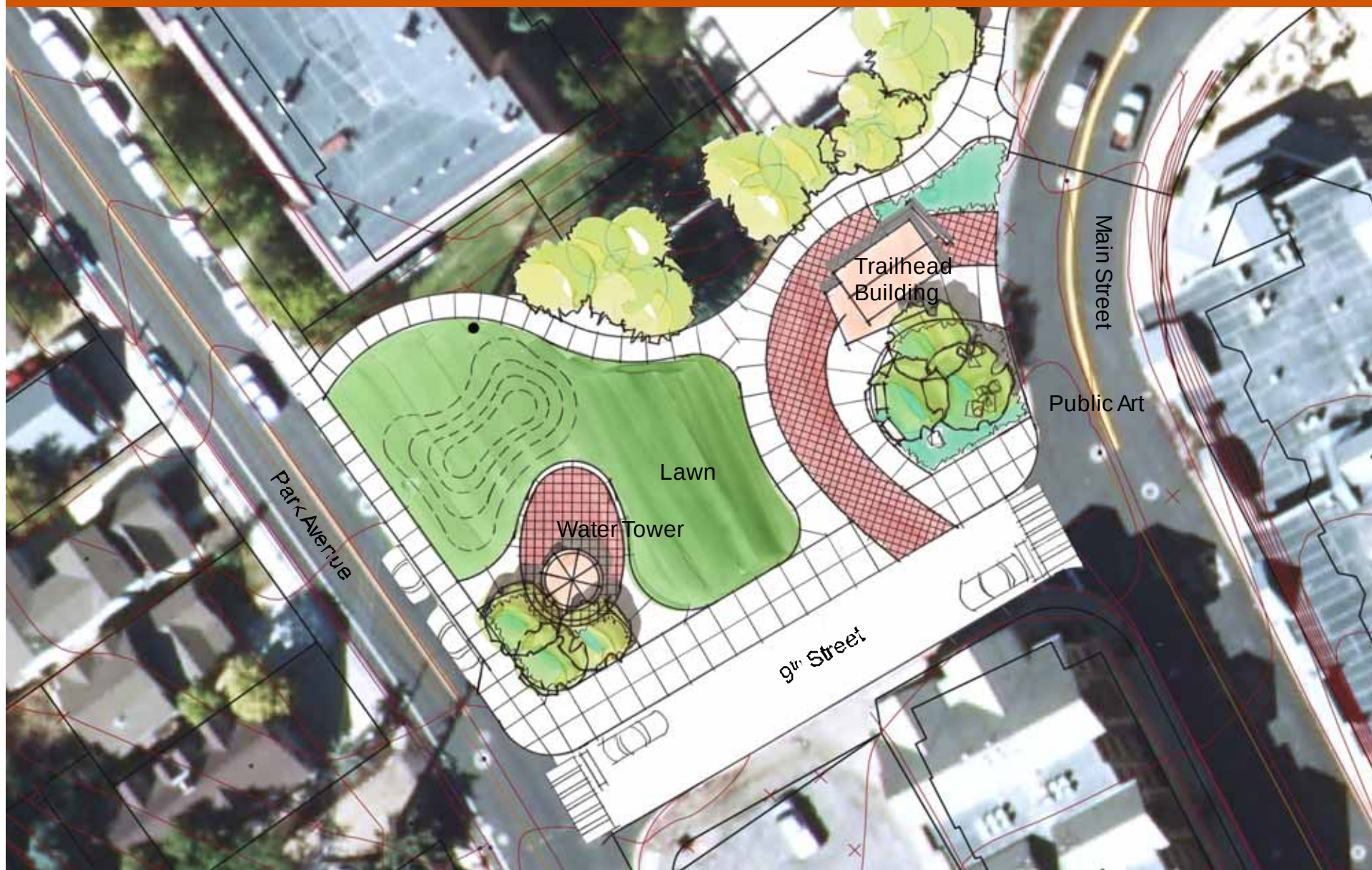
Historic Park City Enhancement Plan
Park City, UT



Public Open House Presentation
April 3, 2012



Coalition Trailhead



Historic Park City Enhancement Plan
Park City, UT



Public Open House Presentation
April 3, 2012



Coalition Trailhead



Main Street



Historic Park City Enhancement Plan
Park City, UT



Public Open House Presentation
April 3, 2012



Coalition Trailhead



9th Street

Main Street



Historic Park City Enhancement Plan
Park City, UT



Public Open House Presentation
April 3, 2012



Coalition Trailhead



Historic Park City Enhancement Plan
Park City, UT



Public Open House Presentation
April 3, 2012



Coalition Trailhead



Historic Park City Enhancement Plan
Park City, UT



Public Open House Presentation
April 3, 2012



Coalition Trailhead



Park Avenue

9th Street



Historic Park City Enhancement Plan
Park City, UT



Public Open House Presentation
April 3, 2012



Coalition Trailhead



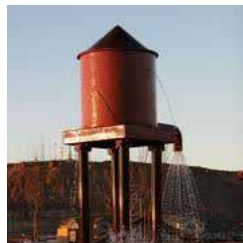
Historic Park City Enhancement Plan
Park City, UT



Public Open House Presentation
April 3, 2012



Coalition Trailhead



Historic Wall/City Hall

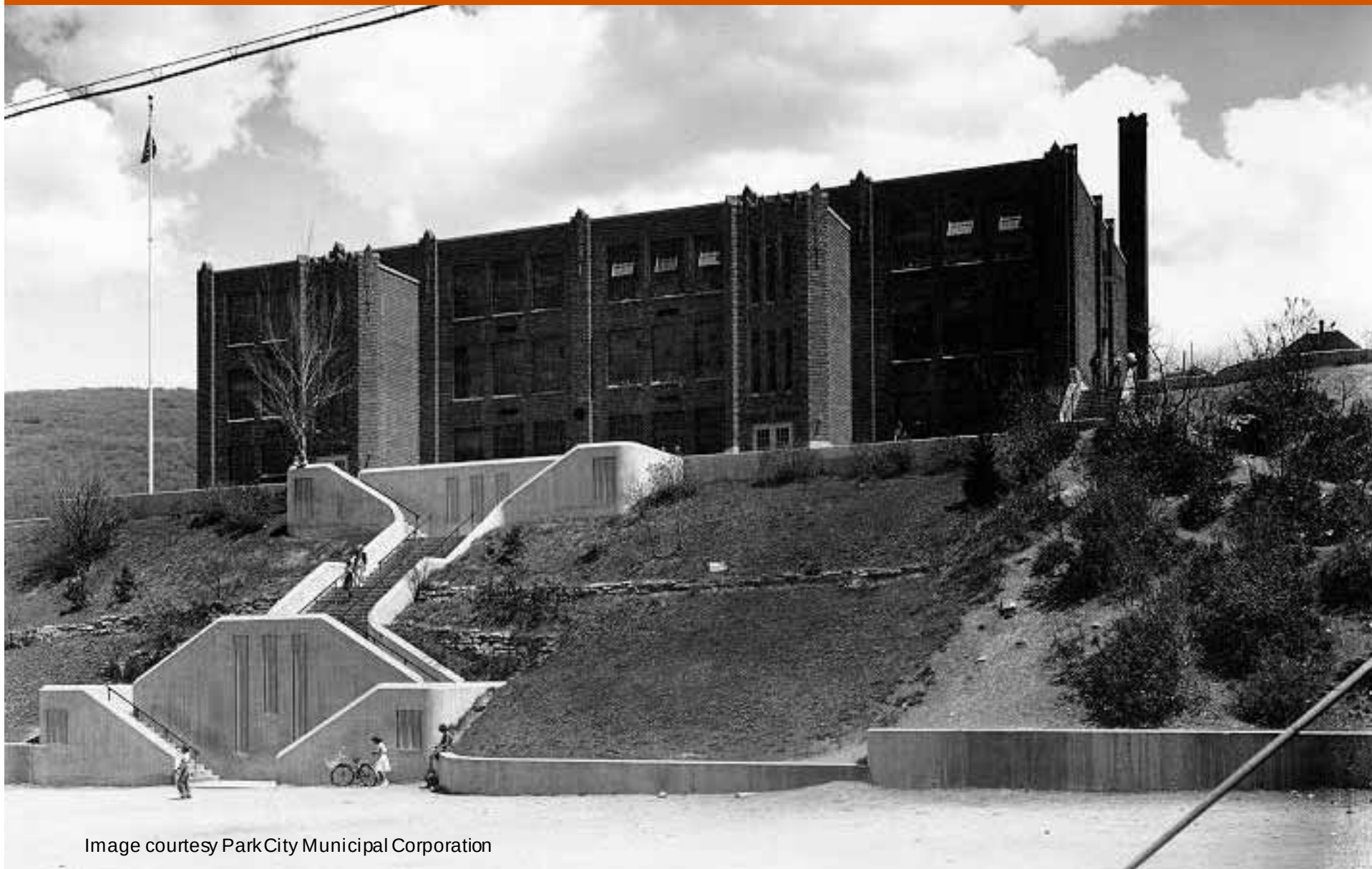


Image courtesy Park City Municipal Corporation



Historic Park City Enhancement Plan
Park City, UT



Public Open House Presentation
April 3, 2012



Historic Wall/City Hall



Historic Wall/City Hall



Historic Wall/City Hall Art Walk



Historic Wall/City Hall



Historic Wall/City Hall



Historic Wall/City Hall



Historic Wall/City Hall



To enhance the pedestrian experience and encourage residents and visitors to linger, circulate and explore throughout the Historic Park City District.



PARK CITY DOWNTOWN PARKING STUDY IMPLEMENTATION

Park City recently completed a comprehensive downtown parking study that recommended a phased package of 18 recommendations. Recommendations related to signage and circulation have been prioritized. Included are a series of three implementation maps related to parking regulatory signage, parking wayfinding, and circulation and parking/loading improvements. It is important to note that many of the changes would be modified during major events, when it is assumed that the City would continue to restrict vehicle access and circulation, and utilize temporary signage to communicate parking regulations and circulation changes. Specific designs (i.e. colors, fonts, branding, etc.) for the signage are not provided, but should be developed as part of a comprehensive study to ensure coordination and alignment with desired look and feel of downtown and Park City.



Circulation and Parking/Loading Improvements

This map summarizes the proposed physical and right-of-way improvements related to circulation and parking/loading. The recommendations are designed to prioritize convenient access to Main Street, but also ensure that parking demand is more evenly distributed to off-street parking, especially the less convenient lots/garages off Marsac Avenue. In addition, the proposed changes improve overall safety, access, and connectivity throughout downtown. Specific recommendations include:

- **New on-street parking locations (#1, #5, #6, #7, #12, #14).** Modifications to the right-of-way would allow for the addition of new on-street parking within the downtown core, specifically along Swede Alley. In certain locations in Swede Alley, reductions in lane width and/or a shift from 90-degree to 60-degree parking would allow for the addition of 8- or 9-foot parallel parking/loading lane. These spaces would be priced and managed as “Premium” spaces, per the recommended performance-based management system.

Reducing the lane widths on Swede Alley also helps to reduce vehicle speeds in an area where there are many pedestrian crossings to the Transit Center and off-street parking facilities.

- **New on-street loading zones (#8-10, #13, #15).** Additional and improved commercial loading for businesses is an identified need, yet should be managed to restrict impacts during peak demand in the downtown core. Loading can continue on Main Street or along Swede Alley, but should occur during non-peak hours.

A commercial loading zone at the corner of Main and 5th Streets is proposed.

Additional early-morning loading zones are also recommended for Swede Alley in an effort to shift loading activity off Main Street. Some of these spaces would convert to public “Premium” parking spaces during non-loading hours (6 a.m. – 2 p.m.), while the others would convert to “No Parking” or “No Stopping” during non-loading hours.

- **Enhanced TNC/taxi passenger loading zones (#2-4).** Taxi and TNC passenger loading is a challenge in downtown, especially at peak times. Passenger loading along Main Street can disrupt traffic and slow transit service. Formal taxi/TNC loading and waiting areas can minimize these impacts.
- It is recommended that 1-3 spaces along the east side of Main Street at the pedestrian walkway to the Transit Center (#3 and #4) be designated as taxi/TNC loading. In addition, the 9-space lot (#2) across from the Transit Center would be designated for taxi/TNC waiting and/or pick-up. This lot would be in sight of the proposed taxi loading zone on Main Street (#4), enabling drivers to identify when the taxi stand is empty. The location of these zones would facilitate easy egress out of the downtown core via Main Street and Park Avenue or Deer Valley Drive.

Depending on demand, additional locations could be added in the southern part of Main Street. In addition, these spaces could be designated for public “Premium” parking during non-peak hours or seasons.

- **Enhanced pedestrian walkways.** Improving pedestrian access between Main Street and the off-street lots/garages is essential. The 2016 Study found that many of the remote lots/garage are underutilized, even during peak periods, often because people do not know they exist,

cannot find them, or are uncomfortable walking to and from them. Lighting, way-finding, and beautification improvements to the pedestrian walkways between Main Street and Swede Alley will not only improve the customer experience, but also ensure that all parking facilities are utilized efficiently. Ongoing improvements to the stairs serving the Sandridge lots should also be prioritized.

- **Intersection and crossing improvements.**

The map proposes high-visibility crosswalks and shorter crossing distances at key intersections. High-visibility crosswalks at key points (intersections and pathways to Swede Alley) can formalize pedestrian crossing locations, thereby reducing potential conflict points along Main Street. Curb extensions are also proposed at various locations to reduce pedestrian crossing distances, improve pedestrian visibility, and help reduce vehicle speeds.

Finally, a 3-way stop is proposed at the southern end of downtown at Main Street and Swede Alley. A 3-way stop at this location would help reduce vehicle speeds, but more importantly, help to create a formal decision point for motorists driving along Main Street. Enhanced signage at this location, combined with a stop, would better direct motorists to turn onto Swede Alley and the parking lots, rather than continuing north into the commercial core or south into residential areas.

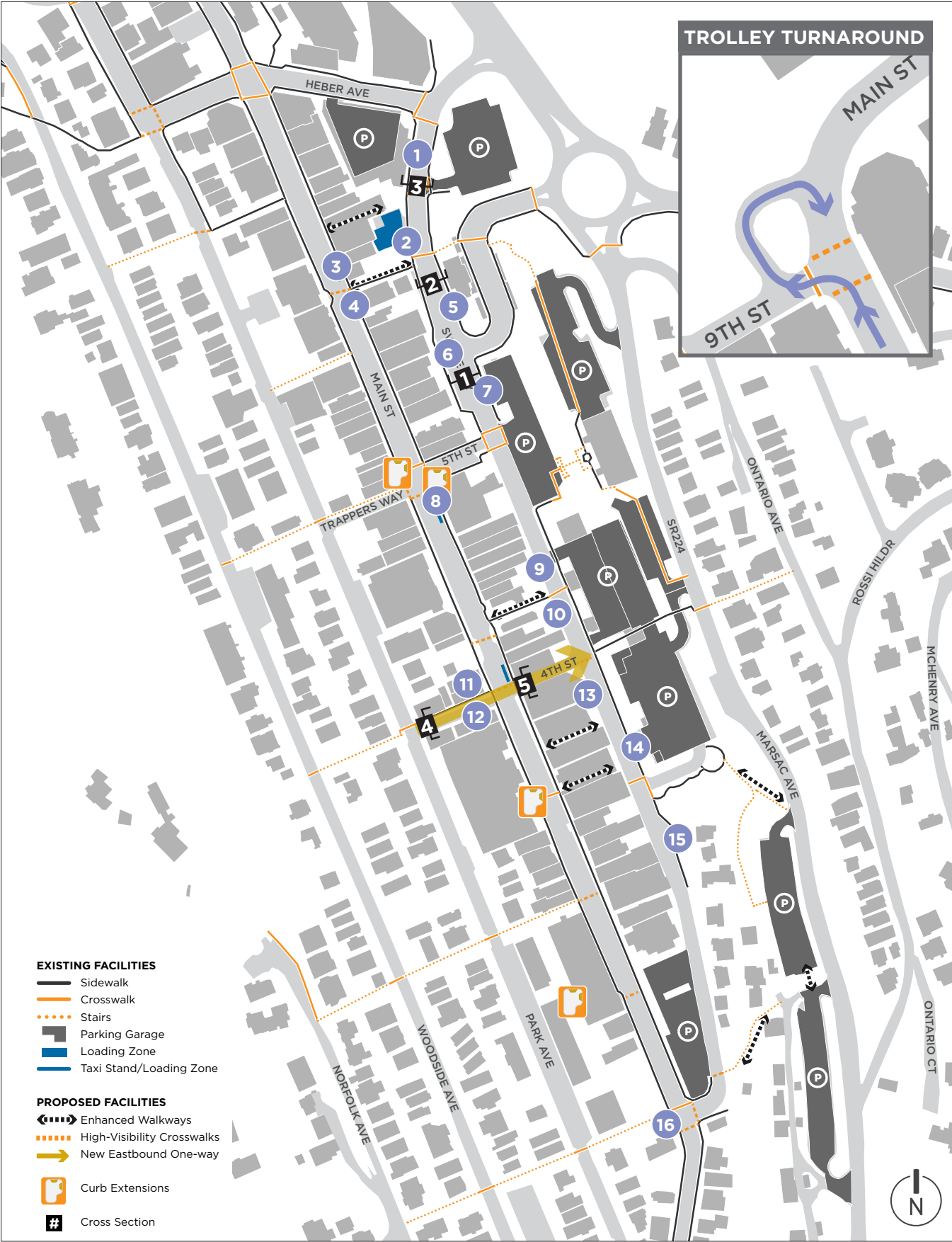
- **Conversion of 4th Street to one-way eastbound from Park Avenue to Swede Alley.** One-way travel on 4th Street in this section would offer enhanced motorist access from Main Street to Swede Alley and would help to direct vehicle traffic, especially those looking for on-street parking, to the Swede Alley lots/garages. The proposed cross-section also allow for the

creation of five to six “Premium” on-street parking spaces between Park Avenue and Main Street.

Converting to one-way would also allow for designated pedestrian space on 4th Street between Main Street and Swede Alley, which is currently an unmarked alleyway. Pedestrian space could include such as formal raised sidewalks on both sides or a level, but visually and tactically differentiated zone.

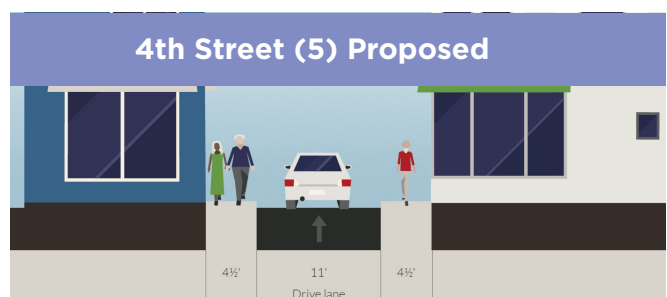
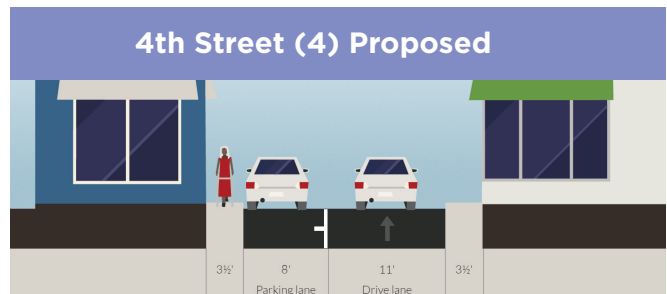
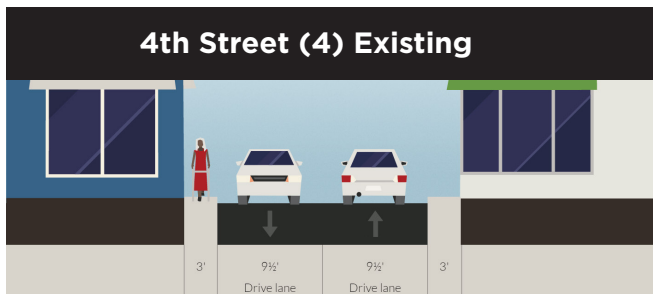
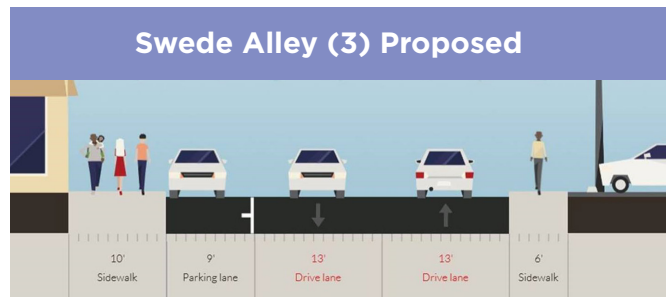
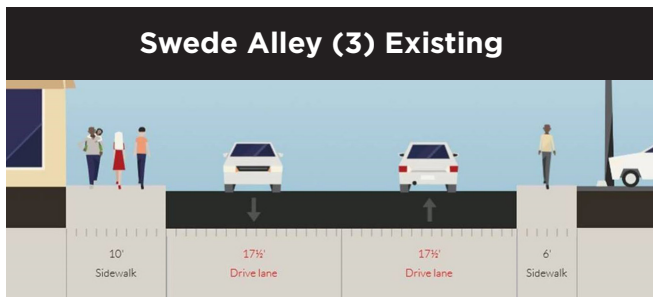
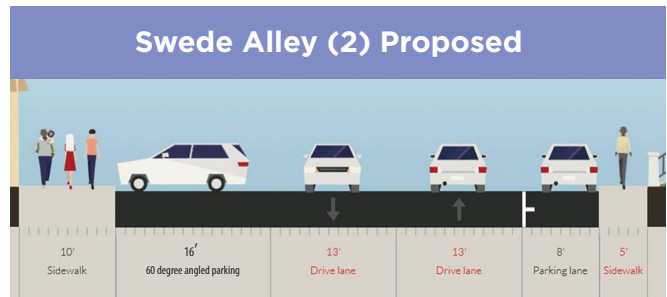
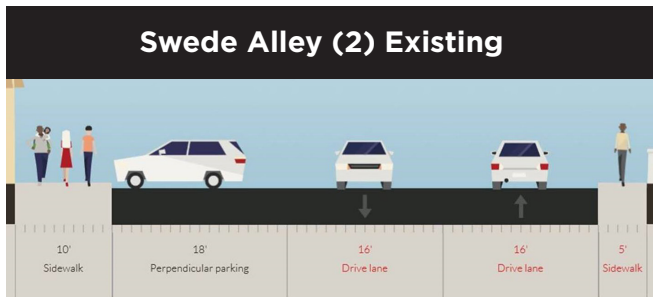
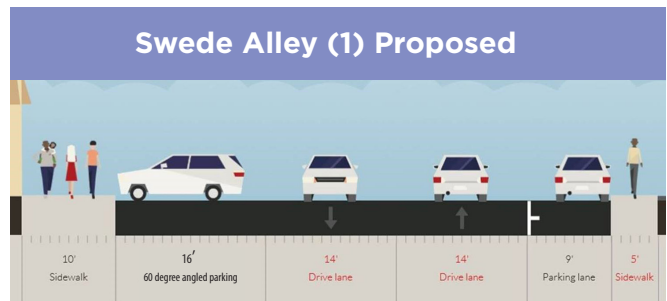
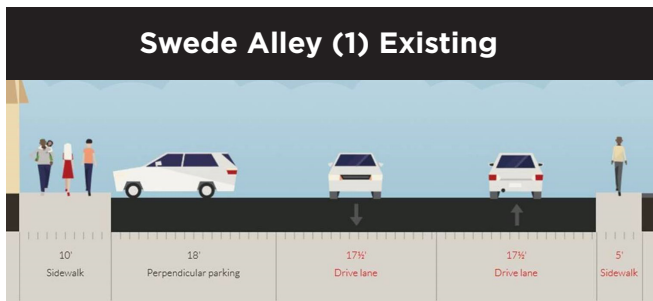
- **Peak-period trolley turnaround.** During peak periods, and as needed, it is recommended that the 9th Street and Main Street circle be used as a turnaround for the Main Street Trolley. The turnaround can allow for additional frequency on Main Street.

Circulation and Parking/Loading Improvements



	Treatment
1	New on-street parking
2	Convert lot to taxi/TNC pool (Preserve 1 HP space)
3	TNC/Limo loading zone
4	Taxi stand
5	New on-street parking
6	60 degree angle parking/ Hotel loading zone
7	New on-street parking
8	Loading zone

	Treatment
9	Loading zone (early AM only)
10	Loading zone (early AM only)
11	4th Street one-way eastbound
12	New on-street parking
13	Loading zone (early AM only)
14	New on-street parking
15	Loading zone (early AM only)
16	3-Way stop

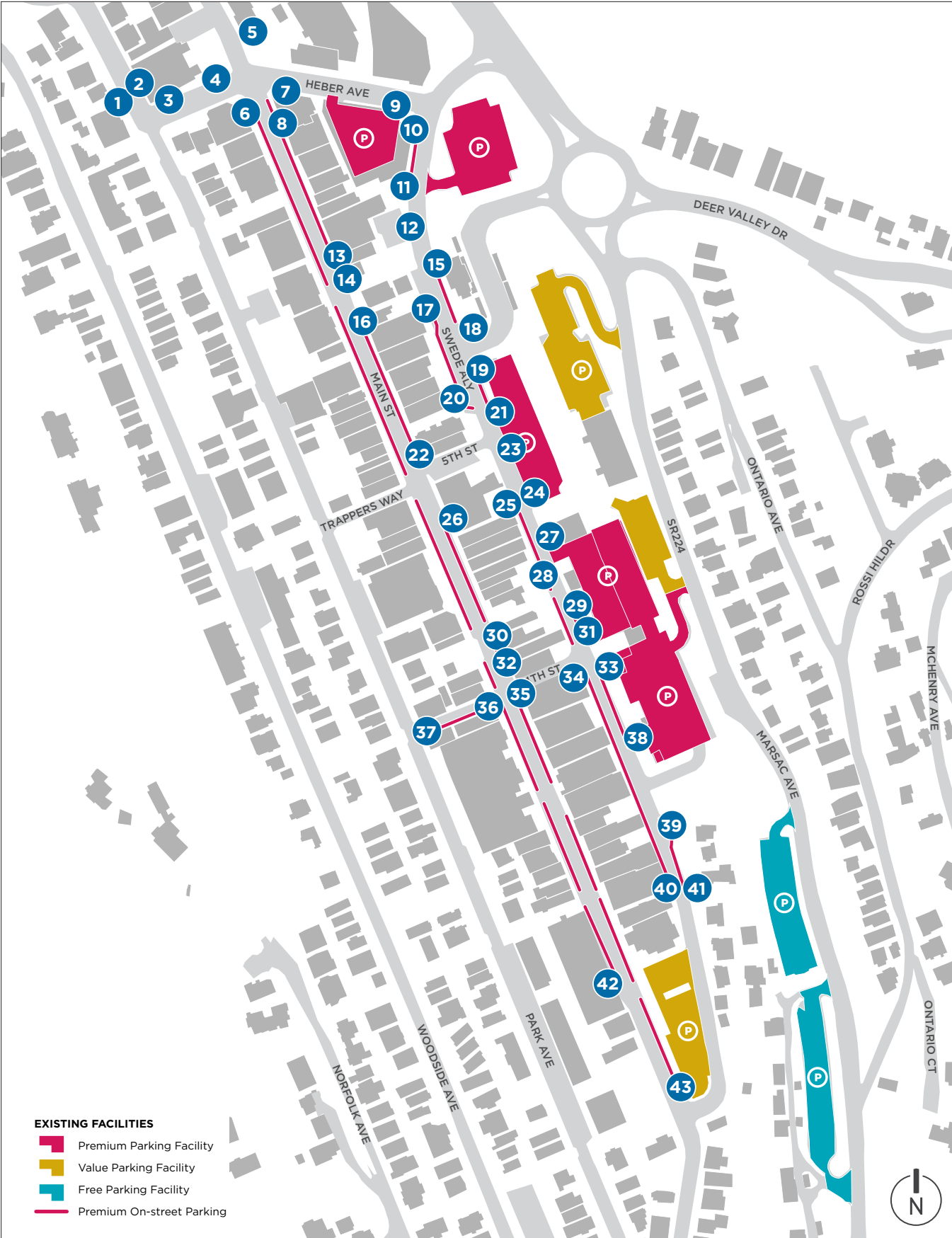


Parking Regulations and Loading

This map provides recommended locations for new signs that describe the proposed new on-street parking and loading regulations throughout downtown. Each sign is shown with a numbered circle, and a corresponding reference table with directional cues **(as if the sign were facing the street for the parking motorist)** is provided on the following page. Key elements of the signage approach include:

- Performance-based pricing: A central recommendation of the 2016 Parking Study was that downtown shift to a performance-based system, in which prices are varied across downtown to meet demand and ensure consistent availability. To that end, spaces on Main Street and in the lots/garages are designated as “Premium” and would have a higher hourly rate relative to the rest of downtown’s on- and off-street parking. New parking zones on Swede Alley (described above) would also be designated as “Premium” spaces when not used for loading. By pricing these spaces higher, demand would be better distributed to the “Value” or “Free” lots, which are often underutilized. By contrast parking along Park Avenue north of Heber Avenue would be “Value” parking.
- Hours and rates would vary depending on the time of year, and are likely better communicated on the website, via a smartphone app, and at the pay station itself, which all can be dynamically adjusted.
- Loading Zones: The map also describes the specific regulations for the proposed new loading zones on Main Street and Swede Alley. In general, loading activity would happen in the morning and early afternoon. A time of 6 a.m. to 2 p.m. is proposed, but could potentially be scaled back to 12 p.m., depending on the time of year and mid-day parking demand. After 2 p.m., the spaces would become “Premium” parking or “No Parking” zones.
- TNC/Taxi Zones: The map also describes the specific regulations for the proposed new taxi/TNC zones on Main Street and Swede Alley. A time of 10 a.m. to 10 p.m. is proposed for peak season, but could be adjusted to reflect lower demand in the off-season.

Parking Regulations and Loading



NOTE: Each sign is shown with a numbered circle, and a corresponding reference table with directional cues (as if the sign were facing the street for the parking motorist)

	Direction Cue #1	Direction Cue #2	Direction Cue #3
1	➔ Value Parking Seasonal Hours Vary [also add Pay to Park sign]		
2	← Value Parking Seasonal Hours Vary [also add Pay to Park sign]		
3	➔ Premium Parking Seasonal Hours Vary [also add Pay to Park sign]		
4	← Premium Parking Seasonal Hours Vary [also add Pay to Park sign]		
5	← Premium Parking Seasonal Hours Vary		
6	← Premium Parking Seasonal Hours Vary	➔ No Parking	
7	← Premium Parking Seasonal Hours Vary	← No Parking [also add Pay to Park sign]	
8	➔ Premium Parking Seasonal Hours Vary	← No Parking [also add Pay to Park sign]	
9	➔ Premium Parking Seasonal Hours Vary	← No Parking [also add Pay to Park sign]	
10	← Premium Parking Seasonal Hours Vary	➔ No Parking [also add Pay to Park sign]	
11	➔ Premium Parking Seasonal Hours Vary	← No Parking [also add Pay to Park sign]	
12	SharedRide/Taxi Parking Only 30-Min. Limit		
13	➔ Loading Zone for Shared Rides/Limos Only 10am-10pm	← Premium Parking Seasonal Hours Vary	
14	← Loading Zone for Shared Rides/Limos Only 10am-10pm		
15	➔ Premium Parking Seasonal Hours Vary	← No Parking [also add Pay to Park sign]	
16	← Taxis Only 10am-10pm	➔ Premium Parking Seasonal Hours Vary	
17	← Premium Parking Seasonal Hours Vary [also add Pay to Park sign]		
18	← Premium Parking Seasonal Hours Vary	➔ No Parking [also add Pay to Park sign]	
19	➔ Premium Parking Seasonal Hours Vary	← No Parking [also add Pay to Park sign]	
20	➔ Premium Parking Seasonal Hours Vary [also add Pay to Park sign]		
21	← Premium Parking Seasonal Hours Vary	➔ No Parking [also add Pay to Park sign]	
22	← Premium Parking Seasonal Hours Vary [also add Pay to Park sign]		
23	➔ Premium Parking Seasonal Hours Vary	← No Parking [also add Pay to Park sign]	
24	← Premium Parking Seasonal Hours Vary [also add Pay to Park sign]		
25	← Loading Zone 6am-2pm	← No Stopping 2pm-6am	➔ No Parking
26	← Loading Zone 8am-5pm	➔ Premium Parking Seasonal Hours Vary	
27	← Premium Parking Seasonal Hours Vary	➔ No Parking [also add Pay to Park sign]	
28	← Loading Zone 6am-2pm	← No Parking 2pm-6am	➔ No Parking
29	➔ Premium Parking 2pm-10pm	➔ No Parking 6am-2pm	← No Parking [and add Pay to Park sign]
30	← Premium Parking Seasonal Hours Vary	➔ No Parking [also add Pay to Park sign]	
31	← Premium Parking 2pm-10pm	← No Parking 6am-2pm	➔ No Parking [and add Pay to Park sign]
32	← Premium Parking Seasonal Hours Vary	➔ Loading Zone for Shared Rides/Limos Only 10am-2am [and add Pay to Park sign]	
33	➔ Loading Zone 6am-2pm	➔ No Parking 2pm-6am	← No Parking
34	← Loading Zone 6am-2pm	← No Parking 2pm-6am	➔ No Parking
35	➔ Premium Parking Seasonal Hours Vary	← No Parking	
36	← Loading Zone 6am-2pm	← Premium Parking 2pm-10pm	➔ No Parking
37	← Loading Zone 6am-2pm	← Premium Parking 2pm-10pm	➔ No Parking
38	➔ No Parking	← Premium Parking 2pm-10pm	← No Parking 6am-2pm [and add Pay to Park sign]
39	➔ Premium Parking 2pm-10pm	➔ No Parking 6am-2pm [also add Pay to Park sign]	
40	➔ Loading Zone 6am-2pm	➔ No Parking 6am-2pm	← No Parking
41	← Premium Parking 2pm-10pm	← No Parking 6am-2pm [also add Pay to Park sign]	
42	➔ Premium Parking Seasonal Hours Vary	← No Parking	
43	← Premium Parking Seasonal Hours Vary	➔ No Parking	

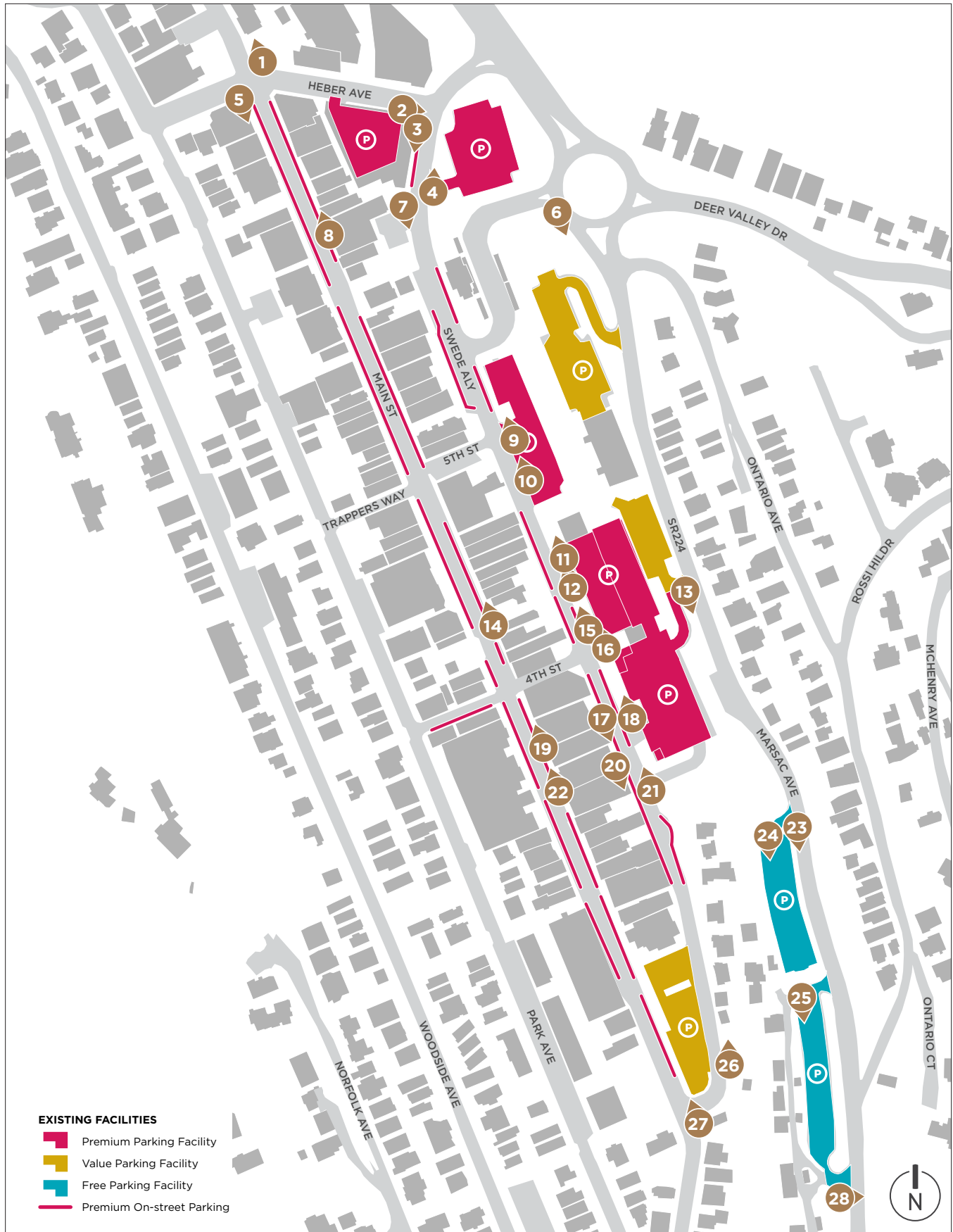
Parking Wayfinding

The map on the following page provides recommended locations for new wayfinding signage. The signs would be primarily oriented for pedestrians in downtown. The signs communicate the location of key parking facilities and their associated access points/pathways. Signage that clearly communicates the most direct, safe, and accessible path to Swede Alley parking garages and the Sandridge lots is essential to better distribution of parking demand in downtown to underutilized facilities.

Each sign is shown with a numbered circle, and a corresponding reference table with directional cues is provided on the following page. **The directional cues are oriented to an individual standing on the sidewalk and facing the direction of the small arrow.** The other side of the sign would have the reverse directional cues for pedestrian coming from the other direction.



Parking Wayfinding



NOTE: The directional cues are oriented to an individual standing on the sidewalk and facing the direction of the small arrow. The other side of the sign would have the reverse directional cues for pedestrian coming from the other direction.

	Direction Cue #1	Direction Cue #2	Direction Cue #3	Direction Cue #4
1	↖ Park Ave Value Parking	↓ Main Street Premium Parking		
2	↓ To Main Street	↓ Premium Parking (facing west)	↖ Long-Term Garage	↑ Value Parking Lots
3	← Transit Center Premium Long-Term Garage Value Parking Top Deck	→ to Main Street Premium Parking	↑ Value Parking Lots	
4	→ Premium Flag Pole Lot			
5	↑ to Swede Alley Long-Term Garage Value Marsac Lots	↔ Main Street Premium Parking		
6	↑ Value Parking Lots	→ Main Street		
7	↖ Walkway to Main Street			
8	→ Walkway to Swede Alley	→ to Flag Pole Lot		
9	→ Premium Bob Wells Lot	↑ Value Parking Lots		
10	→ Stairs to Marsac Ave.	→ Marsac Value Lots		
11	→ Premium Long-Term Garage Value Parking Top Deck	↖ Value Marsac Lots	↖ Free Sandridge Lots	
12	→ Long-Term Garage	↑ Elevator to City Hall Lot		
13	→ City Hall Value Parking Long-Term Garage	↑ Free Sandridge Lots		
14	→ Walkway to Swede Alley	→ Parking Garage & Lots		
15	→ Premium Long-Term Garage Value Parking Top Deck	↖ Value Marsac Lots	↓ Free Sandridge Lots	
16	→ Long-Term Garage	→ Stairs to City Hall Lot & Marsac Ave		
17	→ Walkway to Main Street			
18	→ Premium Long-Term Garage Value Parking Top Deck	↑ Value Marsac Lots	↓ Free Sandridge Lots	
19	→ Walkway to Swede Alley	→ Parking Garage & Lots		
20	→ Walkway to Main Street			
21	↑ Premium Long-Term Garage Value Parking Top Deck	↑ Value Marsac Lots	→ Free Sandridge Lots	→ Stairs to Sandridge Lots
22	→ Walkway to Swede Alley	→ Parking Garage & Lots		
23	↑ Free Parking Lower Sandridge Lot	→ Free Upper Lot		
24	↑ Stairs to Main Street			
25	↖ Stairs to Main Street			
26	↑ Stairs to Sandridge Lots			
27	↑ Main Street Premium Parking	→ Free Sandridge Lots	→ Long-Term Garage	← Free Sandridge Lots
28	↑ Free Parking Upper Sandridge Lot	→ Free Parking		

Potential Main Street Improvements and Area Plan

Main Street Future: Key Takeaways

Renewed Investment in Main Street Is Needed

Some things must be done...



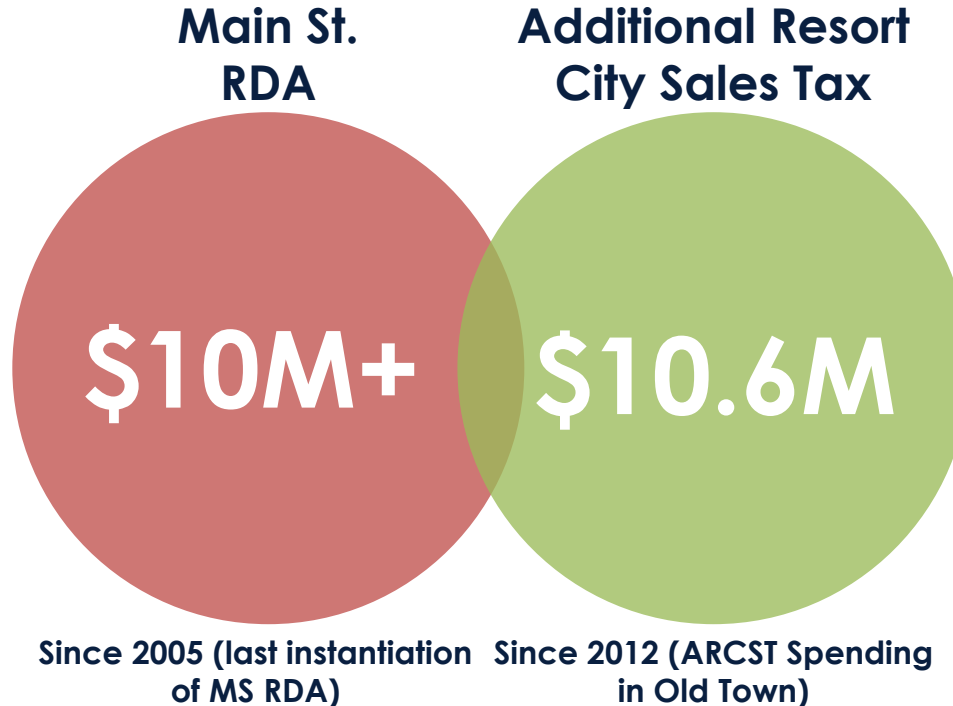
Scale & Scope of Change is Dependent on Council Priorities

...while other opportunities are discretionary.



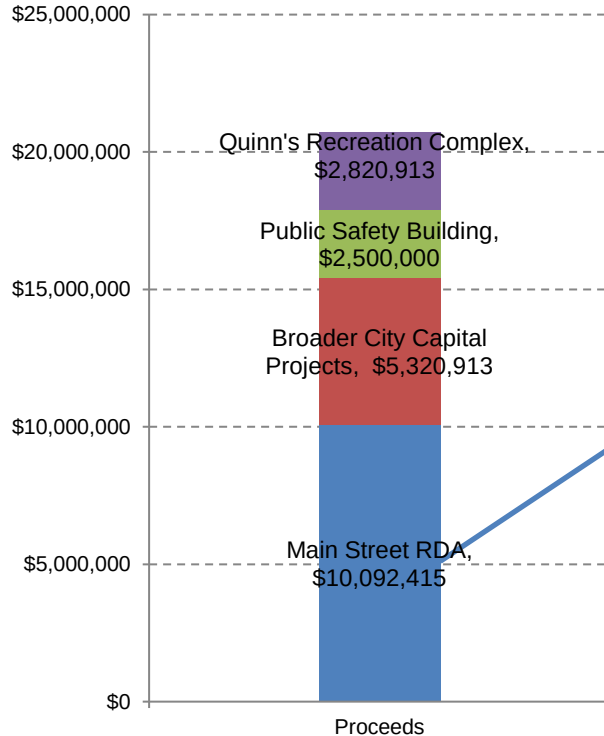
A Look Back: Funding Over Time

Primary sources of expense for downtown capital projects have traditionally come from Main Street RDA and Additional Resort Sales Tax.



Main Street RDA History

2005A Sales Tax Revenue Bond Proceeds



Project	Actual Expense	Budgeted Future Expense
SWEDE ALLEY/MARSAC (CHINA BRIDGE)	\$ 6,249,974	
SHELL SPACE (KPCW, Liquor Store)	\$ 1,823,037	
DOWNTOWN REVITALIZATION	\$ 426,704	
OLD TOWN STAIRS	\$ 424,606	\$ 284,253
MAIN STREET BOLLARDS PHASE I	\$ 88,282	
ECONOMIC STUDY	\$ 45,413	
HISTORICAL INCENTIVE GRANT	\$ 41,434	
HISTORICAL INCENTIVE GRANTS	\$ 32,500	
SANDRIDGE PARKING LOT	\$ 29,700	
ABATEMENT FUND	\$ 15,380	
TOWN GREEN COMPLEX	\$ 8,520	
DOWNTOWN REVITALIZATION	\$ 6,833	
ADDL PARKING MAIN AND SWEDE	\$ 5,342	
RELOCATED UTILITIES	\$ 930	
PROPERTY IMPROVEMENTS	\$ 350	
OLD TOWN ACCESS & CIRCULATION PLAN		\$ 60,000
PAVEMENT MANAGEMENT IMPLEMENTATION		\$ 52,000
CITY-WIDE SIGNS PHASE 1		\$ 20,000
MAIN STREET BOLLARDS PHASE I		\$ 11,718
Total Historical & Budgeted Projects		\$ 9,626,977

Additionally, FY22 budgets small operational expenses and projects an ending balance of ~\$100K

Additional Resort City Sales Tax History

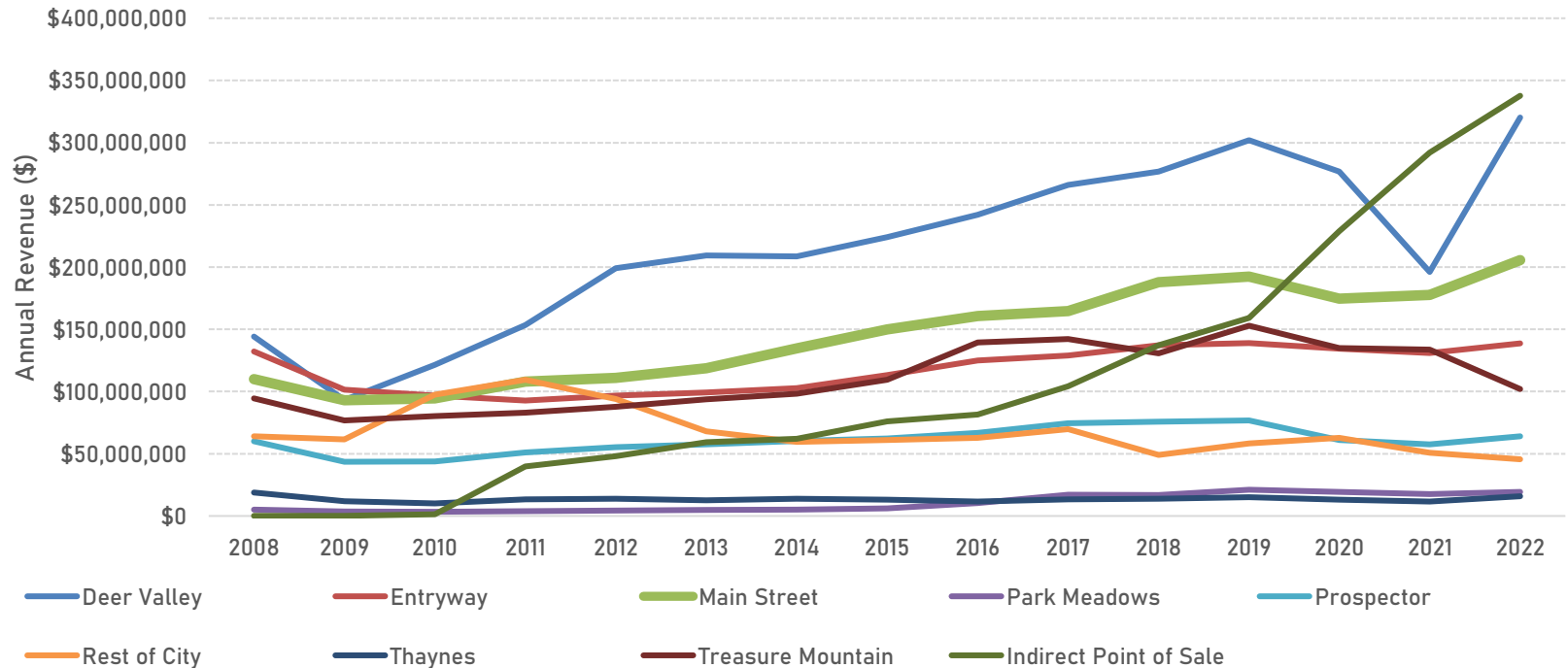
Historical Spending on ARCST-Related Capital Projects							
Category	Project	ARST Cash Spend	2014 STR Bond Proceeds	2015 STR Bond Proceeds	2017 STR Bond Proceeds	2019 STR Bond Proceeds	Total
Open Space/Land	TREASURE HILL				\$6,000,000	\$8,128,142	\$14,128,142
Open Space/Land	OPEN SPACE ACQUISITION	\$17,709	\$3,974,140	\$6,403,619			\$10,395,468
Open Space/Land	LAND ACQUISITION/BANKING PROGRAM	\$4,725,155					\$4,725,155
Downtown Infrastructure	DT ENHANCEMENT PHASE 2	\$34,703	\$489,174	\$3,874,470	\$16,608		\$4,414,955
Downtown Infrastructure	OTIS PHASE II(A)	\$500,000	\$1,556,919	\$375,177			\$2,432,096
Downtown Infrastructure	OTIS PHASE III(A)	\$2,236,589		\$0			\$2,236,589
Stormwater	STORM WATER IMPROVEMENTS	\$2,021,416		\$8,678			\$2,030,094
Downtown Infrastructure	DEER VALLEY DR PHS II	\$97,656		\$719,981			\$817,637
Downtown Infrastructure	DOWNTOWN PROJECTS PLAZAS	\$61,005			\$231,828		\$292,833
Open Space/Land	PRIVATE LAND ACQUISITION #1	\$258,522					\$258,522
Downtown Infrastructure	MS INFRASTRUCTURE MAINT	\$252,098					\$252,098
Stormwater	LITTLE BESSIE STORM DRAINS			\$217,005			\$217,005
Downtown Infrastructure	DOWNTOWN PROJECTS - PHASE III	\$430		\$165,228			\$165,658
Stormwater	PROSPECTOR AVE STORM WATER	\$137,870					\$137,870
Downtown Infrastructure	PARK AVE. RECONSTRUCTION	\$300					\$300
Total With Open Space		\$10,343,454	\$6,020,233	\$11,764,158	\$6,248,436	\$8,128,142	\$42,504,422
Total Ex Open Space		\$5,342,067	\$2,046,093	\$5,360,539	\$248,436	\$0	\$12,997,136

Total of Downtown Infrastructure lines = \$10.6M

Main Street Trends: Sales Tax

Positive historical trend, but losing market share.

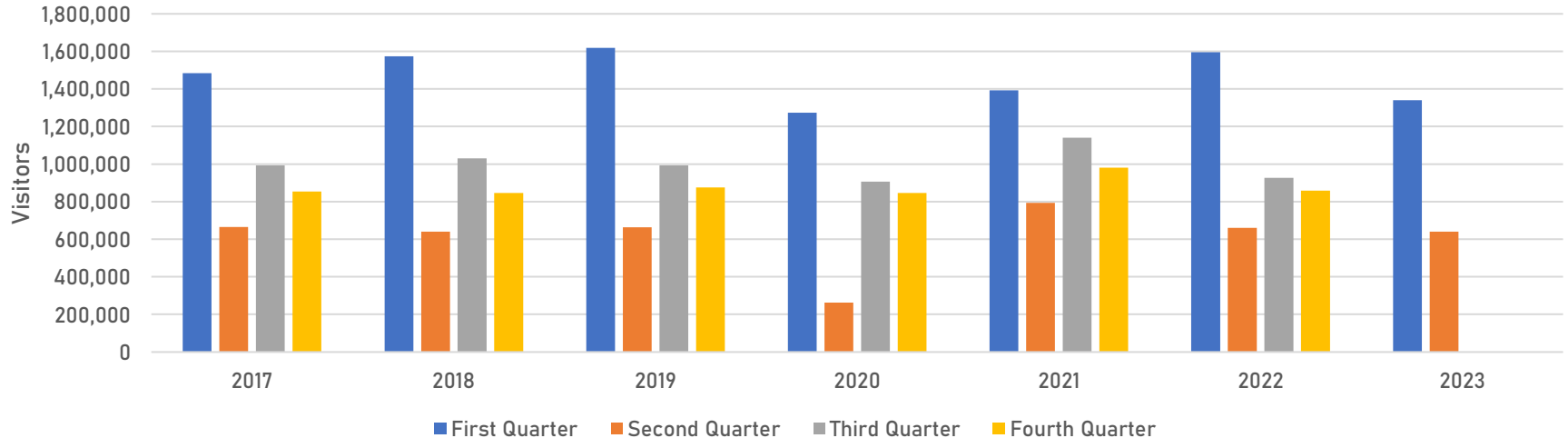
Annual Revenue By PCMC Fiscal Year and Geographic Region of City



Main Street Trends: Visitors

COVID bump is fading.

Estimated Main Street Visitors by Calendar Year and Quarter



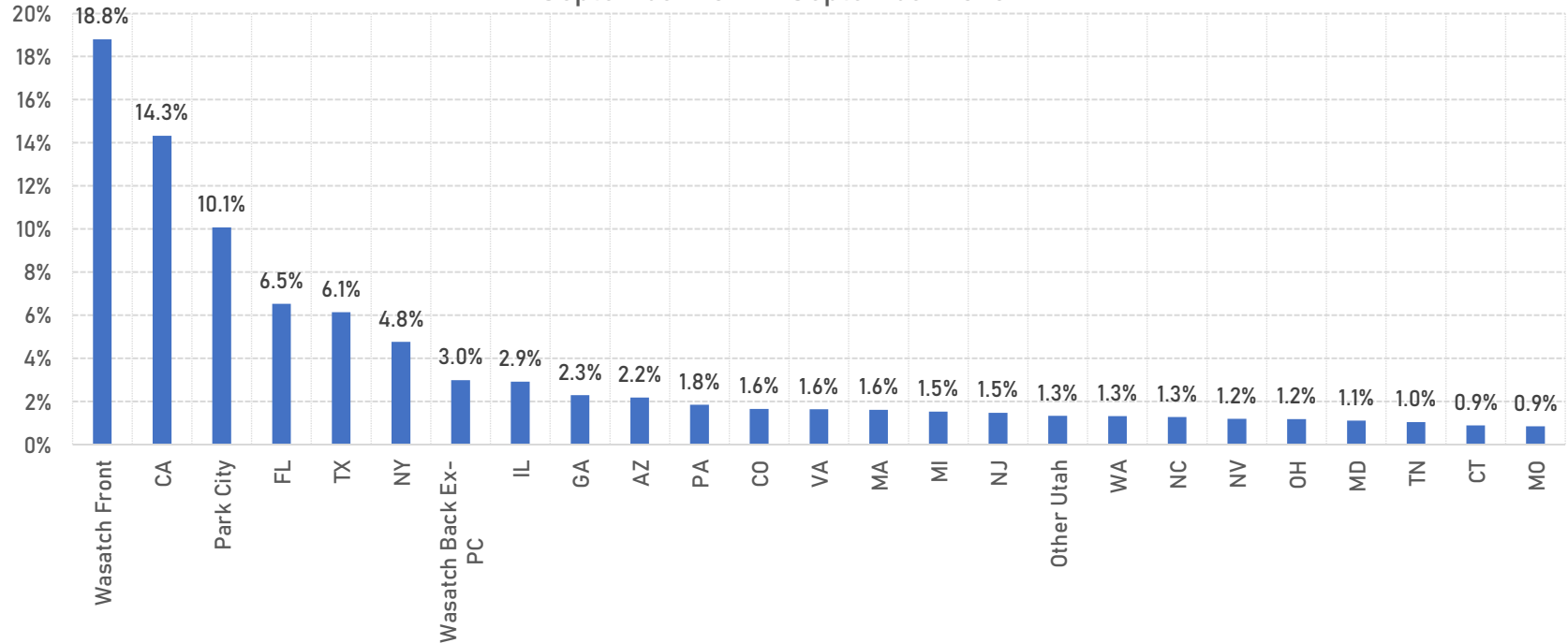
Calendar Year	Main Street Visitors				
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total Calendar Year
2017	1,483,161	665,538	993,336	853,676	3,995,711
2018	1,573,286	640,188	1,030,691	845,928	4,090,093
2019	1,618,275	663,881	992,946	875,761	4,150,863
2020	1,273,540	262,389	906,242	846,605	3,288,776
2021	1,391,936	793,237	1,139,918	981,176	4,306,267
2022	1,594,725	659,935	926,687	858,567	4,039,914
2023	1,339,568	640,027			

Calendar Year	Main Street Visitors, YoY % Change				
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total Calendar Year
2018	6%	-4%	4%	-1%	2%
2019	3%	4%	-4%	4%	1%
2020	-21%	-60%	-9%	-3%	-21%
2021	9%	202%	26%	16%	31%
2022	15%	-17%	-19%	-12%	-6%
2023	-16%	-3%			

Main Street Trends: Visitors

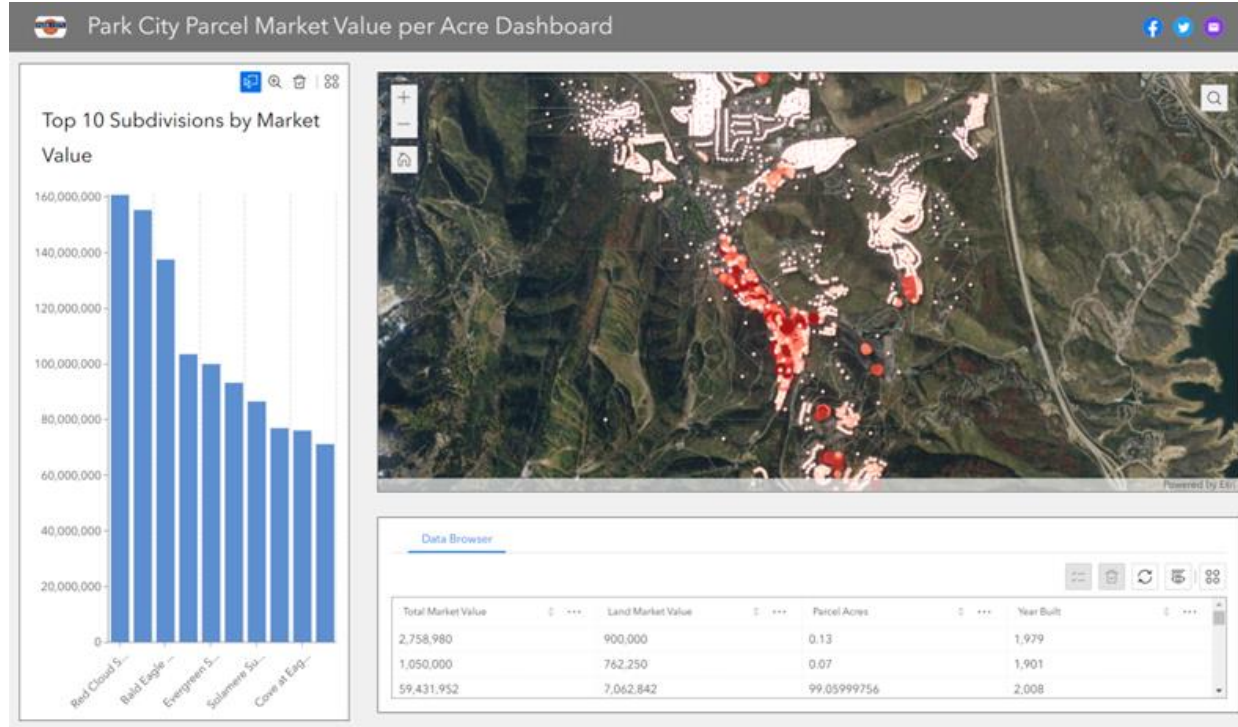
Wasatch Front, California, Florida, Texas and New York remain important.

Top 25 Sources of Main Street Visitors
% of Total Visitors by Home Location
September 2022 - September 2023



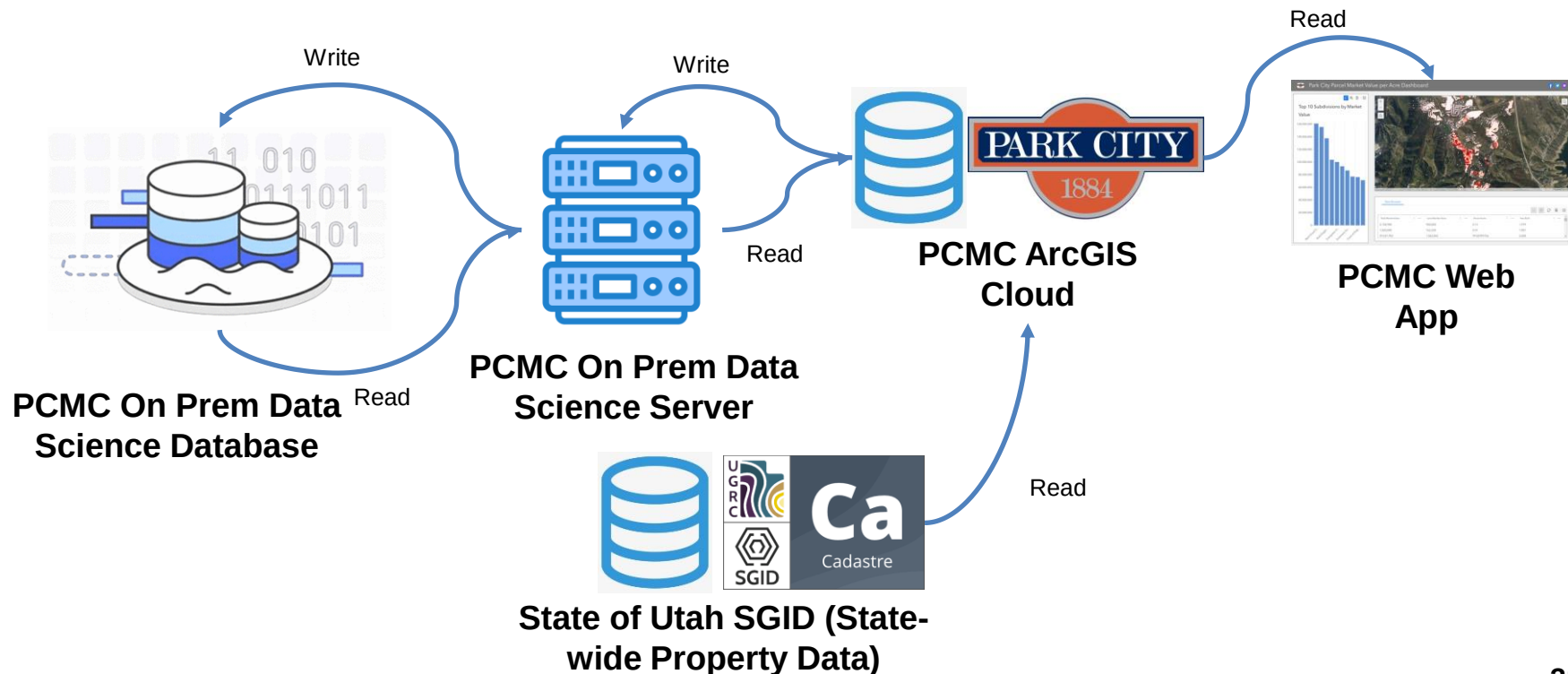
Data Science: Early New Products

\$700M - \$1B of new, complementary, assessed value could be added in Park City's historic core, which can aide PCMC in its Transportation and Housing goals.



Data Science: Computing Infrastructure

In FY23 budget process, Council authorized \$150k for data science tools. Spending \$61k, the City's Technology and Economic Development & Data Analytics Departments collaborated to uplift existing City systems while also expanding our capabilities. The web app contained in the 9/21 staff report is a first of more public dashboard tools to come.



Infrastructure Needs

Water, Storm Water, Sewer

- \$10M+ Systematic replacement of main lines, laterals
- Likely two seasons to complete
- Storm water improvements would be paired with the project
- Snyderville Basin Water Reclamation District would collaborate to replace sewer in Heber Ave. and Main Street north of Heber Ave.

Natural Gas, Electrical, Telecom

- These utilities were paired with Main Street granite sidewalks improvements
- However, work stopped at Heber Ave., lower Main Street could be reviewed

Streets

- A crown correction, grind, and overlay are needed on Main Street barring any change in vehicle traffic use
- A seal may provide temporary extension
- Park Avenue Reconstruction remains a need, costs likely increased since last estimate

Parking Maintenance

- Planned conditions assessment on China Bridge parking and related infrastructure

Waste Management

- Council approved as of...

Key Questions That Could be Considered in an Area Plan

Redevelopment of Swede Alley

- Potential redevelopment and expanded use of PCMC owned parcels on/near Swede Alley
- Sidewalk and pedestrian infrastructure

Traffic Flows

- Study current and potential future traffic flows through the district

Pedestrianization

- Potential pedestrianization and/or active transportation on Main Street

Lower Main Street

- Inclusion of Lower Main in infrastructure planning discussions

Asset-Level Analysis

- Similar to 5-Acre site in Bonanza Park, asset-specific feasibility analysis could be included

Options Moving Forward

Options could include the below, or some combination thereof.

Option 1

- Repair utility needs as they come up
- Conduct roadway repairs as determined by Public Works director existing plans
- No specific area plan required

Option 2

- Proceed with further analysis on utilities to inform updated capital plan while making urgent repairs as needed
- Incorporate discussion of Main Street in General Plan update but don't specifically seek further details or asset-level feasibility analysis of parcels in Old Town

Option 3

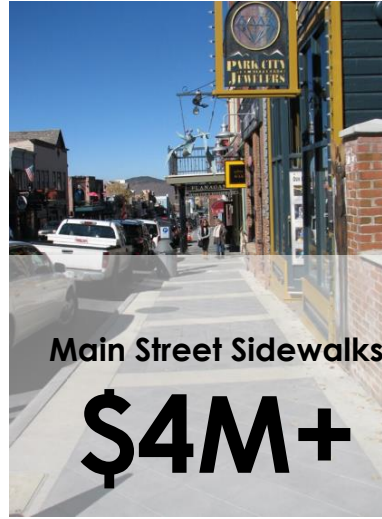
- Proceed with utilities analysis and construction plan rapidly in coordination with plan for future growth
- Pursue area plan with boundaries specified by the Council in parallel and in coordination with General Plan update
- Include additional detail through specific asset feasibility analyses

Appendix

2012 Downtown Improvements

Café Terigo Plaza

\$500k+



Main Street Sidewalks

\$4M+

Swede Alley Crosswalks

\$200k+



Lights, Furnishings, Streetscape

\$300k+



Bob Wells Plaza

\$650k+



Bear Bench Walkway

\$731k+



Main Street RDA History

Last Renewed

2005

2021

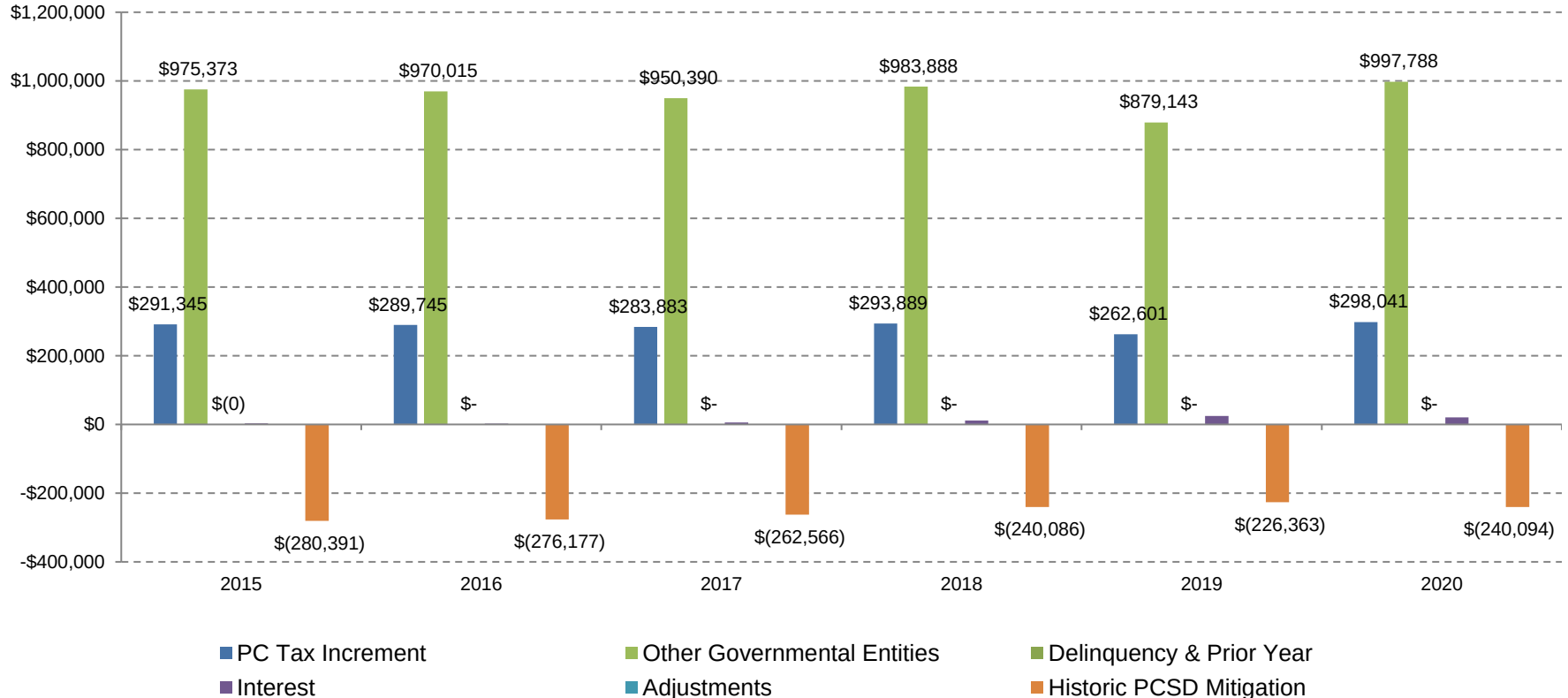
Expired



Source: Park City Municipal Corporation. As of June 17, 2021.

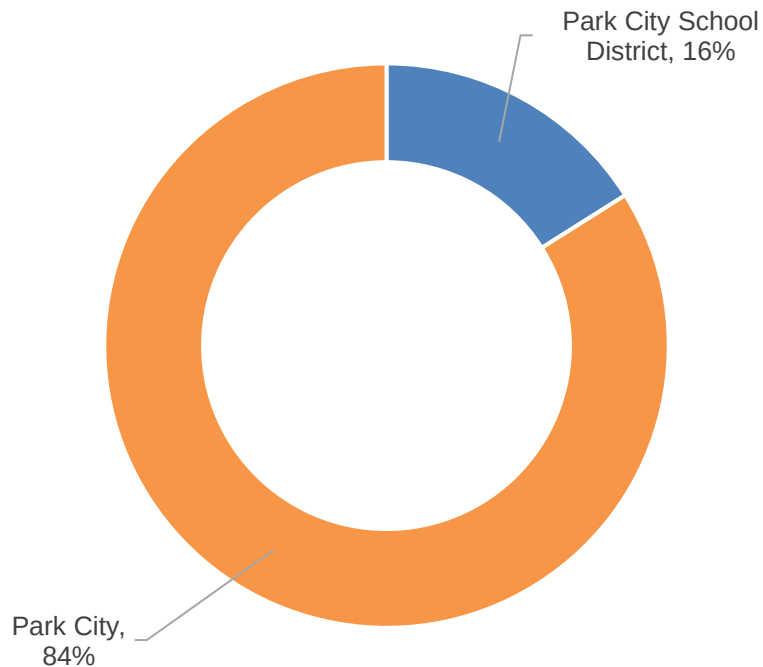
Main Street RDA History

Breakdown of Main Street RDA Revenue Flows - Last 5 Years

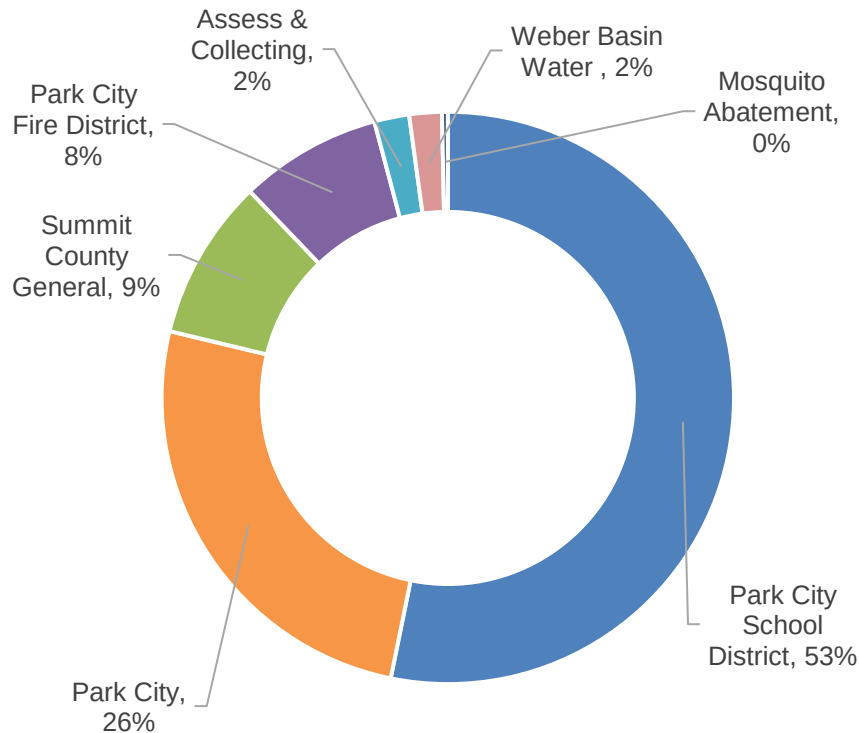


Main Street RDA Revenue Distribution

Tax Increment Distribution (W/RDA)



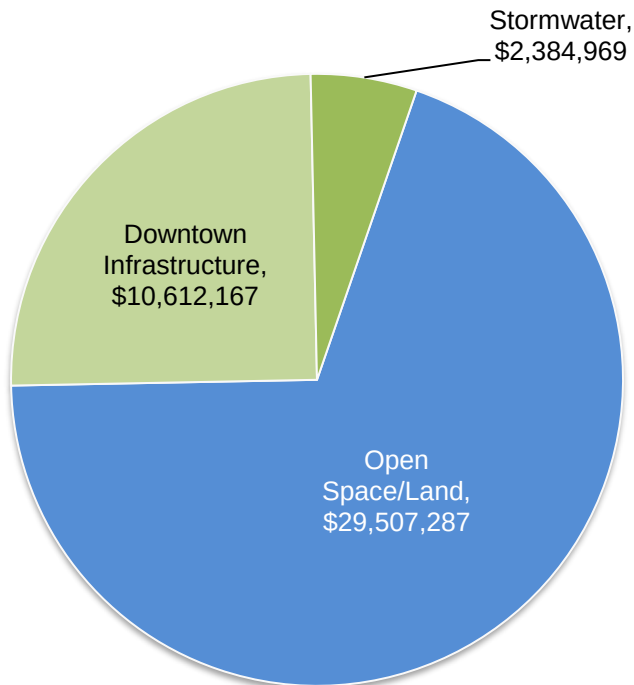
Tax Increment Distribution (No/RDA)



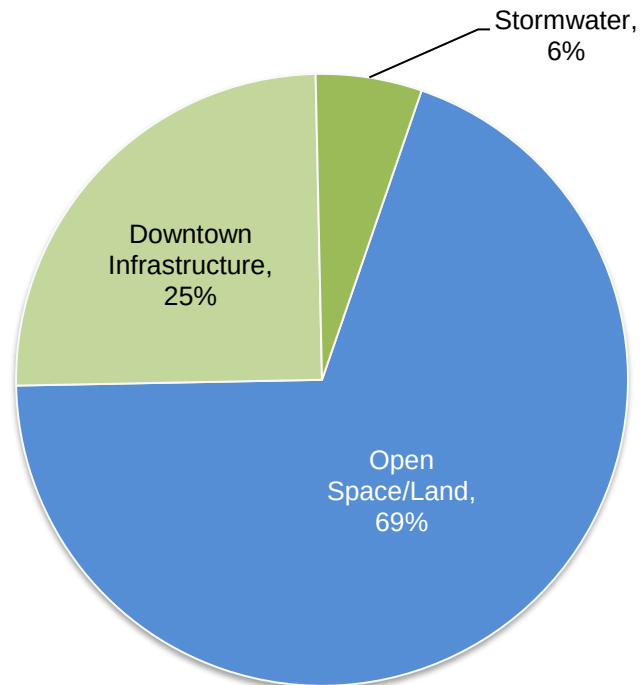
Historic ARST Cash & Bond Proceed Spend

The below encompasses ARST capital project cash expenditures by project type in \$ and % since 2012.

ARST Historical Cash Spend by Project Type, \$



ARST Historical Cash Spend by Project Type, %

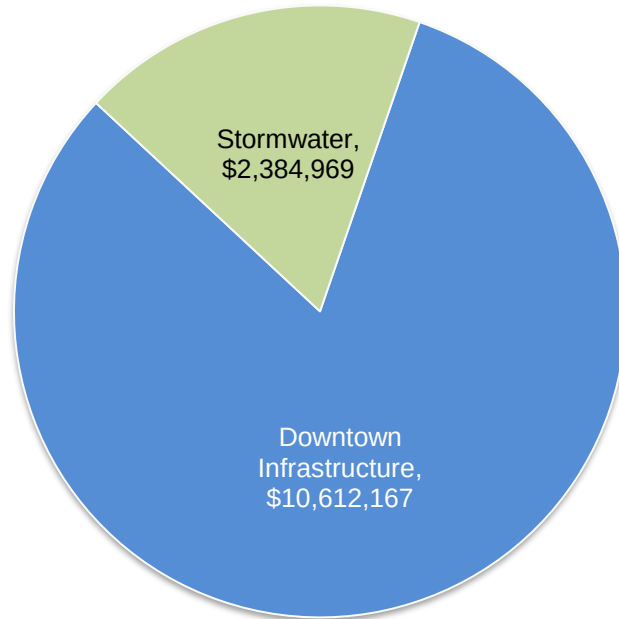


A Look Back:

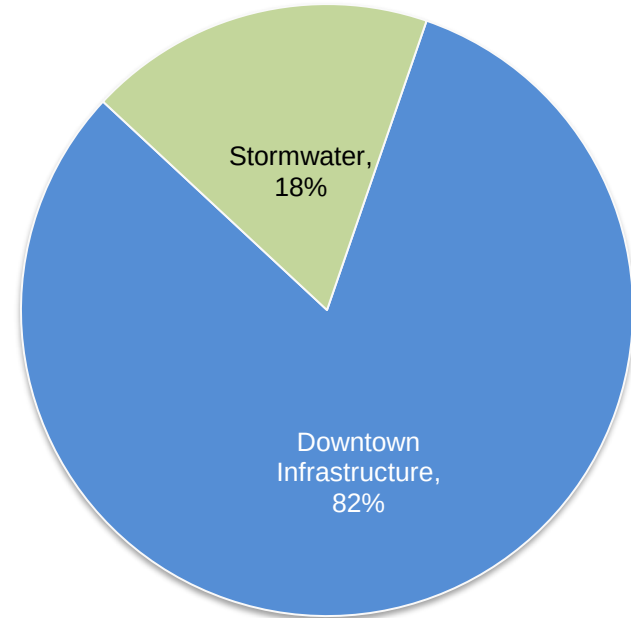
Historic ARST Cash & Bond Proceed Spend

The below encompasses ARST capital project cash expenditures (excluding Open Space) by project type in \$ and % since 2012.

ARST Historical Cash Spend by Project Type, \$



ARST Historical Cash Spend by Project Type, %



Council Agenda Item Report

Meeting Date: September 21, 2023

Submitted by: Michelle Kellogg

Submitting Department: Sustainability

Item Type: Information

Agenda Section: 9:45 a.m. - LONG-RANGE PLANNING INITIATIVES

Subject:

Rocky Mountain Power Infrastructure

Suggested Action:

Attachments:

[RMP Infrastructure Staff Report](#)

[Exhibit A: RMP Infrastructure Presentation](#)

Topic: Rocky Mountain Power Infrastructure & Substation Relocation
Author: Luke Cartin
Purpose: Discuss project complexity, potential scope and phases, and obtain Council public policy direction and strategy prior to additional time and resource allocations
Stakeholders: Abutting property owners, public utilities and Special Districts, PSOPA

Introduction:

For several decades, there has been an intermittent desire to relocate the Park City RMP Substation and underground its associated infrastructure.

- The project cost and overall complexity, moving impacts to other locations, and disparate property ownership have been perennial barriers to successful relocation, with several previous initiatives involving studies, negotiations with RMP, and community planning meetings.
- With the Bonanza Park Small Area Plan, Feasibility District Study, and Homestake Affordable Housing Public-Private-Partnership well underway, there is renewed community and Council interest in reducing RMP infrastructure, including relocating the substation and transmission lines.
- See attachment for an aerial view of the location and associated RMP infrastructure. As you can see, RMP impacts in the area are pervasive and necessary to support the community's electrical needs. The impacts impinge on the value of both public and private property.
- Mayor Worel and Councilor Rubell, along with professional staff, met with RMP on several occasions this summer to once again investigate future options, costs, construction, property easements, and a host of other important considerations for an infrastructure project of this magnitude.
- Preparing a new location to relocate the substation, undergrounding aerial lines, and moving underground infrastructure, and procuring new property easements could cost more than \$50 million and take several years to a decade to complete.
- As a result, we recommend a 2-phased approach to formally assess costs and scheduling and maximize potential community benefits.

Additional analysis, considerations, and externalities:

PHASE 1 - Transmission Line Existing Alignment: The aerial Snyderville transmission circuit traverses the backside of Boot Hill, parallel to Lucky John Drive, turns down Monitor Drive, crosses the PC Cemetery, and bisects the Bonanza District to enter the RMP substation. It has a 60-foot aerial easement that limits what can be done beneath the transmission lines.

- Potential Future Alignment: New equipment must be added to the RMP substation to accommodate the undergrounding of aerial transmission lines. As contemplated, transmission lines could travel underground beneath Woodbine Way, take a left at Kearns Boulevard, run under Kearns Boulevard, and emerge by taking a right on or near Boot Hill to go vertical at a new tower to tie into the existing overhead Snyderville transmission system (the connection comes in from HWY-224 and the Kimball Junction area).

- Under the concept, an additional conduit can be installed concurrently and adjacent to the underground transmission line to create a future opportunity to allow a potential substation relocation.
- *Proposed cost to underground the Snyderville transmission line section: ~\$9 million*
- The new underground transmission alignment would remove the aerial easements from Bonanza District, PC cemetery (creating an additional 70 burial plots), remove towers and transmission lines from the north side of Boot Hill, and reduce impingements on private property.
- The project could be accomplished as a standalone project and does not obligate PCMC to pay for a future RMP substation relocation.
- Recommended Next Step for Discussion: Immediately procure and complete a utility feasibility study in collaboration with RMP, expected cost \$150K or more, to identify equipment, easements, timeline, and further cost refinement. This expenditure is budgeted in FY24.

PHASE II – Relocation of RMP substation, and underground remaining transmission lines: an incredibly complex utility project in collaboration with RMP and private property owners that would take at least 5-7 years to complete. RMP does not need to upgrade or replace the current substation, so the City would bear most costs, pending an intricate and likely long negotiation with RMP and private property owners.

- Locate and prepare a new RMP substation site: A new site would have to be created with new easements for access. The site could be on city-owned land at the base of Boot Hill, but requires RMP and private property collaboration.
- New RMP substation equipment: new equipment is required to be operational before the old RMP substation is taken offline and deconstructed. A credit would be given to the City for the old substation equipment.
- Reroute all underground distribution: much of Park City's homes and businesses are powered by distribution lines that come from the PC substation (transmission brings the power into our community at the RMP substation; distribution takes the power and distributes it from the RMP substation throughout the community to our businesses and homes).
- Underground remaining RMP transmission lines: The new Snyderville transmission line would directly exit the new RMP substation overhead. We can also underground the additional transmission lines from the intersection of Bonanza and Deer Valley Drive to Woodbine Way. These lines would replace the Snyderville line and use the empty conduit to the new substation.
- Old substation site: RMP would transfer the old substation site (0.8 acre) to the City once a new RMP substation is online.

The total estimated cost is ~\$50 million. Based on the City's Capital Budget (CIP), we cannot afford a project of this magnitude without a major financial restructuring or new revenue source (additional public-private-partnerships, contributions from private property owners, economic development strategies, or defunding current CIP projects). Fortunately, Phase I is likely achievable, pending future annual budget process and prioritization. Phase II, however, requires ongoing public policy commitment from the City Council, and likely a new and comprehensive financial strategy that includes economic development, public-private-partnerships, and contributions from private property owners.

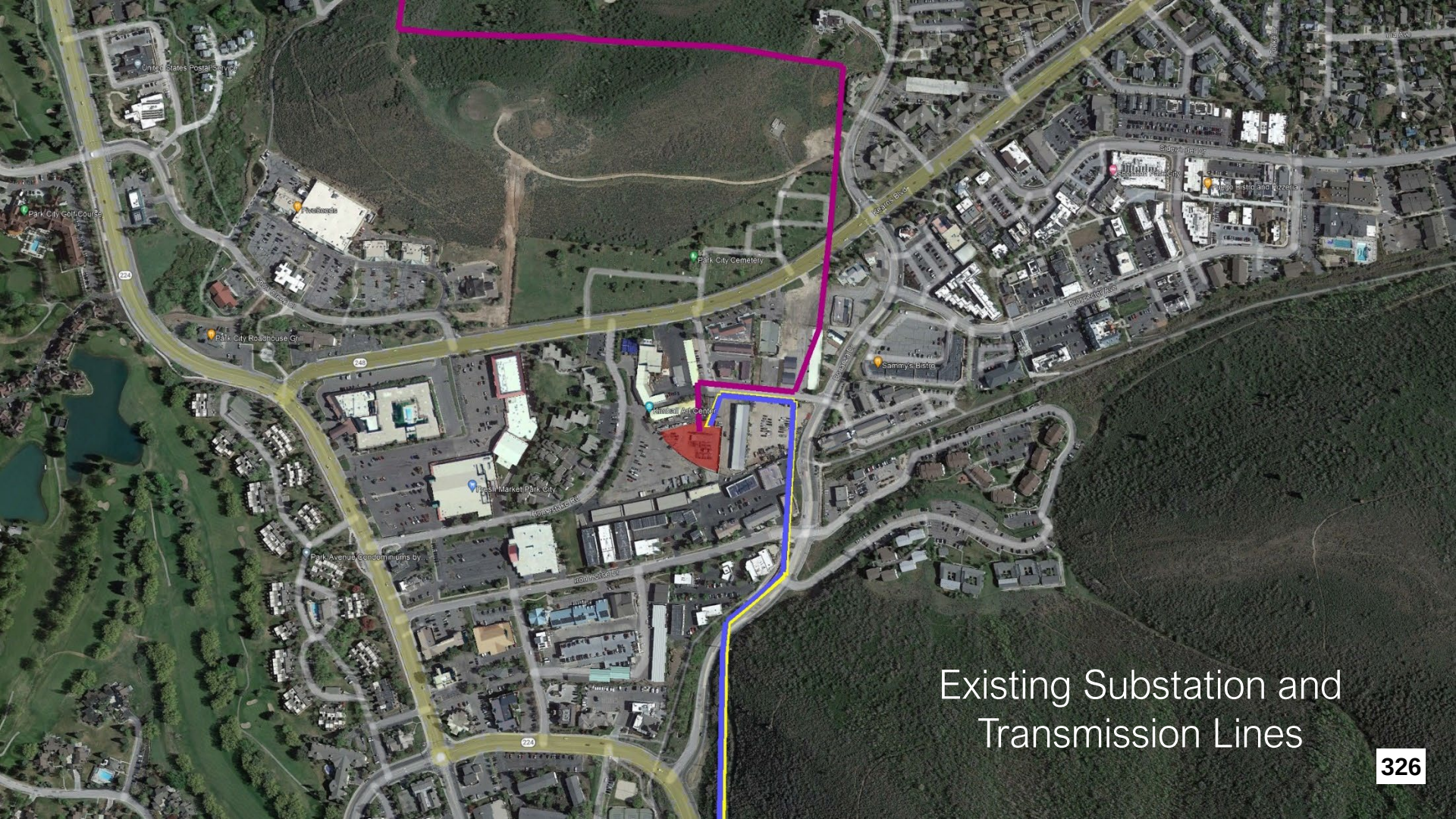
Conclusion:

- By breaking this project into two phases, we can potentially meet the desire to reduce the impacts of RMP infrastructure and equipment in the Bonanza Park area and set the groundwork for a future RMP substation relocation. In other words, authorizing a feasibility study does not compel or require the City to move forward. Instead, it continues to quantify the scale and scope of potential City investment and provides quality information to continue to formulate future policy decisions.
- Undergrounding the Snyderville transmission lines as a Phase I removes public and private property impingements in the Bonanza area, reduces visual impacts on Boot Hill, adds an additional 70 plots in the PC Cemetery, and propels future discussions to relocate the RMP substation.
- Consider authorizing a utility feasibility study to conduct Phase I.

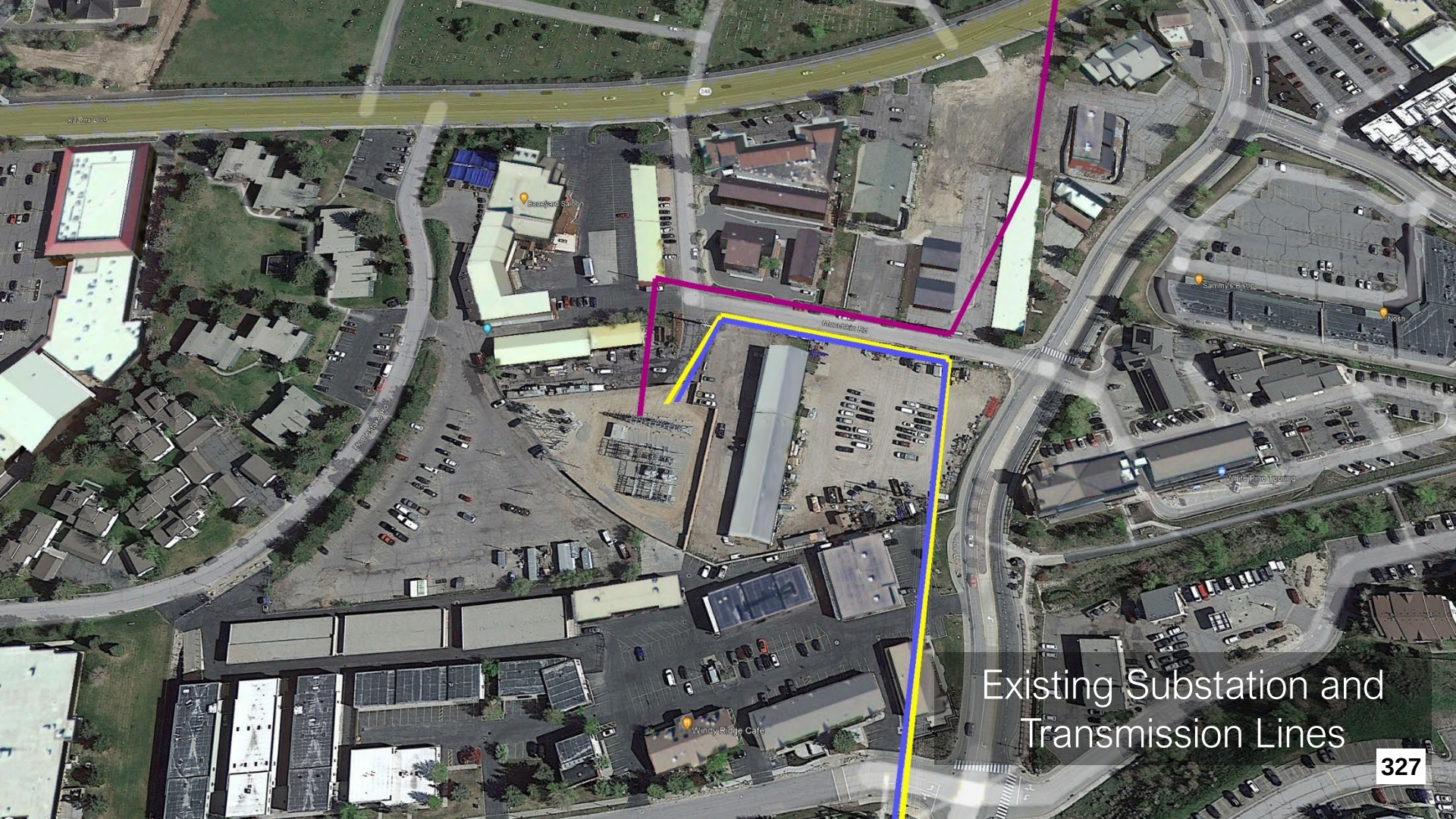
Attachment A: PowerPoint

Rocky Mountain Power Infrastructure

City Council Retreat
September 2023



Existing Substation and
Transmission Lines



Existing Substation and
Transmission Lines

Phase 1

- Underground **Snyderville** Transmission Line + Conduit to Boot Hill
- Overhead Snyderville on Boot Hill and reconnect to existing line
- Estimated Cost: ~\$9 Million
- Next Step: Feasibility Study (\$150k)

Overhead

Underground

Existing Snyderville

Phase 1

Google Earth

Overhead

Underground

Existing Snyderville

Phase 1

Google Earth

Overhead

Underground

Existing Snyderville

Phase 1

Google Earth

Overhead

Underground

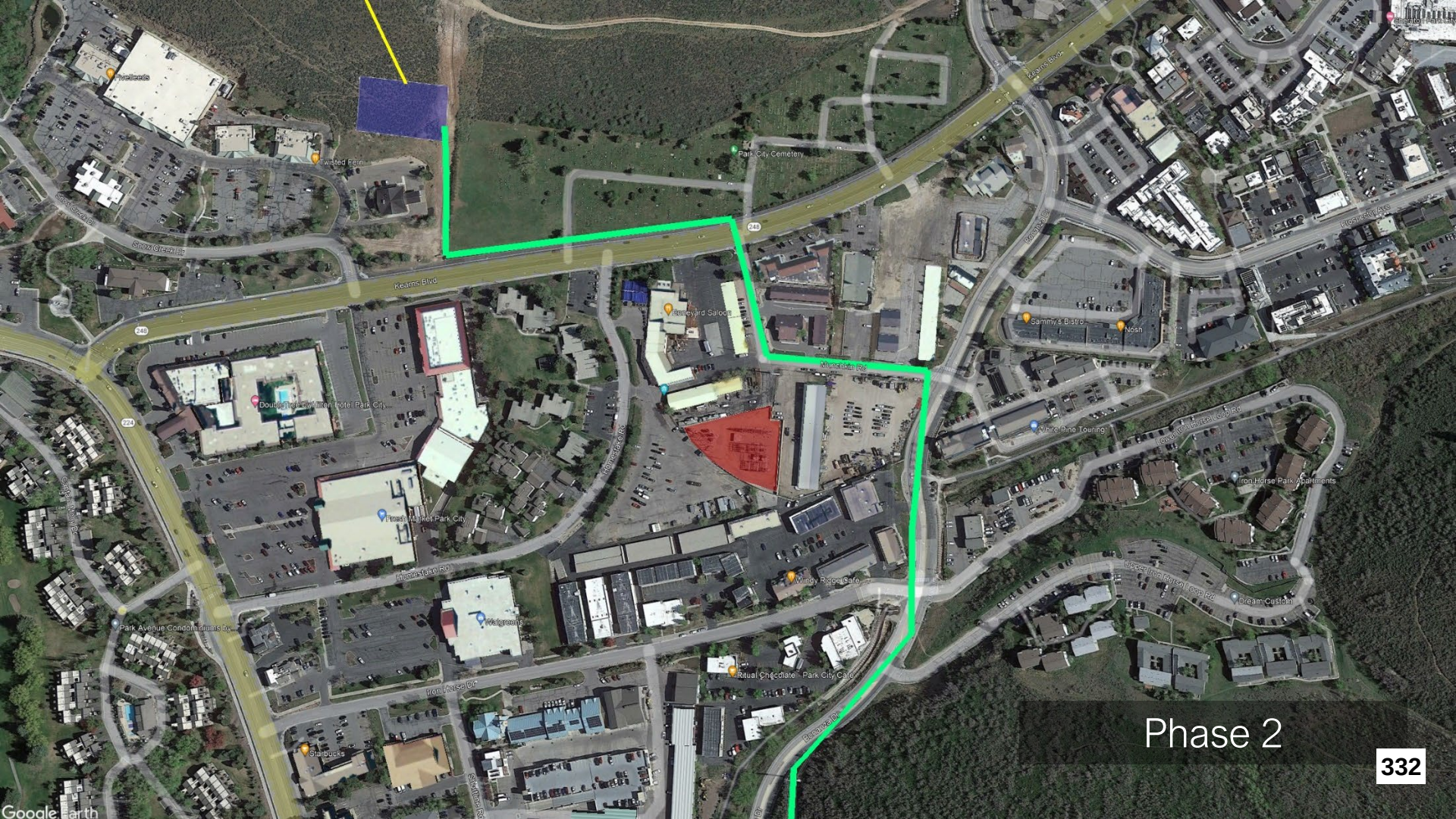
Existing Snyderville

Phase 1

Google Earth

Phase 2

- Prep new substation site and purchase new equipment
 - Underground Judge and Silver Creek Transmission Lines
 - Reroute all distribution lines
 - Purchase/record new easements
 - Credits: old substation site, existing equipment
-
- Estimated Cost: ~\$50 Million+



Phase 2

332

Conclusion

- By breaking this project into two phases, we can potentially meet the desire to reduce the impacts of RMP infrastructure and equipment in the Bonanza Park area and set the groundwork for a future RMP substation relocation.
- Undergrounding the Snyderville transmission lines as a Phase I removes public and private property impingements in the Bonanza area, reduces visual impacts on Boot Hill, adds an additional 70 spaces in the PC Cemetery, and propels future discussions to relocate the RMP substation.
- Consider authorizing a utility feasibility study to conduct Phase I.

Council Agenda Item Report

Meeting Date: September 21, 2023

Submitted by: Michelle Kellogg

Submitting Department: Executive

Item Type: Staff Report

Agenda Section: 2:15 p.m. - MAYOR'S
TRANSPORTATION INITIATIVES

Subject:

Winter Peak Traffic Mitigation Efforts Update

Suggested Action:

Attachments:

[Winter Peak Traffic Update](#)

WINTER PEAK DAY OPERATIONS 2023-24

UPDATE

Peak Day Calendar

2023-2024

WINTER PEAK DAY CALENDAR

November '23							December '23							January '24						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4						1	2		1	2	3	4	5	6
5	6	7	8	9	10	11	3	4	5	6	7	8	9	7	8	9	10	11	12	13
12	13	14	15	16	17	18	10	11	12	13	14	15	16	14	15	16	17	18	19	20
19	20	21	22	23	24	25	17	18	19	20	21	22	23	21	22	23	24	25	26	27
26	27	28	29	30	31		24	25	26	27	28	29	30	28	29	30	31			
							31													
February '24							March '24							April '24						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2	3						1	2		1	2	3	4	5	6
4	5	6	7	8	9	10	3	4	5	6	7	8	9	7	8	9	10	11	12	13
11	12	13	14	15	16	17	10	11	12	13	14	15	16	14	15	16	17	18	19	20
18	19	20	21	22	23	24	17	18	19	20	21	22	23	21	22	23	24	25	26	27
25	26	27	28	29			24	25	26	27	28	29	30	28	29	30				
							31													

Winter Peak Days

Deer Valley Resort Opens

Park City Mountain Opens

Sundance Film Festival Peak Days

FIS World Cup Peak Days

Total Peak Days = 66

Nov 17	Opening Day PC MTN	Feb 1-4	FIS World Cup
Dec 2	Opening Day Deer Valley	Feb 16-19	President's Day/Peak Ski
Dec 22- Jan 1	Holiday Week/Peak Ski	March Weekends	Peak Ski/Spring Breaks
Jan 12-15	MLK Holiday/Peak Ski		
Jan 18-28	Sundance Film Festival		



Peak Day Calendar

- 66 Peak Days (93 Peak Days in 2022-23)
- Special Event Impacts vs. Ski tourism
- Fewer days due to Mondays and Thursdays being removed when not associated with a holiday or event period
- Internal Calendar with staffing levels
- 21 days identified as Max Peak Days centered around holiday periods and special events
- Shift allows for better resource allocation around the busiest days allowing for pedestrian safety operations and implementation of temporary traffic control measures during egress





RESIDENTIAL PROTECTION

- Thaynes Cyn. Drive
- Pay Day Drive
- Hillside Ave/Prospect Ave
- 14th and 15th Street Re-routes
- Snowcrest Driveway





Re-Routing 14th and 15th Streets

- Re-Routing traffic begins on opening day of ski season (Nov. 17th)
- Barriers remain in place for entirety of ski season
- City and PCM committed to clearing snow around barricades and on the east end of the PCM main lot near 14th Street
- Neighborhood outreach in late October, residents invited to share concerns and attend winter projects events
- Security or parking staff posted at the Snowcrest entrance at 15th and Woodside
- Pedestrian safety signage placed on Empire Avenue at 14th Street



Temporary Traffic Control Measures at Egress

- **Subject to UDOT approval**
- Executed on 21 Max Peak Days (Christmas/New Year, MLK, FIS World Cup, and Presidents Day)
- Piloted on December 8th and 9th
- Cannot execute during winter storms
- Designed to improve traffic flow and prevent weaving at key intersections and improve transit efficiency

WINTER PEAK DAY TRAFFIC CONTROL PATTERNS



**SR248 &
SIDEWINDER**

Legend
PERMENANT:
NO LEFT TURN
WHEN FLASHING

RIGHT
TURN
ONLY

POLICE VEHICLE

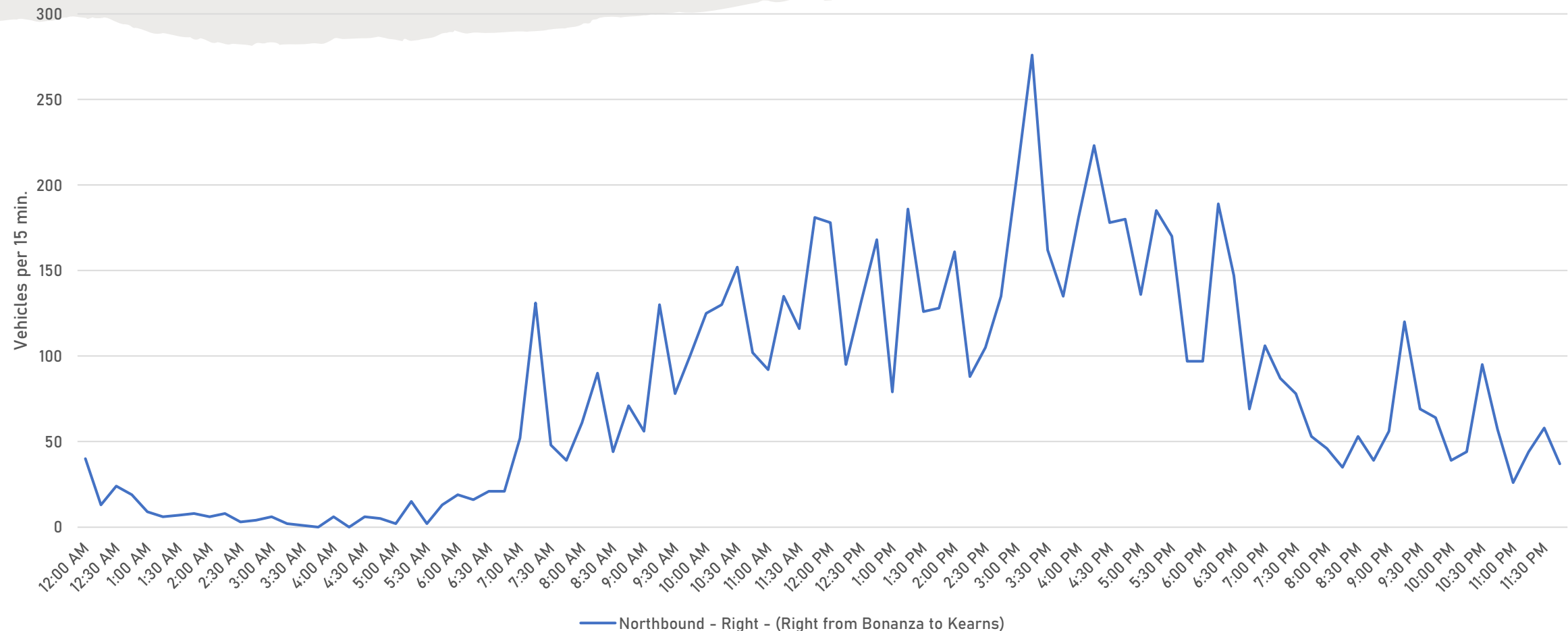
BONANZA & SR248

SHOULDER
TRANSIT
BUSES &
RIGHT
TURN ONLY
24 HOURS

RIGHT
TURN
ONLY

Bonanza to Kearns – Peak Day Data

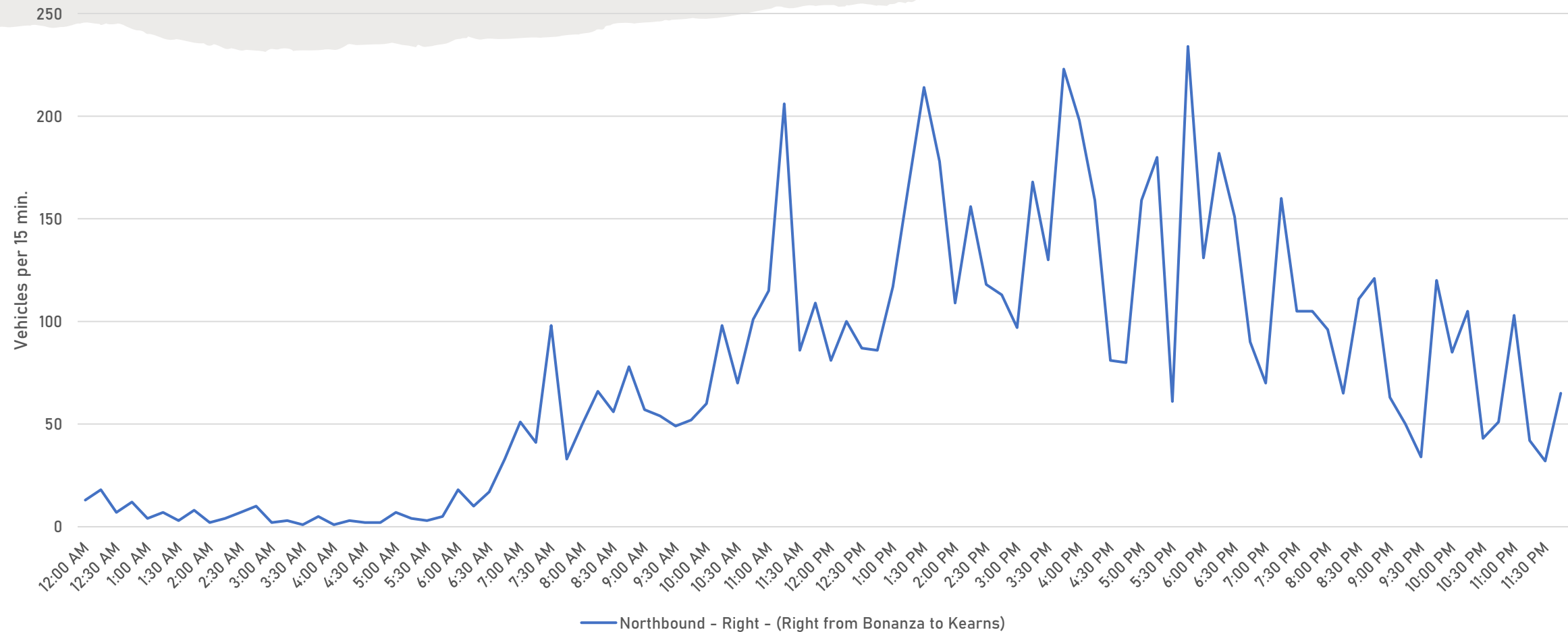
Kearns & Bonanza Dr., Northbound - Right, December 9, 2023



Source: UDOT ATSPM, PCMC. As of December 9, 2022.

Bonanza to Kearns – Peak Day Data

Kearns & Bonanza Dr., Northbound - Right, - December 22, 2023



Source: UDOT ATSPM, PCMC. As of December 22, 2022.

NO
LEFT
TURN

BONANZA & SR224

RIGHT
TURN
ONLY

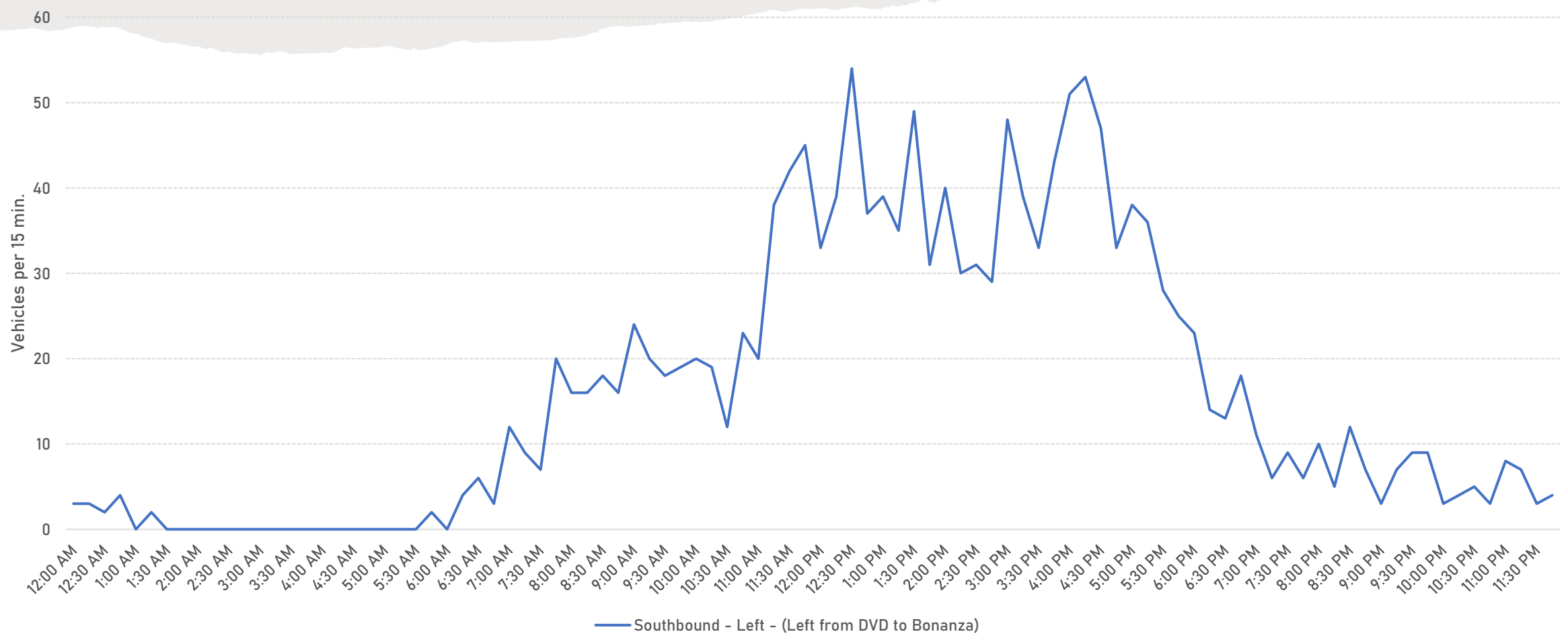
PARK CITY

1881

344

Deer Valley Drive to Bonanza – Peak Day Data

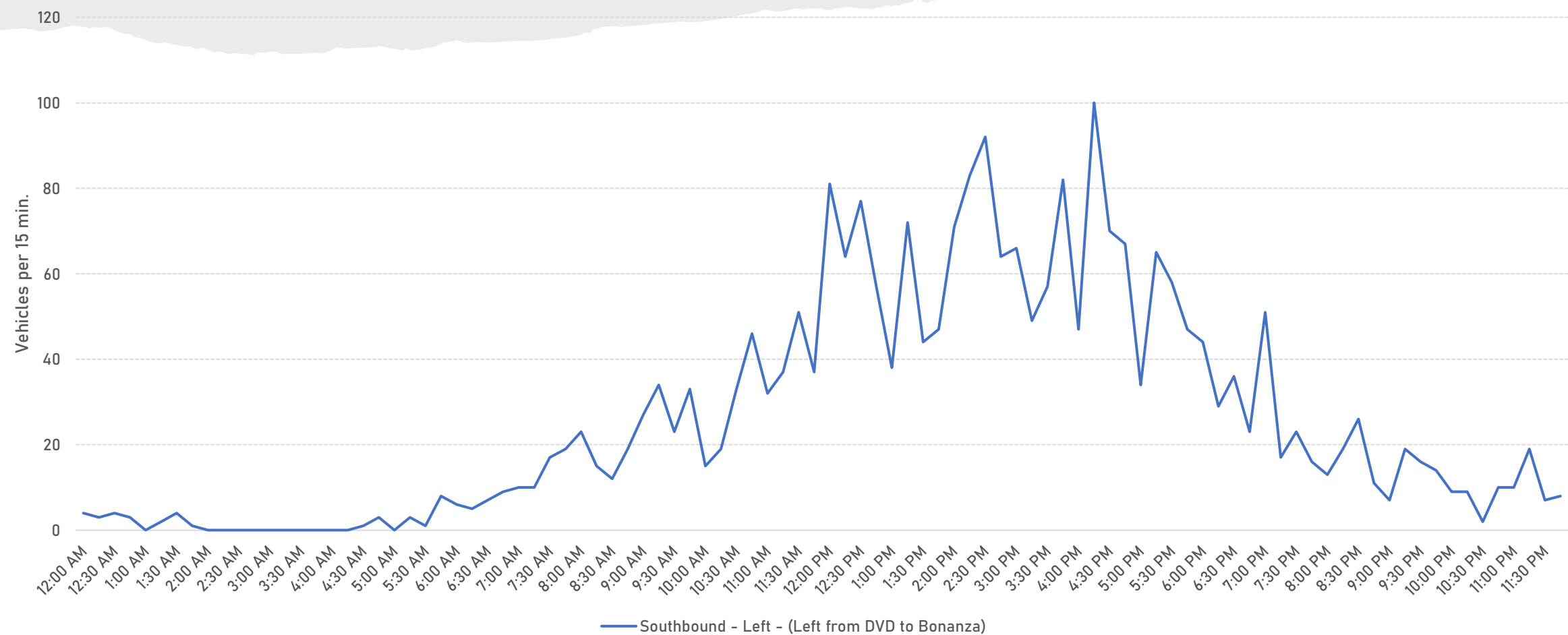
Deer Valley Dr. & Bonanza Dr., Southbound Left, December 9, 2022



Source: UDOT ATSPM, PCMC. As of December 9, 2022.

Deer Valley Drive to Bonanza – Peak Day Data

Deer Valley Dr. & Bonanza Dr., Southbound Left, December 22, 2022



Source: UDOT ATSPM, PCMC. As of December 22, 2022.

Council Agenda Item Report

Meeting Date: September 21, 2023

Submitted by: Michelle Kellogg

Submitting Department: Transportation Planning

Item Type: Staff Report

Agenda Section: 2:15 p.m. - MAYOR'S
TRANSPORTATION INITIATIVES

Subject:

Regional Transportation Convening and Emerging Disruptors Committee Updates

Suggested Action:

Attachments:

[Transportation Initiatives Staff Report](#)

[Exhibit A: Initial Emerging Disruptors Topics](#)

[Exhibit B: Dedicated Bus Lanes/High Occupancy Vehicle Lanes](#)

[Exhibit C: One-way Loop](#)

[Exhibit D: Urban Aerial Gondola](#)

[Exhibit E: Passenger Rail](#)

[Exhibit F: Salt Lake City International Airport Connections](#)

[Exhibit G: Arterial Reversible Flex Lane](#)

Topic: Mayor's Transportation Initiatives
Author: Hannah Pack and Alex Roy, Transportation Planning
Purpose: Provide an update on the Emerging Disruptors Committee and the Regional Transportation Convening

Over the past year, Mayor Nann Worel and the Park City Transportation Department put together two groups of community stakeholders to discuss long-range, comprehensive, and potentially transformational opportunities to improve transportation in greater Park City. The Council Retreat discussion will provide an update on the purpose, ideas, and progress made.

Park City is renowned for world-class recreation, historic charms, and cultural events. These add vibrancy to the community but coupled with our proximity to a major metropolitan area and the 3rd fastest-growing county in the United States, they come with transportation issues. While Park City has seen transportation concerns in the past, Utah's rapid growth and rising visitation have forced us to look beyond traditional travel solutions and look toward regional collaboration and new transportation ideas and technologies.

Despite the challenges, there is a greater willingness to partner, coordinate, and accelerate infrastructure projects of magnitude and regional significance than ever before. Thank you to the numerous smart and committed volunteers and partners who have helped us identify transportation and land-use initiatives, plans, and processes. Your input and support are the type of commitment that makes Park City's outlook positive and exciting.

Regional Transportation Convening

In November 2022, the Mayor convened a group of elected officials and professionals from multiple regional partners to discuss regional transportation projects and proposed developments that will significantly impact regional transportation conditions. The group is extensive and includes representatives from Park City Municipal, Summit County, Wasatch County, High Valley Transit, Park City Mountain, Deer Valley, Utah Olympic Foundation, Park City Chamber, Extell, and MIDA.

Local ski resort development and the potential return of the Olympics serve as opportunities to push forward needed projects by attracting State and Federal reinvestment in our region.

Over the past nine months, existing travel conditions, new or planned developments, and how to work collectively to identify shared goals and use collective influence to make substantial investments in our regional transportation systems have been discussed. Meeting topics include:

- Inaugural Convening meeting (November 2022)
- Traffic and Travel Data Overview (January 2023)

- Overview of the Spring Park City Council Retreat (March 2023)
- Agency project list discussion (April 2023)
- Overview of upcoming developments in Eastern Summit County (May 2023)
- Mayflower development presentation and tour (June 2023)
- Vision, goals, and regionally significant project discussion (September 2023)

Based on these discussions and group recommendations, Park City and agency partners are producing a set of agreed-upon regionally significant future transportation projects, a visual guide that describes regional and collaborative transportation approaches, and a vision statement. The next Regional Convening meeting is scheduled for October. Following this meeting, recommendations and next steps will be presented in a Park City Council meeting.

Emerging Disruptors: The Future of Transportation Study

In 2021, Park City was awarded an \$80,000 grant from the Utah Department of Transportation (UDOT) to study emerging technologies and disruptive ideas. At the [March 31, 2022, Council meeting](#), an initial “[disruptive ideas list](#)” was presented in response to growing calls for innovation and bold action. The study is focused on technologies and infrastructure that have the potential to alter the way people travel to and around Park City. The disruptive list was also discussed at the February 2, 2023, Council meeting, resulting in the recommendation to move the grant project forward.

The Emerging Disruptors Committee kicked off in May 2023 to examine various transportation concepts that have the potential to transform Park City’s transportation system. Working with an outside transportation team, [Kimley-Horn](#), the project team has hosted seven workshops since May 2023 with a resident stakeholder committee selected by Mayor Worel. The committee includes:

- | | |
|-------------------|-----------------------|
| • Casey Christ | • Caroline Rodriguez |
| • Josh Finken | • Victoria Schlaepfer |
| • Christine Hesse | • Henry Sigg |
| • Herve Lavenant | • Peter Tomai |
| • Tarra McDonald | • Steven Yevoli |

The committee ranked and selected eight topics from a list of seventeen for individual workshops (Exhibit A). Each workshop includes a brief background of the topic, examples from other cities, and a thorough discussion among stakeholders, transportation professionals, and Kimley Horn’s national subject experts. Topics selected and discussed by the stakeholder committee include:

- Dedicated bus/HOV lanes (July 20, 2023)
- One-way loop concept (July 27, 2023)
- Aerial gondolas (August 21, 2023)

- Passenger rail (August 30, 2023)
- Salt Lake City Int'l Airport connections (September 6, 2023)
- Reversible arterial flex lanes (September 12, 2023)
- Vehicle-free/restricted zones (September 18, 2023)

The final topic workshop, scheduled for October 3, will consider tunneling. Topics not selected by the stakeholder group are being studied by a graduate student at the University of Utah and by students in the local [PCCAPS](#) program at Park City High School.

To conclude the study, a final workshop will be held with the stakeholders to form final recommendations. This winter, the project team will present the committee's recommendations to City Council.

Exhibits

Exhibit A: Disruptive Ideas proposed to the committee

Exhibits B-G: Emerging Disruptors background & discussion handouts

INITIAL EMERGING DISRUPTORS LIST

Updated: May 25, 2023

Park City initiated the Park City Emerging Disruptors: Future of Transportation Study to provide better mobility by integrating emerging forms of disruptive technologies into our transportation network. The study will identify and explore several “emerging disruptors” that have the potential to help Park City achieve its transportation goals.

Table 1 presents an initial list of 17 potential emerging disruptors that may be explored in the study. An initial list of Emerging Disruptors was presented to [City Council](#) on March 31, 2022. The list has been subsequently revised based on a review of previous plans and studies, input from City staff, and discussion with the Stakeholder Committee on May 2, 2023.

The Stakeholder Committee is asked to review and rate ([through this survey](#)) the list of “emerging disruptors”. The eight highest-scoring disruptors will be explored in upcoming Stakeholder Workshops focused on each of the disruptors.

Table 1 includes the disruptor, description, and the workshop focus should the disruptor be further explored.

#	DISRUPTOR TITLE	DESCRIPTION
1	Smart Corridors: Connected Vehicles	Use of advanced technologies such as sensors, radar, and communication systems to provide communication and data transfer between vehicles and roadside infrastructure. Vehicles wirelessly share critical information about their position, speed, and brake system status. Roadside infrastructure processes the information and communicates to the vehicle, providing motorists with full awareness of the driving environment. Potential benefits include improved safety and mobility, and more efficient use of transportation assets. <i>Workshop focus:</i> Explore infrastructure needs (detection, communication), deployment requirements on City streets, and potential benefits from V2I deployment on City streets. Initial deployment would likely be limited to City vehicles and transit.
2	Intelligent Transportation Systems	Evolving intelligent transportation systems (ITS) technologies, smart corridors and smart infrastructure. Through use of ITS, transportation professionals manage corridors and make operational decisions based on real-time data and information. <i>Workshop focus:</i> Explore how SR 248 and SR 224 can be better managed using ITS and coordinated operations by UDOT, Park City, Park City Transit, and High Valley Transit. This requires coordination between agencies, implementation of multi-agency management strategies, and communication links between agencies.

3	Mobility on Demand	Use of technology platforms such as smartphone apps to enable users to request, pay for, and receive transportation services such as taxi and bus, as well as bike-sharing, car-sharing, parking, and ride-hailing services. The App provides multi-modal routing, cost, travel time and fare payment. The app would make non-driving modes easy to access and incentivize shifts from personal vehicles to other modes. The app would track decisions from users and ridership/usage of major services. <u>Workshop focus:</u> Should Park City plan, purchase, and deploy an Integrated Mobility Management Platform app with parking, congestion, transit, bike share, carshare, and other transportation options.
4	Curbside Management	Curbside management seeks to inventory, optimize, allocate, and manage the curb space to maximize mobility, safety, and access for the wide variety of curb demands including ride-hailing, electric vehicle charging, transit, freight, active transportation, and special events. <u>Workshop focus:</u> Explore needs and best practices that Park City can use to manage curb space for accessibility, delivery access, pedestrians, active transportation, micro-mobility, and parking.
5	Dynamic Pricing (Congestion Pricing) and Tolling	Congestion pricing and tolling along gateway corridors. Tolling is used to manage vehicle demand (discourage demand) and to fund infrastructure costs. <u>Workshop focus:</u> Consider potential applications to implement dynamic pricing (tolls) which are continually adjusted to main free-flowing traffic. Prices increase when the tolled lane(s) approaches capacity and decreases when there is available capacity. The system would be implemented on major corridors such as SR 224 or SR 248.
6	Active Parking Management	Dynamic management of parking facilities to optimize utilization of those facilities while influencing travel behavior at various stages along the trip making process: i.e., from origin to destination. Dynamically managing parking can affect travel demand by influencing trip timing choices, mode choice, as well as parking facility choice at the end of the trip. <u>Workshop focus:</u> Explore opportunities to positively impact traffic flow in Park City by providing real-time parking information to users, ensuring availability of spaces to reduce circling around parking facilities. Strategies could include required parking reservations for event and resort visitors.
7	Local and Regional Transit Enhancements	Improve convenience, comfort, and effectiveness of local and regional transit. Local enhancements may include advanced technology to collect, manage, and monitor transit data. <u>Workshop focus:</u> Engage local and regional transit agencies in a discussion of need/demand, opportunities, challenges, and costs of enhanced regional transit connections to Salt Lake City.
8	Salt Lake City International Airport Connection	Explore opportunities and effectiveness of direct and integrated transit connections to Salt Lake City Airport.

		<u>Workshop focus:</u> Brainstorm ideas to provide a seamless connection. This could include partnerships with airlines to provide a seamless connection to Park City.
9	Land Use Policy	Establish land use policies such as increased density and less parking to reduce reliance on single-occupancy vehicles, and increased utilization of walking, bicycling, and transit. <u>Workshop focus:</u> Discuss best practices from other resort communities to integrated land use planning to transportation impacts. Resultant policies could include reassessment of parking minimum requirements for Travel Demand Management elements for new development.
10	E-Bike and EV Public Charging	Strategically deploy EV charging infrastructure and establish an interconnected network to facilitate data collection, access, and reliability, to help City achieve sustainability goals. <u>Workshop focus:</u> Explore need for, and opportunities to expand curbside charging opportunities to incentivize vehicle owners and private companies to switch to electric modes of transportation. Identify need for electric bike and electric vehicle charging.
11	Vehicle-Free Zones	Establish pedestrian zones or districts where vehicle access is restricted. <u>Workshop focus:</u> Explore opportunities to implement car-free zones, in which private vehicles are restricted. The zones would be focused around downtown or other areas. Zones would be re-designed to prioritize people walking and bicycling. Walking would serve as the primary transportation mode.
12	One-way Loop	Create a one-way loop (Bonanza, Kearns Blvd., Park Ave., Deer Valley Dr.) to improve traffic flow. <u>Workshop focus:</u> Consider implementation options, benefits, and trade-offs of a one-way loop system in Park City to improve traffic flow. Loop may consist of Bonanza, Kearns Blvd., Park Ave., Deer Valley Dr.).
13	Tunnels	Underground network of tunnels in which electric vehicles or transit travel at higher speeds between stations or entry points. The tunnels are sized to fit an electric vehicle or bus at speeds of approximately 40 mph. The tunnels are one-way and intended to reduce travel time between destinations. The tunnel in Las Vegas, NV was constructed by “The Boring Company”. <u>Workshop focus:</u> Workshop would illustrate examples (Las Vegas) of a network of tunnels connecting key destinations in Park City, such as Kimball Junction, Park City Mountain Resort, downtown and Deer Valley.
14	Passenger Rail	Construct a rail-based transit system, options include light rail, streetcar, commuter rail, automated people movers, or monorail. <u>Workshop focus:</u> Workshop would explore opportunities and appetite for rail-based transit in Park City, connecting portions such as Kimball Junction to destinations. Workshop would highlight potential cross-sections and associated R/W impacts.
15	Aerial Gondola/Tramway	Construct an aerial gondola or tramway, connecting park and ride lots to destinations in Park City.

		<u>Workshop focus:</u> Workshop would explore opportunities, need, and appetite for an aerial gondola in Park City, connecting areas such as Kimball Junction to destinations. Workshop would explore effectiveness, potential route, and impact considerations (e.g., R/W, height).
16	Dedicated Bus Lane/Transit Way	Construct segments of transit-only lanes on major corridors such as SR 224, from Kimball Junction to downtown Park City. System would consist of dedicated. <u>Workshop focus:</u> Explore opportunities to implement dedicated bus lanes to expedite travel time through congested segments. Note that dedicated bus lanes will be incorporated into Bus Rapid Transit under design for SR 224.
17	Arterial Reversible Flex Lane	Construct a reversible lane on SR 224 or SR 248 in which traffic may flow in either direction: inbound during the morning on a “snow day”, outbound in the afternoon, and a two-way left turn lane during off-peak hours. Control is provided through signage, or overhead signals. When applied, left turn movements to adjacent driveways would be restricted. <u>Workshop focus:</u> Workshop would explore the viability of reversible reversible flex lanes to improve Park City’s thru-put and traffic flow during peak hours. Examples of other communities could be shared, and a summary of impacts and potential benefits.



Dedicated Bus Lanes/High Occupancy Vehicle Lanes

Date: Thursday, July 20, 2023

Disruptor Description

Construct transit-only lanes (Bus Rapid Transit) or high-occupancy vehicle (HOV) lanes on major arterial corridors.

Workshop Focus

This workshop will explore Stakeholder Committee interest in:

1. Extending the planned SR 224 BRT system to directly connect to Park City Mountain Resort and Deer Valley Resort, or on SR 248.
2. Expand the planned SR 224 BRT system to provide dedicated transit lanes along SR 224, to Old Town, Park City Mountain, Deer Valley, and/or other transit locations
3. Constructing HOV lanes on SR 224 or SR 248.
4. Additional right-of-way acquisition or traffic lane modifications to accommodate dedicated transit-only lanes within town.

Background Information

Transit-only lanes are a portion of the street designated by signs and markings for preferential or exclusive use of transit vehicles. This lets buses avoid congestion created by personal vehicles, helping increase their speed, punctuality, and reliability, and encouraging utilization by residents and visitors.¹

HOV lanes are one or more lanes that have restrictions on use to encourage ridesharing. Rules for HOV lanes vary and are usually posted. Typically, HOV lanes are open to motor vehicles carrying two or more people. Access restrictions on HOV lanes can apply 24-hours a day or only during peak congestion periods. The goal of HOV lanes is to provide an incentive to use ridesharing and public transportation, offering corridor-wide mobility benefits. During periods of excess capacity on HOV lanes, high-occupancy toll (HOT) lanes could be considered. These differ from HOV lanes in that motor vehicles carrying only one person can use these lanes for a fee. HOT lane use may be restricted during the most congested periods.²

SR 224 Bus Rapid Transit Project

High Valley Transit in partnership with Park City and the Utah Department of Transportation (UDOT)³ completed the environmental clearance of a Bus Rapid Transit system on SR 224 and are preparing to move into the design phase. The project would extend for 7.1 miles from Kimball Junction to Old Town Transit Center, as shown in **Figure 1**. The [SR 224 BRT](#) is envisioned to enable the existing Route 10 White Electric Xpress bus service to operate as a true BRT system by providing frequent, fast, and reliable transit service. The BRT route will head south in mixed-flow traffic on North Landmark Dr to Olympic

¹ <https://nacto.org/publication/transit-street-design-guide/transit-lanes-transitways/transit-lanes/>

² <https://www.transportation.gov/mission/health/High-Occupancy-Vehicle-Lanes>

³ <https://sr224brt.com>



Pkwy, and east on Olympic Pkwy to SR 224. On SR 224, the route will transition to side-running, dedicated transit lanes to Canyons Resort Dr. Once back on SR 224, the BRT will be back in the dedicated transit lanes to the SR 224 and Kearns Blvd intersection, and the BRT will transition into mixed-flow traffic via Park Ave and Deer Valley Dr to the Old Town Transit Center. Proposed cross-sections are shown in **Figure 2**. is envisioned to enable the existing Route 10 White Electric Xpress bus service to operate as a true BRT system by providing frequent, fast, and reliable transit service. The BRT route will head south in mixed-flow traffic on North Landmark Dr to Olympic Pkwy, and east on Olympic Pkwy to SR 224. On SR 224, the route will transition to side-running, dedicated transit lanes to Canyons Resort Dr. Once back on SR 224, the BRT will be back in the dedicated transit lanes to the SR 224 and Kearns Blvd intersection, and the BRT will transition into mixed-flow traffic via Park Ave and Deer Valley Dr to the Old Town Transit Center. Proposed cross-sections are shown in **Figure 2**.

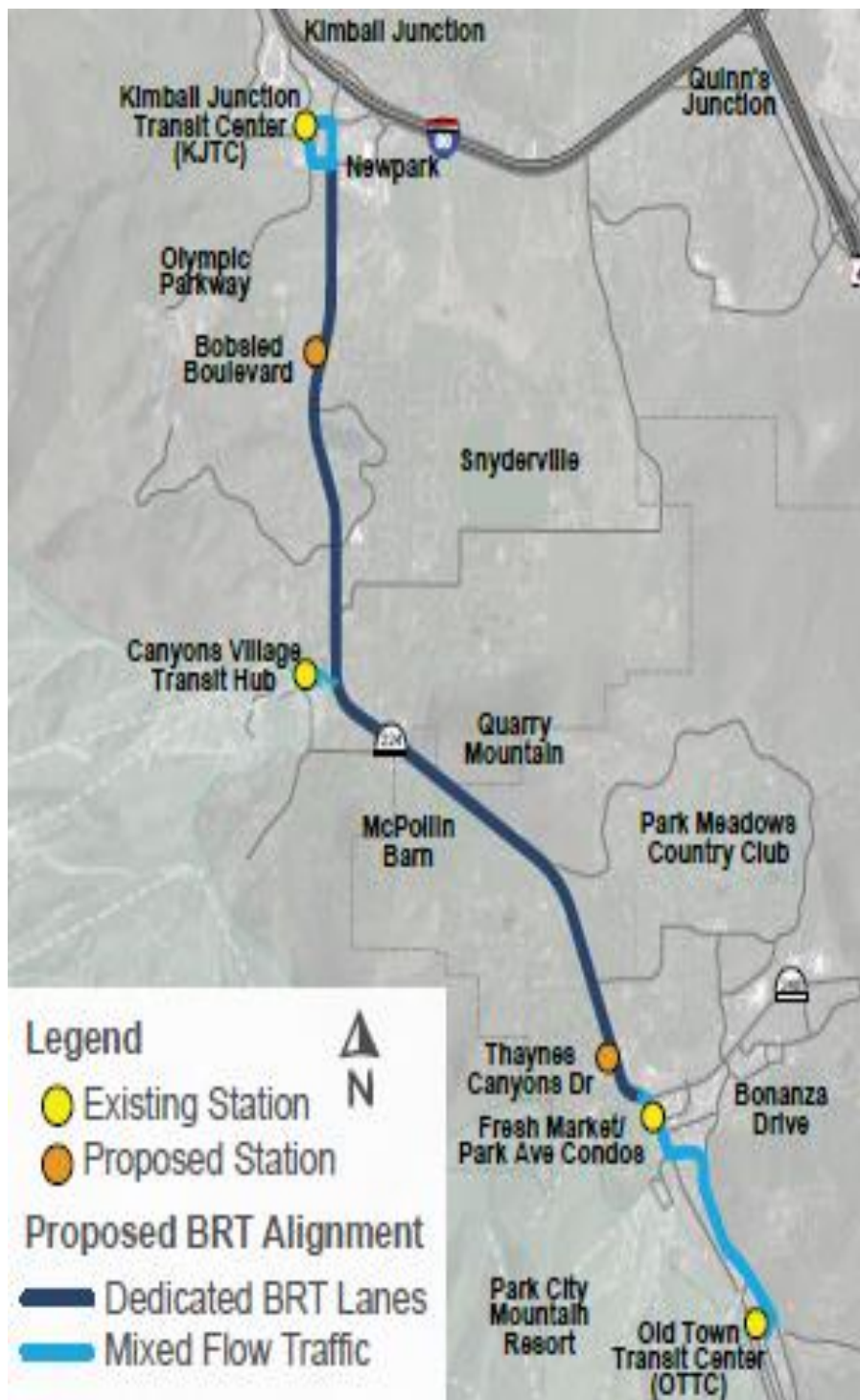
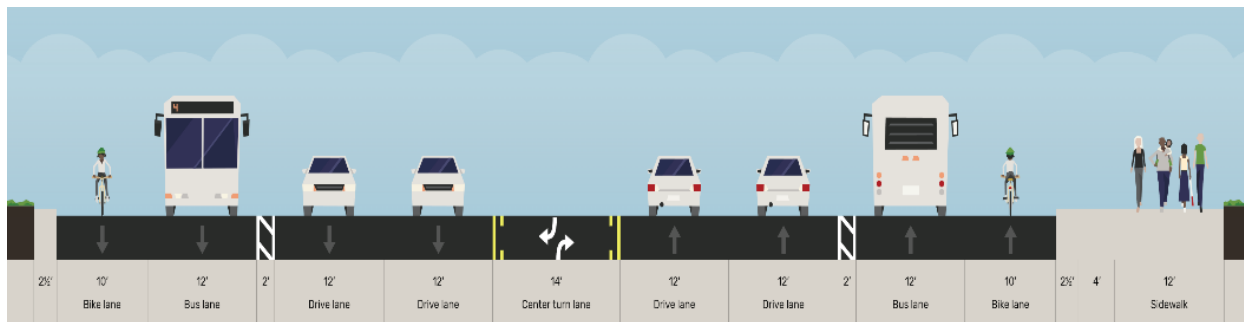
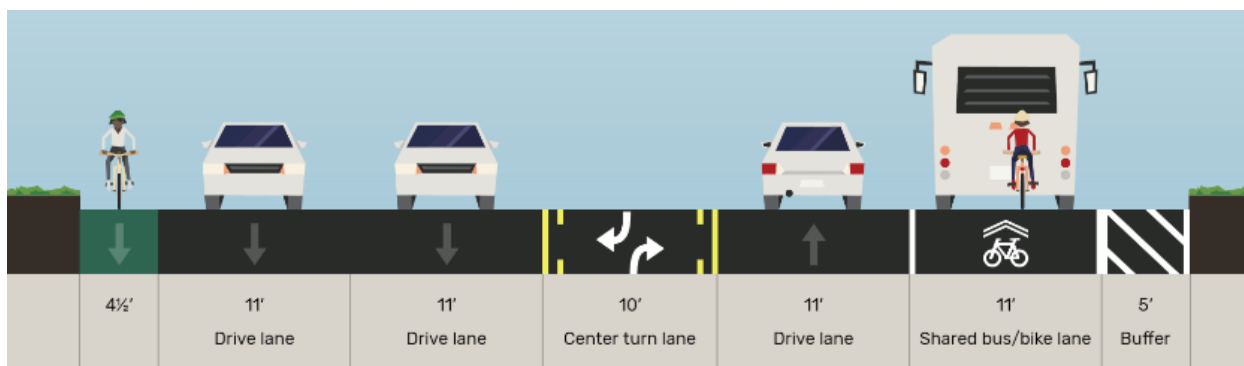


Figure 1 – SR 224 Proposed BRT



Dedicated BRT Lanes



Mixed Flow Traffic

Figure 2 – SR 224 Proposed BRT Cross-Sections

Best Practices and Case Studies

Mountain Line – Route 10, Flagstaff, Arizona



Photo Credit: Jake Bacon / Arizona Daily Sun

The Mountain Line, Flagstaff, Arizona, offers nine fixed-route bus services, paratransit, vanpool, and an express bus to Arizona's Snowbowl during the winter months. In 2011, the agency opened Route 10, a BRT line. Today, the route is 6.8 miles long, has 18 stations, and runs through the central part of Flagstaff, including through the Northern Arizona (NAU) campus. When NAU is in session, Route 10 runs on 10–20-minute headways. On weekends and when NAU is not in session, buses arrive every 20

minutes. During NAU's summer break, buses only arrive every 40 minutes.



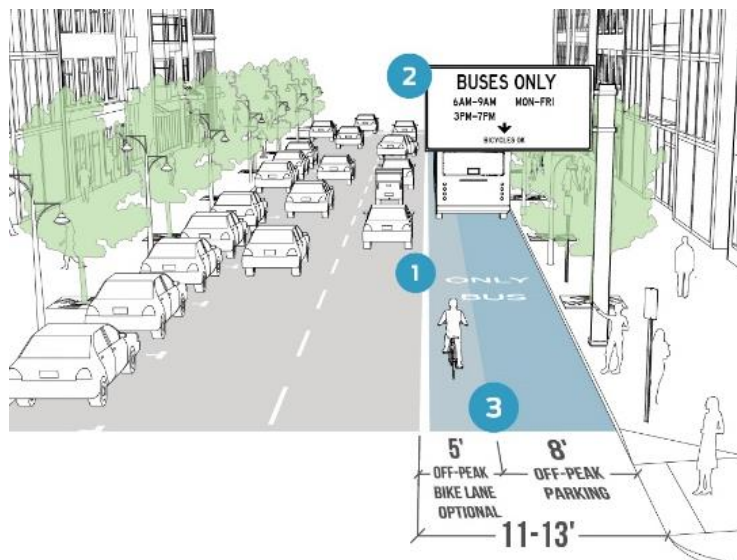
Brook Street BRT, Missoula, Montana

Mountain Line is the transit agency in Missoula, Montana. Mountain Line is in the early stages of planning the Brooks Street BRT route. Currently, Brooks Street is a state highway running through the heart of Missoula. However, it is estimated that this street will reach its motor vehicle capacity within the near future. Therefore, city officials expressed their interest in to transform Brooks Street from a highway commercial strip into a complete street with a center-running BRT transit line and improved active transportation infrastructure.

VelociRFTA, Roaring Fork Valley, Colorado

[VelociRFTA](#)⁴ is Bus Rapid Transit (BRT) line serving the Roaring Fork Valley, Colorado. This service, – which opened in 2013 as the first rural BRT line in the nation – takes commuters from Glenwood Springs and surrounding communities to Aspen, about 40 miles away. The service combines travel in mixed traffic with designated bus lanes and provides traffic lights timed to improve efficiency. A dedicated lane on US 36 only allows buses and vehicles with three or more occupants on for free — while setting a toll for two or fewer occupant vehicles. Buses are allowed to use the outside shoulder to keep moving if traffic in the two regular lanes decreases to less than 35 mph.⁵

National Association of City Transportation Officials



National Association of City Transportation Officials (NACTO) provides guidance for [peak-only bus lane](#), [dedicated median bus lanes](#), and [dedicated curbside/offset bus lanes](#), among others as shown in **Figure 3**. The example at left shows a peak-only bus lane. A peak-only bus lane allows transit to take precedence over parking and curbside access at peak hours when it most benefits bus operations. A peak-only bus lane can operate as a dedicated bus lane at peak travel periods and

provide general curbside uses at other times.⁶

⁴ <https://www.rfta.com/routes/velocirfta-brt/>

⁵ <https://www.dailycamera.com/2013/11/16/the-future-of-bus-rapid-transit-on-us-36-lessons-from-roaring-fork-valley/>

⁶ <https://nacto.org/publication/transit-street-design-guide/transit-lanes-transitways/transit-lanes/peak-bus-lane/>



Workshop Discussion Questions

1. What are the challenges that a BRT extension seeks to improve?
2. Who does the BRT extension primarily benefit?
3. Is Bus Rapid Transit “sufficiently disruptive” to provide a mobility benefit to Park City residents and visitors?
4. Recognizing that a BRT system is planned to extend to Old Town Transit Center, what is the appetite to extend the BRT to directly serve PCMR and Deer Valley?
 - What destinations should it serve?
 - What routes should it follow?
5. Is there support for roadway widening for the BRT extension (add a lane to the existing roadway)?
 - Are right of way impacts an acceptable trade-off?
 - To avoid right of way impacts, could streets leading to downtown, Deer Valley, or PCMR be closed during peak periods and made transit-only? (e.g. during peak snow days)
6. What is the appetite for a separate dedicated high-occupancy vehicle (HOV) lane, in addition to the transit-only lane?
7. Is this something that we want to advocate is further considered by Park City?



One-way Loop

Date: Thursday, July 27, 2023

Disruptor Description

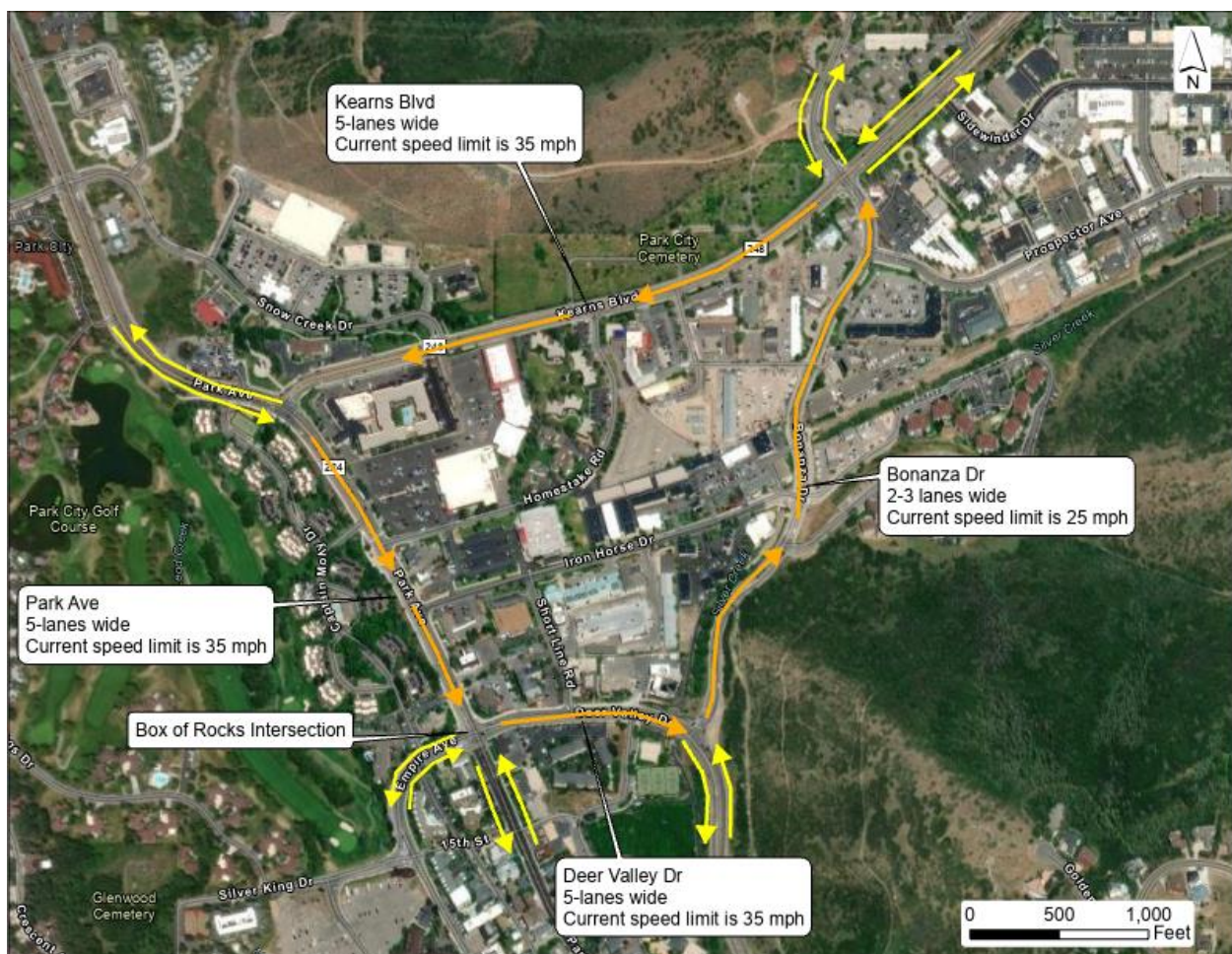
Create a one-way loop to improve traffic flow and reduce congestion.

Workshop Focus

Consider implementation options, benefits, and trade-offs of a one-way roadway loop system in Park City to improve traffic flow, congestion, and safety. Loop may consist of Bonanza Dr., Kearns Blvd., Park Ave., Deer Valley Dr.

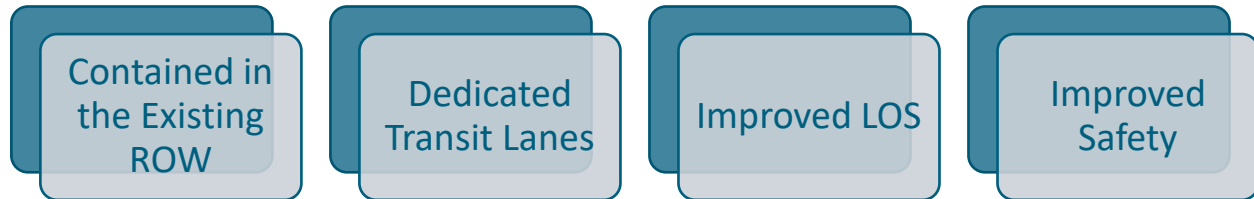
Background Information

Park City has explored potential one-way loop options in Park City. **Figure 1** shows a potential concept that consists of 1.4 miles inclusive of Kearns Boulevard, Park Avenue, Bonanza Drive, and Deer Valley Drive. The arrows in **Figure 1** show the proposed direction of travel.





Considerations



Workshop Discussion Questions

1. What transportation problems in Park City would a One-Way Loop solve?
2. Who does the One-Way Loop primarily benefit?
3. Are the trade-offs worth it? Refer to Pros/Cons list below.

Pros	Cons
Provides for dedicated transit/BRT lane for most of the loop (Deer Valley Drive/SR 224 would be general purpose/transit lane).	2nd eastbound lane on SR 248 required
Improvement of vehicle Level of Service (LOS) at congested intersections	Increased travel time (Vehicle Miles Traveled) for cars.
Improves safety at un-signalized intersections by reducing cross-traffic movements (Snow Creek/Holiday Village)	Addresses a seasonal condition in Winter vs. greater impacts on typical Summer/off-season travel times.
Improves PM travel times from PCMR & Deer Valley resorts to SR 248	Impacts Business/Residential due to changes in access patterns.
	One-way streets may correlate with higher speeds and decreased levels of driver attention. Pedestrians prefer crossing two-way streets since drivers tend to travel more slowly on them, and vehicular conflicts are more predictable
	Two-way streets are less confusing for downtown visitors than one-way streets. Visitors driving in a two-way network can approach their destination from either direction.

4. Is there Stakeholder Committee interest and support to:
 - a. Increase capacity on SR 248 east of Bonanza Dr.
 - b. Acquire SR 248 from UDOT/nullify the 2019 Council resolution for widening
 - c. Further investigate a One-Way Loop
5. Is a One-Way Loop “sufficiently” disruptive to provide a mobility benefit to residents and visitors?



Urban Aerial Gondola

Date: Monday, August 21, 2023

Disruptor Description

Construct an aerial gondola or tramway, connecting destinations including park and ride lots in Park City.

Workshop Focus

This workshop will explore the Stakeholder Committee interest in:

1. Implementation of a gondola or tramway system to directly connect to Park City Mountain Resort and Deer Valley Resort.
2. Additional right-of-way acquisition to accommodate a gondola.

Background Information

Figure 1 illustrates the different types of potential gondola configurations. Monocable Gondola - Detachable (MGD) represents the configuration that is generally considered to be the most feasible for application to Park City. The MGD configuration has a capacity to move up to 4,500 people per hour per direction. Typical spacing between tower structures is 300-1300 ft.

Figure 1 – Gondola Configuration Options

FUNCTIONS		SYSTEM COMPARISON		
MONOCABLE GONDOLA DETACHABLE (MGD)	AERIAL TRAMWAY (ATW)	TRICABLE GONDOLA DETACHABLE (TGD)	AUTOMATED PEOPLE MOVER (APM)	FUNICULAR RAILWAY (FUL)
7.0 m/s (25.2 km/h) 4,500 pphpd 4 – 15 people 70 km/h 100 m – 400 m	12.5 m/s (45 km/h) 2,000 pphpd 8 – 230 people 100 km/h 200 m – 4,000 m	8.5 m/s (30.6 km/h) 6,000 pphpd 28 – 35 people 100 km/h 200 m – 5,000 m	14 m/s (50.4 km/h) 6,300 pphpd 54 – 232 people 100 km/h 30 m – 70 m	14 m/s (50.4 km/h) 7,500 pphpd 50 – 400 people 100 km/h

Source: Doppelmayr



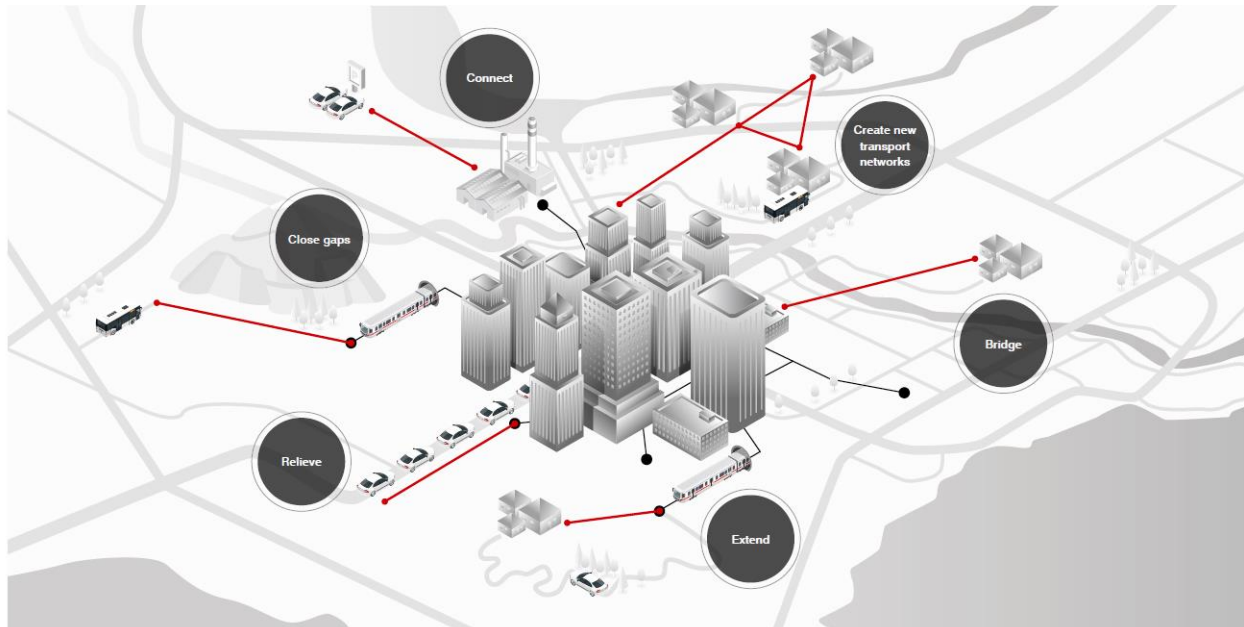
Gondolas have been implemented as mobility solutions throughout the world. Gondolas offer the following advantages:

- High capacity
- Reliability
- Unaffected by congestion
- Low emissions and noise (life cycle carbon footprint less than half of rail, bus, and vehicles)
- Small R/W footprint (poles)
- Short construction duration

Figure 2 illustrates different mobility applications of a gondola system.

Figure 2 – Gondola Functions

Functions performed by ropeways



Source: Doppelmayr

Case Studies

Portland, OR

The Oregon Health and Science University (OHSU) is the largest employer in Portland, OR. All its institutes are concentrated on one campus in the south of the city. Short distances between the individual institutes are essential for employees and patients. However, when the time came for a building expansion, there was no room directly on the campus and a site not far away had to be used. To maintain the short distances and easy reach of all the institutes, a reliable link was created with a reversible aerial tramway. The Portland Aerial Tramway (ATW) incorporates two stations, one tower and

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two cabins. The cabins offer space for 78 passengers and can also be used to transport hospital beds. The tramway links up with the streetcar at the South Waterfront Station. Cyclists can park their bikes directly next to the station. The tramway made it possible to better integrate the OHSU into the city and to ensure a close connection between the expansion site and the campus despite the distance between them. The Tram is a five-minute ride each way, rising 500 vertical feet and traveling 3300 feet in distance.



La Paz, Bolivia

Aerial ropeways were constructed in La Paz and El Alto in Bolivia in 2014. The ropeway network constitutes the principal mode of transport for the two South American cities and consists of ten lines with an overall length of over 30 kilometers. Each day the system, Mi Teleférico, is used by 300,000 people. Commuters benefit from significant time savings and escape from the daily road congestion by using the ropeway.



By EEJCC - Own work, CC BY-SA 4.0,
<https://commons.wikimedia.org/w/index.php?curid=128291583>



Telluride, CO

Telluride's gondola system provides free transportation between the Town of Mountain Village and the Town of Telluride. Opened in 1996, what was once an eight-mile drive between the two towns, the gondola provides a more direct three-mile route over the mountains. Each cabin travels at 11 mph, and the ride takes approximately 13 minutes. The initial purpose of the gondola was to improve air quality and reduce traffic impacts. Over 2.5 million terminal exits are counted each year. The gondola has three primary stations for boarding and unloading. The gondola is operated and funded by the Telluride Mountain Village Owners Association (TMVOA), through the collection of Real Estate Transfer Assessments and Annual Real Estate Assessments.



Previous Analysis

Transit Gondola Feasibility Study for the Park City Municipal Corporation, 2020

In 2020, SE Group prepared "*Transit Gondola Feasibility Study for the Park City Municipal Corporation*". The analysis is a preliminary evaluation around the concept of connecting various major destinations within Park City via an aerial transportation system (gondola). The analysis concluded that while there are significant barriers, development uncertainties, and additional infrastructure requirements, an aerial gondola system could provide a feasible transportation option between the major commercial and resort centers within Park City.

The analysis states that economic incentives and transit options could motivate people arriving at Park City via Kimball Junction or Quinn's Junction to park in outlying lots (i.e., Ecker Hill Park and Ride, Richardson Flat Park and Ride, and other future satellite parking developments). From there, travelers would take public transportation directly to an aerial terminal, providing access to the gondola system within town.

The analysis emphasizes safe and accessible satellite parking options, served by high-frequency transit, coupled with strong in-town parking policies are needed. The existing bus system would be modified to become a "feeder" system for the trunk line that would be the gondola. Attachments 1, 2, and 3 on show a potential gondola system.



Park City – Comparison of Gondola to Bus Rapid Transit (BRT), December 2022

SE Group and Fehr & Peers LSC Transportation Consultants prepared a comparison of trade-offs and considerations of a gondola versus Bus Rapid Transit (BRT) network in Park City. The 2022 comparison centered on the benefits and implication of a gondola system vs a BRT system while taking a more corridor neutral approach. The analysis found:

- The gondola system would not speed travel times during typical conditions but could provide greater dependability in travel times during peak traffic conditions.
- The gondola would provide additional non-auto mobility capacity that could address the travel demands of future development, particularly at the gondola terminals.
- The gondola system is best addressed as part of a comprehensive land use/mobility plan.

A summary of comparison and trade-offs between Gondola and BRT are summarized in **Tables 1-4**.



Table 1 – Capital Costs Comparison

	Gondola	Bus Rapid Transit
Capital Infrastructure (2.5-mi. alignment, excl. ROW)	\$64 M	\$40 M ¹
Operations (annual)	\$3.6 M	\$1.4 M

Table 2 – Passenger Capacity Comparison

Gondola (passengers per hour)	Bus Rapid Transit (passengers per hour)
1,500	600

Table 3 – Right of Way Requirements

	Gondola ROW	BRT ROW Option 1 (widening to two new travel lanes)	BRT Option 2 (converting one travel lane in one direction)
Right of way (sf)	1,188,000 (90' x 2.5 mi.)	324,000 (24' x 2.5 mi. + 7 stations)	166,000 (12' x 2.5 mi. + 7 stations)
Cost per square foot	\$2,000	\$2,000	\$2,000
Total cost	\$2,376 M	\$650 M	\$330 M

Table 4 – Decision Factors for Gondola vs BRT

	Gondola	Bus Rapid Transit
This mode is better at:	Serving internal trips that connect major trip origins (lodging, residential) with trip destinations (resorts, commercial)	Serving regional trips beyond the core zone (does not require transfers or parking at ends of busway)
	Serving large concentrations of demand within a quarter-mile distance of terminals	Serving areas with more dispersed travel demand along a corridor
Advantages	Unaffected by traffic congestion -- can provide faster travel speeds in congested periods	Can provide single-seat trips from a broader residential/lodging area
	Can avoid significant right-of-way requirements, if Utah law and evacuation requirements allow easements rather than land purchase or if City owned property	Better opportunities to implement incrementally
	Can attract new users due to novelty	Can better tailor service levels to changes in demand
	Can move more passengers per employee at peak times	Can provide faster travel speeds in uncongested traffic periods
	Higher peak capacity	Can more easily adjust stop locations
Disadvantages	Higher visual impact on the community	Requires dedicated travel lanes increasing right-of-way requirements
	Privacy impacts of gondola passengers looking into private property	Can be viewed by some as less attractive (stigma of buses)
	Increases the need to transfer to provide regional connectivity	Bus operator limitations

¹ <https://brtguide.itdp.org/branch/master/guide/>



Workshop Discussion Questions

1. What are the challenges that a gondola seeks to improve?
2. To what extent may residents and guests use a gondola to replace vehicle trips?
 - Should the system focus on in-town trips, or
 - Should the system focus on capturing visitors at park and ride lots?
 - Is longer travel times considered acceptable as compared to free flow speeds?
3. What destinations should it serve?
4. Are there potential feasible alignments sufficient to accommodate the system?
 - Along SR 248 (Rail Trail corridor)
 - Deer Valley to Old Town
 - Park City Resort to Bonanza or Old Town
5. Will stakeholders be accepting of a longer travel time from regional hubs (e.g. Quinn's Junction) as compared to normal vehicle travel time?
6. Is there support for an urban Gondola?
 - Are right of way impacts an acceptable trade-off?
 - To avoid right of way impacts
7. Is a gondola "sufficiently disruptive" to provide a mobility benefit to Park City residents and visitors?
8. Is the Gondola concept an idea that we want to advocate to be further considered by Park City?



Passenger Rail

Date: August 30, 2023

Disruptor Description

Consider passenger rail options that connect Kimball Junction to destinations in Park City.

Workshop Focus

Explore opportunities for rail-based transit systems in Park City, potentially including Kimball Junction and/or Quinns Junction to destinations in Park City. Consider implementation options, benefits, and trade-offs of typical rail transit options including light rail, streetcar, commuter rail, automated people movers, and monorail.

Background Information

Overview: Passenger rail connections are an energy-efficient travel mode which can reduce traffic congestion on streets and improve overall corridor safety. Local communities with passenger rail transit often realize an overall economic development benefit from both ridership and Transit-Oriented Development (TOD). The capital costs of passenger rail are typically higher than alternative transit modes and rail transit lines require a significant travel market to be a viable investment.

History: In the 1880s, railway briefly connected the Kimball Junction area and Park City to support mining activities.¹ Two sections of abandoned track still exist today in Park City and Snyderville.

Current Plans: There is no explicit mention of rail-based transit solutions in currently adopted plans, including:

- ▲ Park City Forward
- ▲ Park City Short Range Transit Plan
- ▲ SR-224 Bus Rapid Transit Corridor and Safety Improvement Studies
- ▲ Wasatch County Transit Feasibility Study
- ▲ Park City and Summit County Short Range Transit Development Plan
- ▲ Park City General Plan

Current Commute Patterns

Kimball Junction and Park City are roughly 7 miles apart. Kimball Junction sits at the Interstate 80 exit to SR 224, with Interstate 80 and SR 224 serving as the primary driving route between Park City and Salt Lake City. In the winter and summer seasons, people often experience delays getting into and out of

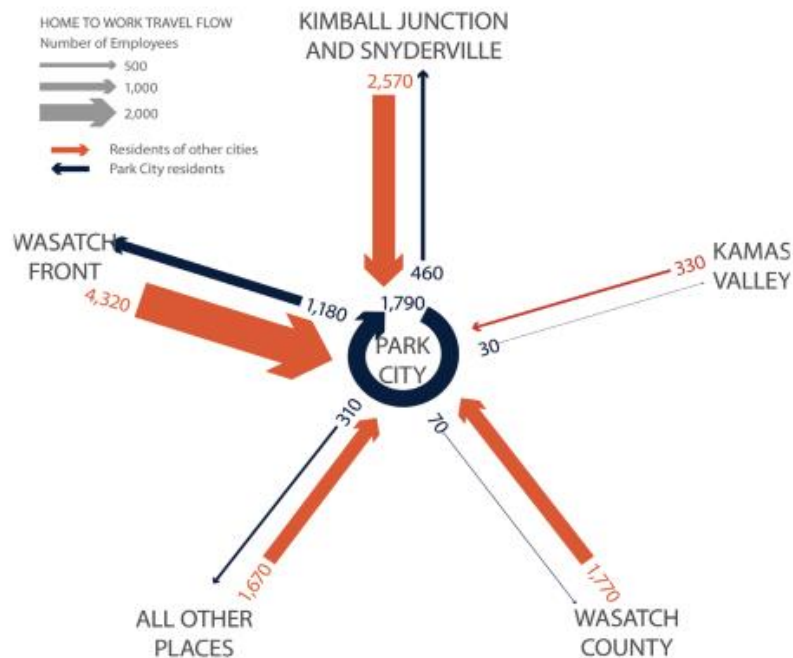
¹ [UtahRails.net](https://utahrails.net)

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Park City area at this interchange.² In addition to tourists, over 70% of people working in Park City live outside of the city.³

Previous studies identified that over 4,300 people commute from the Wasatch Front to Park City each day, 2,500 persons per day commute from Kimball Junction/Snyderville to Park City.



Source: *Park City Forward*, derived from *US Census Longitudinal Employer-Household Dynamics (LEHD)*

Previous Studies

The Valley to Mountain Alternatives Analysis Study⁴, 2018, recommended Bus Rapid Transit (BRT) be installed on SR 224. The new BRT route will serve the Kimball Junction Transit Center and eventually connect to the Old Town Transit Center. The study considered Rapid Streetcar/Light Rail Transit (LRT), Monorail, and High-Speed rail as technology alternatives. The automated guideway transit, monorail, and high-speed rail options were screened out based on vehicle speed, travel time, station spacing requirements, cost, funding ability, aesthetics, study area and corridor context, sustainability, and public opinion. In addition, the analysis identified that potential environmental impacts from these technologies would be greater, since these technologies couldn't easily fit in the space within or near the SR 224 right-of-way and would require off-corridor alignments.

² ksltv.com

³ U.S. Census Bureau. (2019). LEHD Origin-Destination Employment Statistics (2002-2020) Distance/Direction Analysis. Washington, DC: U.S. Census Bureau, Longitudinal-Employer Household Dynamics Program, accessed on July 19, 2023 at <https://onthemap.ces.census.gov>. LODS 8.0

⁴ Alternatives Analysis Report, Valley to Mountain Alternatives Analysis Study, May 2018



During Level 2 screening, BRT and rapid streetcar/LRT technologies screened similarly, with BRT screening higher than rapid streetcar/LRT because of increased capital costs associated with rapid streetcar/LRT and the dedicated right-of-way required. BRT was identified as the preferred alternative, because it best meets the study's purpose and goals while optimizing the existing Route 10, White Electric Xpress bus service into high-capacity transit by allowing it to operate exclusively in a dedicated busway on SR 224.

Best Practices and Case Studies

Ski and other tourism-oriented towns throughout the US are evaluating transit options to reduce traffic congestion created by visitors and employees traveling from outlying cities. Several ski communities operate park-and-ride based BRT/bus systems, such as Aspen's VelociRFTA⁵, the Utah Transit Authority's Ski Bus⁶, and Colorado's Snowstang⁷. The following case studies examine the use of rail infrastructure in tourism-oriented towns internationally and in the US.

Winter Park Express – California Zephyr, Winter Park, CO



Photo Credit: Amtrak

The Winter Park Express connects the Winter Park Ski Resort with Denver's Union Station via Amtrak (~65 miles). The train is seasonal, running from mid-January through mid-March on Fridays, Saturdays, and Sundays departing from Union Station once daily in the morning and from Winter Park Resort once daily in the afternoon.

S52, IR66, and S5 Lines – Neuchâtel, Switzerland



Photo Credit: SBB CFF FFS

This rail line has several train departure options to connect Bern and Neuchâtel in Switzerland. Bern has a population of about 130,000 and Neuchâtel has a population of roughly 33,000. Neuchâtel is a popular tourist destination with an historic old town and lakeshore access. The line is about 25 miles with trains departing every 15-20 minutes via the S52 line, IR66 line, and S5 line.

⁵ <https://www.rfta.com/routes/velocirfta-brt/>

⁶ <https://www.rideuta.com/Rider-Info/Ski-Service>

⁷ <https://ridebustang.com/snowstang-mountain-service/>

PARK CITY Emerging Disruptors



Modes Summary

The table below identifies typical characteristics of different modes of rail.

Mode	Peak Frequency How often does the vehicle typically arrive at a stop during the peak period?	Runningway Does a typical train, streetcar, or APM travel in mixed traffic or its own, dedicated lane?		System Length From end-to-end, how far does a typical train, streetcar, or APM travel?	Capital Costs What is the relative cost to construct this mode?	Station Spacing What is the average mileage between each station for this mode?
		Mixed Traffic	Dedicated Lane			
Light Rail 	Every 10 minutes			10 – 20 miles	\$\$\$\$\$	1 mile 
Streetcar 	Every 10 minutes			10 – 20 miles	\$\$\$ - \$\$\$\$	1/8 – 1/4 mile 
Commuter Rail 	Every 10 – 30+ minutes			20 – 50 miles	\$\$\$	7 miles or longer 
Automated People Mover (APM) 	Every 2 – 5 minutes			1 – 5 miles	\$\$\$ - \$\$\$\$	1/8 – 1/2 mile 
Monorail 	Every 3 – 10 minutes			1 – 15 miles	\$\$\$\$\$	1/4 – 1 mile 



Workshop Discussion Questions

1. What are the challenges that rail-based solutions between Park City and Kimball Junction (or other points) seeks to improve?
2. Who would rail-based solutions primarily benefit?
3. What regional or external connections (to Park City) would be needed to improve the viability of rail?
4. Does it make sense for Park City to explore rail-based solutions on our own (without a regional rail connection)?
5. What is your perspective on the validity of rail solutions as has been discussed in recent news articles? Click on the link below:
 - a. [Park City man starts City Council bid, talking of targeted development moratorium, S.R. 224 rail line | ParkRecord.com](#)
 - b. [Are trains the solution to Park City's traffic problem? \(kpcw.org\)](#)
6. A rail connection between Kimball Junction and Park City may alleviate seasonal conditions present in the winter, but not in the summer / off season. Are the trade-offs worth it?
 - a. Business impacts
 - b. Residential access
 - c. Challenges for people unfamiliar with navigating rail as a mode
 - d. Park-and-ride options
7. Is rail sufficiently disruptive to our transportation fabric to provide a mobility benefit to both residents and visitors?



Salt Lake City International Airport to Park City Connections

Date: Wednesday, September 6, 2023

Disruptor Description

Explore opportunities and effectiveness of direct and integrated transportation connections to Salt Lake City Airport.

Workshop Focus

This workshop will explore Stakeholder Committee interest in providing a seamless connection to/from the Salt Lake City International Airport.

Background Information

Currently, visitors to Park City, who desire to use transit from Salt Lake City International Airport to Park City, would be required to utilize three systems:

High Valley Transit

Recently UTA's SLC – PC 902 Connect Route was discontinued and is now provided by High Valley Transit.¹ The new route, effective August 9, 2023, changes to Route 107 and provides service from Salt Lake Central Station to Kimball Junction Transit Center.

The UTA TRAX Green Line provides 15-minute frequency service between Salt Lake City International Airport and Salt Lake Central Station.

High Valley Transit Route 101 provides service between Jeremy Ranch and Deer Valley Resort, with a stop at Kimball Junction.

The connection to and from Kimball Junction and Old town Transit Center requires you to take Bus Route 101.

Personal and Shared Limousine Service

There are currently approximately 15 personal and shared limousine services that run between Salt Lake City International Airport and Park City. Services typically operate using 8-seat Suburban's, or 12-seat vans.²

Hotel Shuttles

Several hotel shuttles provide service between the Salt Lake City International Airport and Park City hotels.

¹ <https://highvalleytransit.org/bus-routes/107-slc/>

² https://www.visitparkcity.com/explore/getting-to-park-city/?skip=0&sort=rankTitle&amenities=transportation_airporttoparkcity_137_137#amenitiesTab



Valley to Mountain Alternatives Analysis (2018)

The Valley to Mountain Alternatives Analysis, completed in 2018, identified potential new bus service between the Salt Lake City International Airport and Summit County. The service would have potentially terminated at the Kimball Junction Transit Center and/or at the Park City Transit Center and would use dedicated transit lanes on SR 224.

Table 1, drawn from the 2018 study, shows the potential operating plan options and cost bus service between Salt Lake City International Airport and Summit County. The cost estimates were developed using the cost per revenue-mile (\$7.36) identified in UTA's Comprehensive Annual Financial Report (UTA 2016).³

Table 1: Salt Lake City to Park City Transit Options Evaluation

Option	Miles	Trips	Cost per Mile	Days	Operating Cost
1A: SLC Airport – Kimball Junction TC	32.0	68	\$7.36	300	\$4,804,608
1B: SLC Airport – Kimball Junction TC	32.0	48	\$7.36	300	\$3,391,488
2A: SLC Airport – Kimball Junction TC – Bonanza TC	38.0	68	\$7.36	300	\$5,705,472
2B: SLC Airport – Kimball Junction TC – Bonanza TC	38.0	48	\$7.36	300	\$4,027,392

TC = Transit Center; SLC = Salt Lake City

Source: Valley to Mountain Alternatives Analysis, 2018

Best Practices and Case Studies

Urban Air Mobility

Urban Air Mobility (UAM) is a subset of the broader Advanced Air Mobility concept. UAM is defined as low altitude aircraft for passengers and cargo in urban and suburban areas. UAM has existed for many years through the form of traditional helicopters. The upcoming wave of Vertical Takeoff and Landing (VTOL) aircraft has the potential to revolutionize on-demand urban air transportation. There are more than 100 different UAM vehicles in various stages of development around the globe. These vehicles may be powered by electricity (eVTOL), hydrogen fuel, or both. These new VTOL vehicles promise to be quieter and more cost effective to operate than traditional helicopters, making UAM attainable by a larger spectrum of people.

A UAM service between Salt Lake City International Airport and Park City would require infrastructure at both ends of the journey such as a vertiport (helipad), passenger facilities, and connectivity to the local transportation system. Several UAM concepts are being explored by a variety of companies that would be like a Salt Lake City/Park City connection. An air taxi service, such as discussed in Chicago by United

³ <https://acrobat.adobe.com/link/review?uri=urn:aaid:scds:US:5e81a1e2-dc80-323b-bc25-cd43d8c281b5>



and Archer,⁴ would have the ability to remove cars off the road, reduce greenhouse gas emissions, and reduce travel time.

Fort Collins, CO

Landline Partnership with United Airlines

United Airlines provides bus services to and from Denver International Airport and Fort Collins, CO.

[Landline](#) offers premium airport shuttle service and offers affordable travel with first class amenities.

Buses are equipped with Wi-Fi, A/C, and seats with legroom.⁵ To travel, one must:

- If you're planning on traveling to Fort Collins, book on [united.com](#) or the United app.
 - o Choose Fort Collins (FNL) as your destination, with a "connection" at Denver International Airport.
 - o Check in for flight and Landline trip at the same time
 - o Once flight arrives in Denver, United Airlines will transfer checked bags to Landline.
 - o All service leaves from Gate B87, and seating is assigned.
 - o Passengers board back to front just like on a United flight.
- If traveling from Fort Collins to Denver for a flight, book on [united.com](#) or the United app.
 - o Choose Fort Collins (FNL) as the origin, and when you continue your search, you'll see your trip has a connection at Denver International Airport.
 - o Check in for flight and Landline trip at the same time
 - o Once bus arrives in Denver, United Airlines will transfer checked bags to Airline.
 - o When arriving in Denver, United will unload bags and check them to final destination.⁶
- If you're planning on traveling to Breckenridge
 - o Breckenridge service runs seasonally
 - o Nonstop airport shuttle service to/from Breckenridge (QKB) and Denver International Airport (DEN).
 - o Travel available Mo,Th,Fr,Sat,Su⁷
 - o Board shuttle at Gate A78 in Denver International Airport
 - o United will transfer bags from their planes to the Landline buses for them.
 - o The drop-off point in Breckenridge, 319 N. Main St., is about 100 yards away from the gondola for Breckenridge Ski Resort⁸

American Airlines and Landline Partnership

American Airlines customers traveling on Landline-operated motorcoaches from Allentown/Bethlehem,

⁴ <https://www.engadget.com/united-and-archer-will-open-an-air-taxi-route-to-chicagos-ohare-airport-in-2025-191352804.html>

⁵ <https://landline.com/how-it-works>

⁶ <https://www.united.com/en-us/landline>

⁷ <https://landline.com/breckenridge>

⁸ <https://breckenridge.skyrun.com/plan-your-vacation/united-airlines-landline-bus-service>



Pennsylvania (ABE), and Atlantic City, New Jersey (ACY), to Philadelphia International Airport (PHL) can seamlessly travel with the Transportation Security Administration's (TSA) approval of *airside-to-airside motorcoach operations*.

"Program streamlines the passenger experience and enables travelers to seamlessly travel out of a large international airport conveniently by going through our security screening process from a smaller international airport," said Gerardo Spero, TSA's Federal Security Director for Philadelphia International Airport.

Customers can arrive at ABE or ACY, check-in with American, clear security at their local airport like any other flight, and then board their coach on the secure side of the terminal. Customers will then arrive airside at PHL and proceed straight to their connecting flight without having to go back through security screening.⁹

For Park City to implement a similar system, an agreement with TSA, a facility, and TSA screening equipment would be required.

Denver, CO

Epic Mountain Express Denver Airport Shuttle

Epic Mountain Express, formerly Colorado Mountain Express (CME) provides airport shuttle ground transportation service from Denver International Airport (DIA) and Eagle County International Airport (Vail) Airport. Epic Mountain Express serves locations including:

- Vail, Beaver Creek, Bachelor Gulch, Edwards, Avon, Breckenridge, Keystone, Frisco, Dillon, Silverthorne and most surrounding communities of the areas listed above.

Epic Mountain Express offers door-to-door and transfer center services. Door-to-door shared ride shuttle service picks up or drops off at homes, condos, hotels and resorts.

This transportation service operates ticket service counters at both Denver International Airport (DEN) and Eagle County Regional Airport (EGE), offering hourly departures to and from Denver International Airport, specifically during the winter season. They also provide shuttles aligned with arrival of flights at Eagle County Regional Airport (EGE). Passengers are allowed up to two bags and a personal item to be transported at no cost.¹⁰

⁹ <https://www.phl.org/newsroom/AA-Landline>

¹⁰ <https://www.epicmountainexpress.com/airport-shuttle-services>



Workshop Discussion Questions

1. Who does an airport connection primarily benefit?
2. Who is best positioned to offer this service?
 - Airlines?
 - Hotels?
 - Second home rentals?
 - High Valley Transit/Park City?
3. Is there a role for ski resorts to play in the Salt Lake City Airport connection to Park City?
4. Should the city explore policy requiring/limiting short term rentals to make occupants aware of alternative travel options?
5. Is an airport connection “sufficiently disruptive” to provide a mobility benefit to Park City residents and visitors?
6. Is this something that we want to advocate is further considered by Park City?



Arterial Reversible Flex Lanes

Date: Tuesday, September 12, 2023

Disruptor Description

Construct a reversible lane on SR 224 or SR 248 in which traffic may flow in either direction depending on the context: inbound during the morning on a “snow day,” outbound in the afternoon, and a two-way left turn lane during off-peak hours. Control may be provided through signage or overhead signals. When applied, left-turn movements to adjacent driveways may need to be restricted.

Workshop Focus

This workshop will explore Stakeholder Committee interest in the viability of reversible flex lanes to improve Park City’s through-put and traffic flow during peak hours.

Background Information

According to the UDOT managed lane implementation guide, ‘reversible lanes are well suited for corridors with underutilized roadway capacity in one direction of travel. Reversible lanes are especially effective when applied to facilities with heavy directional splits and with parallel routes that can handle “off-peak” direction demand diverted from the reversible lane facility’.¹

SR-248 Corridor Plan

A corridor plan for SR-248 was prepared for Park City in 2009. ‘A range of reversible lane scenarios were considered, including reversible lanes from US-40 to Comstock Drive, reversible lanes from US-40 to Bonanza Drive, reversible lanes from Wyatt Earp Way to Old Dump Road, and HOV reversible lanes from Wyatt Earp Way to Old Dump Road. However, alternatives with reversible lanes west of Wyatt Earp Way were expected to fail due to the high number of turning movements on SR-248 into the school zone; these alternatives were not advanced further. The alternatives considered included’:²

- Alternative 4A: Reversible Lanes from Wyatt Earp Way to Old Dump Road
- Alternative 4B: HOV Reversible Lanes from Wyatt Earp Way to Old Dump Road

Typically, demand in the peak direction was sufficiently accommodated through 2020 by the two reversible lane alternatives being considered; however, the off-peak direction wouldn’t have been sufficiently served even in 2014.

Analysis showed that Alternative 4B would not function well as a dedicated HOV/bus facility. If the HOV/bus lane is placed in the outside lane, the necessary HOV pavement markings would still be present during off-peak hours even though only one general purpose lane is available. This would create driver confusion. The issues is addressed by placing the HOV/bus lane in the reversible lane, but another is created when buses or carpools are forced to merge into the general-purpose lane at Old Dump Road

¹ <https://storymaps.arcgis.com/stories/1b578cbb1dfa42e89270237745259c04>

² <https://acrobat.adobe.com/link/review?uri=urn:aaid:scds:US:59839f5e-2ff7-35b6-baa2-0cb14b02b90e>



to access the park and ride facility. Merging into the general-purpose lane would increase the travel time for vehicles using the Park-and-Ride facility.

Alternative 4A was selected as one of the finalists to be further considered for SR-248.

The assessment of Alternative 4A will need to be updated with recent land use changes, population and traffic growth, future projections, etc.

Best Practices and Case Studies

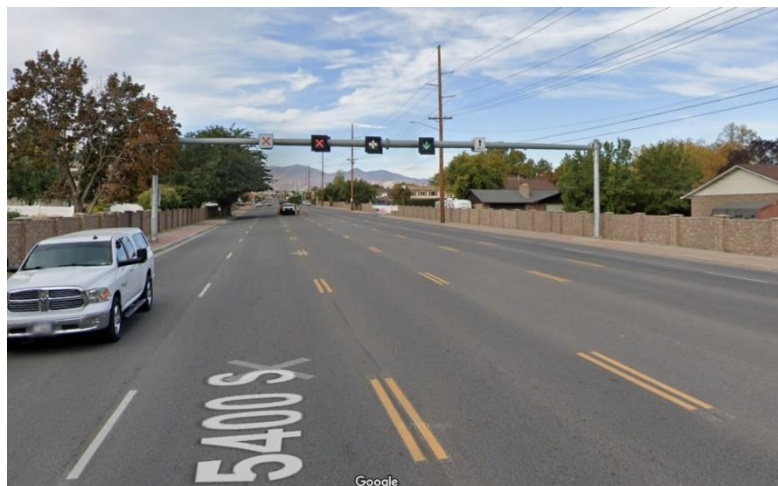
5400 SOUTH FLEX LANES, TAYLORSVILLE, UTAH



Image Source: Deseret News

UDOT opened the 5400 South Flex Lanes system in 2012 as a retrofit of a seven-lane arterial roadway with three lanes in each direction and a center two-way left-turn-lane. 5400 South Flex Lanes provides three reversible lanes. During the AM peak, the roadway operates with four eastbound lanes and two westbound lanes. In PM peak, the lanes switch to two eastbound lanes and four westbound lanes.³

The 5400 South Flex Lane system is accomplished by lane control signals and pavement markings. A review of available news articles shows that travelers on 5400 S have reported some confusion as to whether the green down arrows indicate that the vehicle should proceed through



the intersection, or if the signal means that the lane is open for travel in their direction.⁴ UDOT published an Implementation Guide detailing Reversible Lanes.⁵

³ <https://storymaps.arcgis.com/stories/83870f53076d41fc8d3f976637840f50>

⁴ <https://www.ksl.com/article/32578636/changes-coming-to-confusing-flex-lanes-in-taylorsville>

⁵ [Implementation Guide \(arcgis.com\)](#)



7TH STREET REVERSIBLE ARTERIAL, PHOENIX, ARIZONA

During morning and afternoon peak traffic hours, the two-way left-turn lane on 7th Street (between McDowell Road to Dunlap Avenue) operates as a reversible lane. Monday through Friday during morning peak traffic hours (6 a.m. to 9 a.m.), the reversible lane provides an additional lane in the southbound direction; and in the afternoon peak hours (4 p.m. to 6 p.m.), it provides an additional lane in the northbound direction. Left-turn movements are prohibited at all arterial and most collector street intersections but left-turns are allowed at other non-signalized streets and at driveways for access. Overhead and roadside signs are used to indicate the reversible lane direction and hours of operation, and signs indicating the prohibition of left-turns are posted frequently throughout the corridors.⁶



Photo Credit: City of Phoenix

Residents of the area refer to these lanes as “suicide lanes”. Some say that they “see people using that middle lane incorrectly during those hours, and it can be a little bit scary as a driver.”⁷

STATE ROUTE 9, ROSWELL, GEORGIA

The City of Roswell has used reversible lanes on a 1-mile corridor of South Atlanta Street (State Route 9) between Marietta Highway and Riverside Road for over 30 years. This corridor is configured as a three-lane facility with a reversible center lane. State Route 9 and US-19 are the major routes crossing the Chattahoochee River connecting the northern Atlanta communities with downtown Atlanta. The State Route 9 corridor is mainly a four-lane arterial facility, except the reversible lane corridor. A number of

⁶ <https://www.phoenix.gov/streets/projects/7th-street-and-7th-avenue-reverse-lanes#:~:text=How%20the%20reverse%20traffic%20lane,operates%20as%20a%20reversible%20lane.>

⁷ <https://www.fox10phoenix.com/news/the-dangers-of-phoenixs-reversible-suicide-lanes>



historic places along the road made it difficult to widen the road to four lanes, so a reversible lane was implemented instead.

Reversible lanes are implemented here with overhead illuminated signs. There is a sign above each lane with the outside lanes showing a static arrow, so drivers know it is always available for the direction they are traveling. The center reversible lane shows a red X or a green arrow, depending on the time of day and which direction is using the reversible lane. This corridor operates its reversible lanes in three different patterns:

- From 1 a.m. to 5 a.m., the corridor maintains one lane in each direction; the reversible lane is closed in both directions.
- From 6 a.m. to 11 a.m., the corridor maintains two lanes in the southbound direction toward Atlanta.
- At all other times of the day, the corridor maintains two northbound travel lanes.

When the reversible lane changes direction, the system closes the reversible lane for all directions of travel. After a 5-minute clearance interval, the system reopens the lane for the reverse direction.

Additionally, the northbound approach to the segment has two signs. The first sign warns that the lane ends in 1,000 feet, and the second warns that the lane ends in 250 feet. These are blank when there is not a lane drop but illuminated when there is. The southbound approach has one sign warning of a lane drop but no reference to distance.⁸



Some outcomes of this reversible lane deployment have been a higher collision rate along the reversible lane section of SR-9. There is a lot of horizontal curvature, and it was found that collision rates were higher than for similar facilities without reversible lanes.

⁸ <https://www.itskrs.its.dot.gov/its/benecost.nsf/ID/4eb7a2acc16ffe7985257fe00055183e>



Workshop Discussion Questions

1. What are the challenges that reversible flex lanes seek to improve?
2. What are the potential routes this may be suitable for?
 - SR 224
 - SR 248
 - Others?
3. In your view, are the directional inbound and outbound traffic patterns such that a reversible lane would be of benefit:
 - During regular AM and PM peak period commutes
 - Peak snow days
 - Other special events
4. Do the tradeoffs outweigh the benefits?
 - Visual: overhead signs, signage, markings, etc.
 - Technology: signals, cameras, communications, power back-up, etc.
 - Access restrictions: no left turns during peak periods
 - Complex transitions (exit and entry)
 - Potential impact to pedestrians and bicyclists
5. Are reversible flex lanes “sufficiently disruptive” to provide a mobility benefit to Park City residents and visitors?
6. Are reversible flex lanes an idea that we want to advocate to be further considered by Park City?

Council Agenda Item Report

Meeting Date: September 21, 2023

Submitted by: Michelle Kellogg

Submitting Department: Transportation Planning

Item Type: Staff Report

Agenda Section: 2:15 p.m. - MAYOR'S
TRANSPORTATION INITIATIVES

Subject:

Gordo Property Feasibility

Suggested Action:

Attachments:

[Gordo Property Feasibility Presentation](#)

[Exhibit A: Gordo Land Use History and Environmental Update](#)



Gordo Property Feasibility

PARK CITY

1884

386

Responding to Council

During the Spring 2023, Council Retreat on March 2, 2023 staff was directed to explore park and ride options for the “Gordo” City Owned parcel.

The Gordo property has an extensive land use history, combined with environmental requirements, and received considerable community opposition to a previous on-site soil repository.

Given Gordo's viability to help forward multiple community goals in a critical location and previous community sentiment, careful consideration and a deliberative public process must be applied to provide adequate transparency and clear City Council direction.

Agenda

- UDOT Parcel Request
- Soils Remediation Status
- Community Development ideas under the lens of March 2023
Council Direction: Regional Park and Ride exploration
- Direction on next steps

Land Use History

Property Acquisitions:

- **1996 Baingo-Wortley (Blue)**- Approx. 11 acres.

Zoning- RD (Residential Development)

Use: Land banking/Development Parcels

-Current location of non-native fill material (approx. 2 acres)

- **2005 Law (Yellow)**- 3.92 acres.

Zoning- ROS

Use: Recreational Open space

- **2006 Sanchez (Green)**- 1 acre.

Zoning- ROS

Use-Recreational Open Space

- **2008 Gordon Cummins(Pink)**- 2 acres.

Zoning- ROS

Use- Land banking.

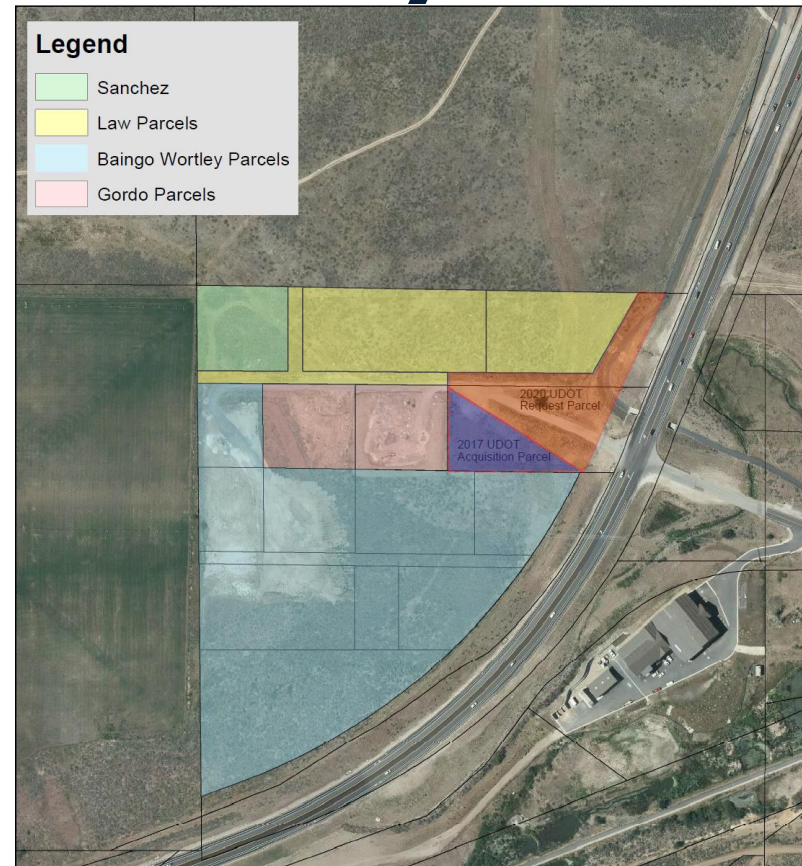
-Current location of Public Works material recycling/Vactor decant for MS-4 permitting compliance. (1 acre)

- **2017 UDOT Acquisition Parcel (Purple)**- .58 acre. Public Utility Building, Municipal Uses.
- **2020 UDOT Parcel Request (Orange)**-.505 acre. Municipal Uses.

Planning Guidance:

***2014 General Plan- Quinn's Junction Neighborhood-** well-designed structured parking preferred over large, unscreened surface parking

***2015 Round Valley Annexation Agreement,**-acknowledges a future CUP and subdivision for an 'Essential Municipal Public Utility, Use, Facility, Service and Structures'



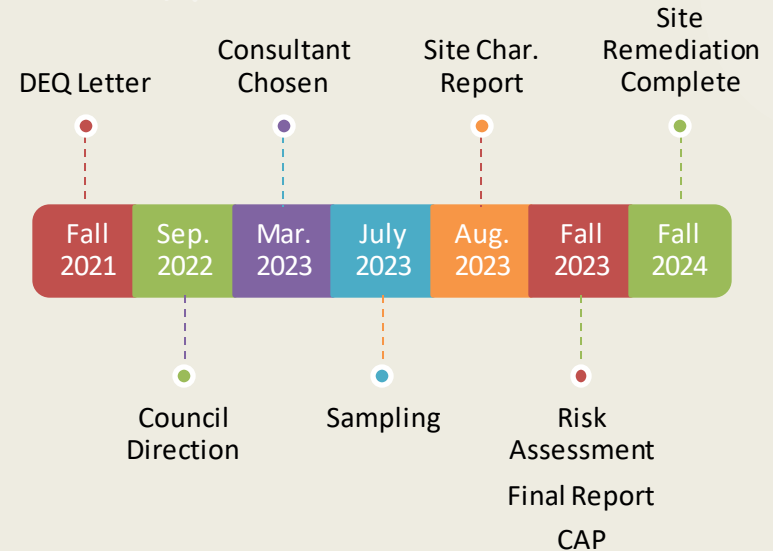
—UDOT Parcel Request—

- Council approved a resolution to start a UDOT surplus property process in 2020 as part of the soil repository project.
 - The surplus property request has dragged on for years due to COVID and UDOT staffing/funding issues
- In 2022, UDOT declared some of the property as surplus and other parcels as excess.
- UDOT has completed the ROW design package and appraisal.
 - A sale package can now be prepared by the UDOT ROW agent for UDOT Commission review. Timing of this review is currently unknown
 - If approved by UDOT Commission, PCMC can choose to proceed with purchase or not



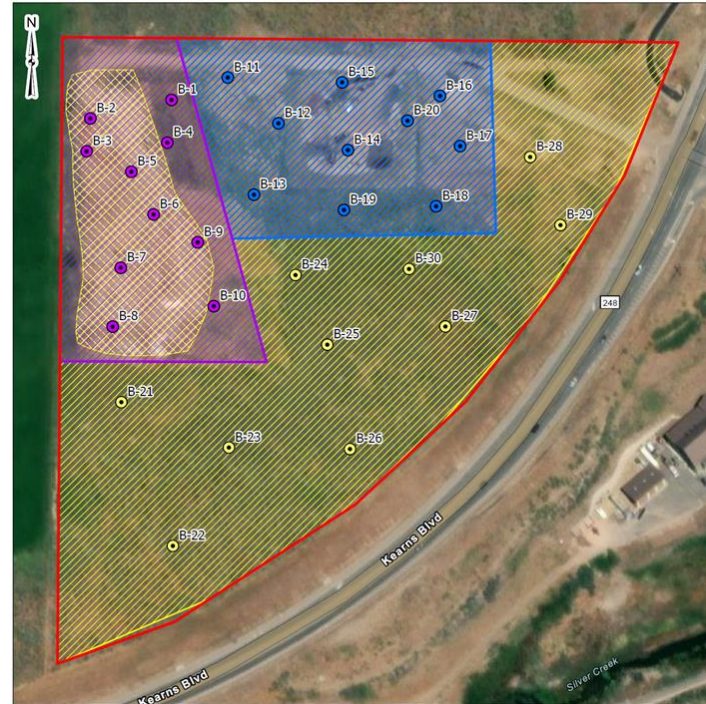
Soil History

How did We Get Here



Soil Sampling

- Purple and Blue
 - Exceed Risk Screening levels
- Yellow
 - Consistent with Background levels



Risk Assessment

- Statutory Process
- Inputs from Sampling
 - Completed July 2023
- Dual Assessment
 - Commercial/Residential
- Recommendation to Haul Off-site



Next Steps

Review of Risk Assessment by DEQ

- September 2023

Finalization of Risk Assessment

- September 2023

Development of Corrective Action Plan

- Fall 2023

Site Remediation

- Spring 2024

Community Development Ideas

- Existing public works use:
 - Keep and build around
 - Find an alternative location
 - Expand use
- Regionally significant Park and Ride ideas
- Private/public partnerships to reduce parking supplies in town?
- Affordable housing?
- Support Commercial – day skier amenities, storage, tourism kiosks, municipal annex, etc?
- Trails/open space trailhead to focus visitation to a central hub instead of neighborhoods?

Transportation

Regional Park and Ride Study

- Primary objective: determine parking demand and location/number of satellite parking spaces needed in Summit County
- Awarded \$185k from UDOT and \$50k from COG for regional parking study
 - Transit amenities and service recommendations, policy recommendations, locations around the County, technology
 - Use of two stakeholder groups and public involvement
- Summit County leading study, 12 month timeline, RFP selection process underway

Transportation

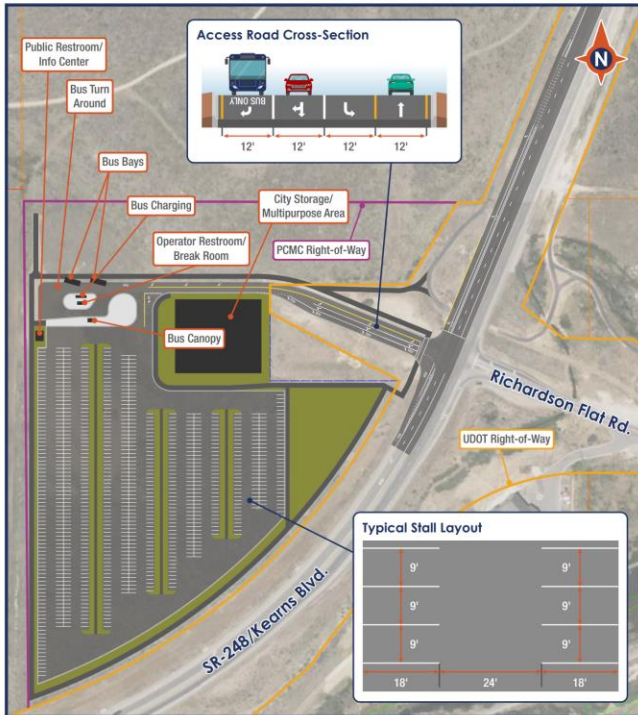
Park and Ride: Parcel Analysis

Note:			QUINN'S JUNCTION SITE EVALUATION MATRIX								
Rank: Good = 3 points, Fair = 2 points, Poor = 1 Point											
*Weighted Points Multiplier is derived from the Performance Criteria Matrix; Top Priorities receive a double multiplier; Medium Priorities receive a 1.5 multiplier and low Priorities get a 1.0 multiplier (no change)			Richardson Flat Park and Ride		UDOT Detention Basin Parcel		Frontage Road Parcel (Old Highway 40)		Gordo Property		
Results from the Performance Criteria Matrix	Performance Criteria Matrix Categories	Weighted* Points Multiplier	Rank	(Weighted Points Multiplier) * (Rank Points)	Rank	(Weighted Points Multiplier) * (Rank Points)	Rank	(Weighted Points Multiplier) * (Rank Points)	Rank	Rank Points	(Weighted Points Multiplier) * (Rank Points)
TOP PRIORITY	Connectivity (trail, road, transit)	2	Poor	2	Good	6	Good	6	Good	3	6
	Safety and Security	2	Poor	2	Fair	4	Good	6	Good	3	6
	Accessibility and visibility (wayfinding)	2	Poor	2	Good	6	Good	6	Good	3	6
ELEVATED PRIORITY	Utility access (amenities)	1.5	Poor	1.5	Fair	3	Fair	3	Good	3	4.5
	Sustainability	1.5	Poor	1.5	Good	4.5	Good	4.5	Good	3	4.5
	Aesthetics (architecture, landscaping, gateway, way finding, welcome center)	1.5	Poor	1.5	Good	4.5	Good	4.5	Good	3	4.5
BASELINE PRIORITY	Cost	1	Fair	2	NA	0	Good	3	Good	3	3
	Size (parking stall count)	1	Good	3	Poor	1	Fair	2	Good	3	3
	Environmental Impacts	1	Poor	1	Fair	2	Good	3	Good	3	3
	Public (perception/acceptance)	1	Poor	1	Good	3	Good	3	Good	3	3 *
Total Score				17.5		34		41			43.5

*Note: Gordo parcel was a new analysis was done after the initial site evaluation

Transportation

Park and Ride: Fatal Flaws Analysis



Park and Ride Potential Features

- 825 surface parking stalls (expansion possible)
- 3 bus bays
- 1 shelter
- 1 bus layover/electric charging station
- a public restroom and info center
- an operator restroom/breakroom
- 18.5% green space
- space for a maintenance shed/area for other City use/vehicle storage

Transportation

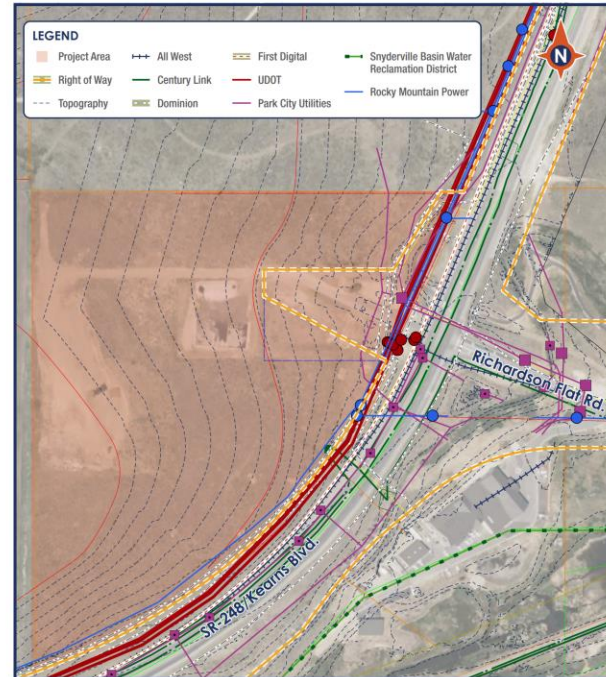
Park and Ride: Fatal Flaws Analysis

Primary Impacts FFA

- Right of Way
- Soil
- Environmental
- Traffic/Access
- Utilities
- Topography
- Size
- Cost: \$31.8 million (2026)

Secondary Impacts (not analyzed)

- Pedestrian connectivity, safety and security, accessibility and wayfinding, sustainability, aesthetics, public perception, forward compatibility and zoning
- Community and neighborhood



Mixed Use

Opportunity to Maximize Use and Value

- Retain Parking and Transit Features with ~1,000 Structured Parking Spaces and Transit Facilities
- 190-200 Housing Units with ~150 Affordable Units
- 60% of Housing < 80% AMI
- 50,000-70,000 Square Feet of Commercial uses

Public-Private Partnership

- Municipality Provides Value via Land, Zoning and Entitlements Process
- Private Sector Provides Value via Capital, Development Capability, Investing in Vertical Infrastructure
- Operational Requirements Determined by Asset Type

Generate Positive Cash Flow

- Initial Feasibility Analysis Indicates ~\$200M+ Asset at Completion
- ~\$120k Tax Revenue/Year to the City
- Projected Cap Rate 5%, Return on Equity 7% to Equity Partners

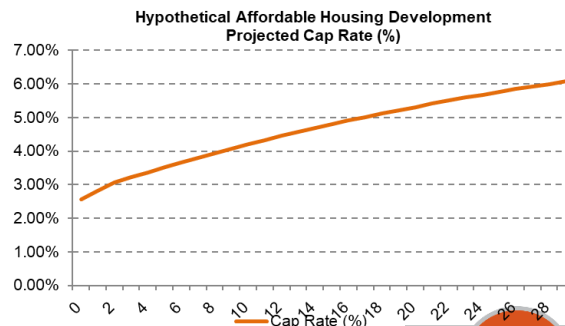
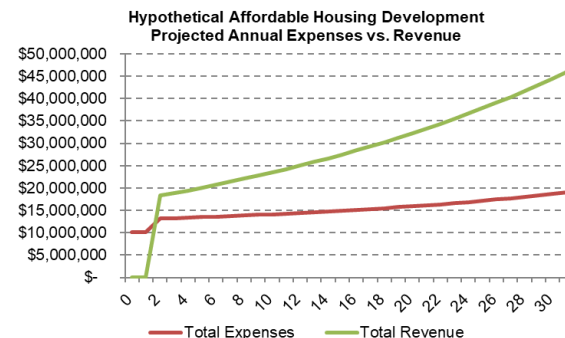
Mixed Use

- **Mixed Use/Private/Public Partnership: Parking, Housing and Commercial**
- **Hypothetical pro-forma analysis suggests potential for 1,000 structured parking spaces, 70,00 SF of Commercial and 150-200 Housing Units**
- **Approx. 60% of Housing < 80% AMI**
- **Generates Positive Net Income ~\$5M/Y**

Project Financial and Housing Metrics

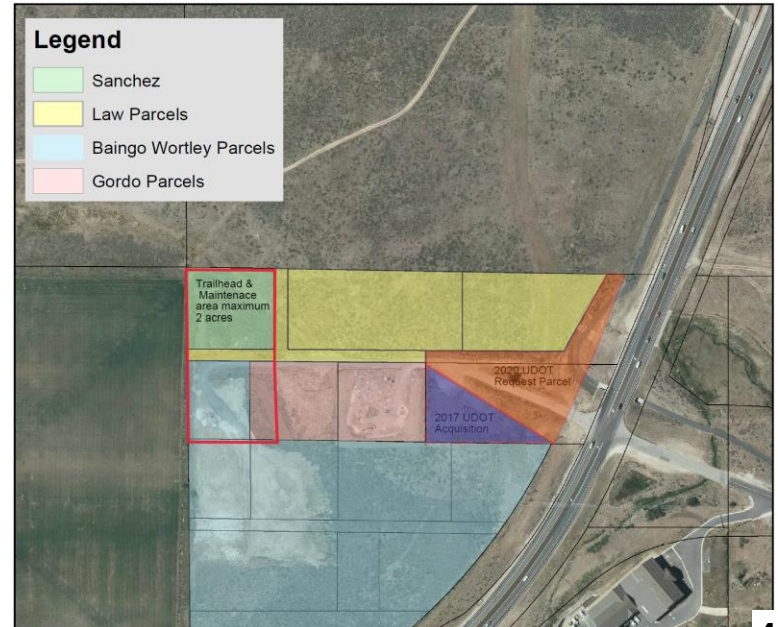
Total Housing Unit Count	190
Total Count of Affordable Units	150
Total Parking Spaces	1,000
Total Tenants Served	425
% of Sq. Footage <= 80% AMI	60%
Weighted Average of AMIs as Configured	67%
Operating Year 1 Net Income, \$	\$5,107,827
Operating Year 1 Margin, %	28%
Annualized Return on Equity, %	7%
Average Cap Rate, %	5%
Years to Operating Break Even	2
Initial Equity From Developer, % of Project	35%
Initial Equity from City, % of Project	0%
Is Project Feasible?	Yes

Unit Mix and AMIs	Count of Unit Type	AMI, %
Studio - Type 1	0	30%
Studio - Type 2	35	50%
1 Bedroom - Type 1	35	55%
1 Bedroom - Type 2	40	60%
2 Bedroom - Type 1	40	65%
2 Bedroom - Type 2	40	100%
2 Bedroom - Nightly Rental Units	0	100%
Commercial Unit	7	100%
Additional Facility Storage	1	N/A
Parking Spaces	1,000	



Recreation + Public Works Use

Recreational: Trailhead and limited open space maintenance- Limited to a maximum 2 acres in the northwest aspect of the property.



— Development Process —

- 1) Site Soils Remediation & Erosion Stabilization (Fall 2024)
- 2) Community Engagement Process (size, scope, intent, etc.)
 - Transparent, predictable, and with clear City Council direction
- 3) Determine future land use (development planning)
- 4) Rezone parcels: *(timeline depends on use)*
 - A. No Rezone Required
 - B. CUP for ROS zoned parcels only
 - C. Rezone required for all parcels
- 5) Acquire Consultant Services for preliminary engineering, site development, utility design, & cost estimating.
- 6) Finalize construction documents, bid/award project, & begin construction of selected alternative.

Discussion

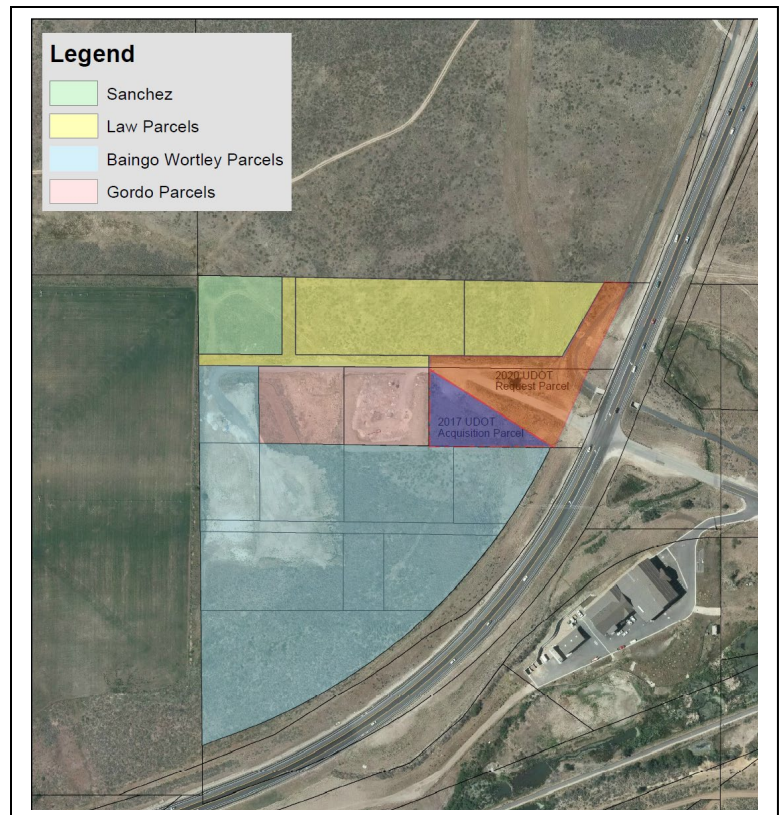
- Soils remediation through Fall 2024
- In the meantime;
 - What would you like us to explore and how (ie. park and ride, affordable housing, support commercial, public utilities, trailhead, etc.)?
 - Define community engagement expectations to ensure community and neighborhood needs are included.
 - What additional information do you need?
 - Are there additional partnerships we should pursue (resorts, chamber, Summit County, MIDA, etc.)?
 - When do you want to talk about this again?

Appendix A: Gordo Lane Use History and Environmental Update

Introduction: Over the past 25 years, the city has undertaken several property acquisitions, primarily for development purposes and to enhance open space, particularly in conjunction with Round Valley. This report provides an overview, of what has collectively been known as the 'Gordo Parcels'. It includes acquisitions, their current uses, zoning designations, and their relevance to city planning documents and discussions. It is essential to consider these factors when making decisions regarding these properties in alignment with the city's long-term goals and planning documents.

Property Acquisitions: Below is a summary of the property acquisitions with their respective details and map reference:

1. **Baingo-Wortley (Blue)** - Approx. 11 acres
 - Zoning: RD ([Residential Development](#))
 1. ECPO ([Entry Corridor Protection Overlay](#))
 2. MCPE ([Medical Cannabis Production Establishment Overlay](#))
 - Entry Corridor Protection Zone: Yes
 - Use: Land banking/Development Parcels
 - Soils Ordinance Boundary: Yes
 - [1996 Acquisition Staff Report](#)
 - [1996 City Council Meeting Minutes \(page 10 Baingo/Wortley acquisition\)](#)
2. **Law (Yellow)** - 3.92 acres
 - Zoning: ROS ([Recreational Open Space](#))
 - Use: Recreational Open Space
 - Soils Ordinance Boundary: No
 - [2005 Acquisition Staff Report](#)



3. **Sanchez (Green)** - 1 acre

- Zoning: ROS (Recreational Open Space)
- Use: Recreational Open Space
- Soils Ordinance Boundary: No
- [2006 Acquisition Staff Report](#)

4. **Gordon Cummins (Pink)** - 2 acres

- Zoning: ROS ([Recreational Open Space](#))
- Use: Land banking.
 1. [2015 Round Valley Annexation Agreement- #3 Subdivision; Density and Phasing. \(Page 13\)](#)
- Soils Ordinance Boundary: No
- [2008 Acquisition Staff Report](#)

5. **UDOT Acquisition Parcel (Purple)** - 0.58 acre

- Zoning: Public Utility Building, Municipal Uses
- Use: Public Utility Building, Municipal Uses

6. **UDOT Parcel Request (Orange)** - 0.505 acre

- Zoning: Municipal Uses
- Use: Municipal Uses
- COG awarded \$1.4 M to PCMC for ROW purchase
- An appraisal was provided on Aug 1st for .5 acre PCA-95-A-X.
- Appraised value was determined to be \$40,000 or \$1.80 sq/ft

Planning Documents and Discussions: These property acquisitions have been part of various planning documents and discussions, including (with links):

- The 2004 joint Summit County/Park City Quinn's Junction Planning
- [The 2014 General Plan- Quinn's Junction Neighborhood \(includes the adopted joint Planning Principals\)](#)
- [2015 Round Valley Annexation Agreement](#)

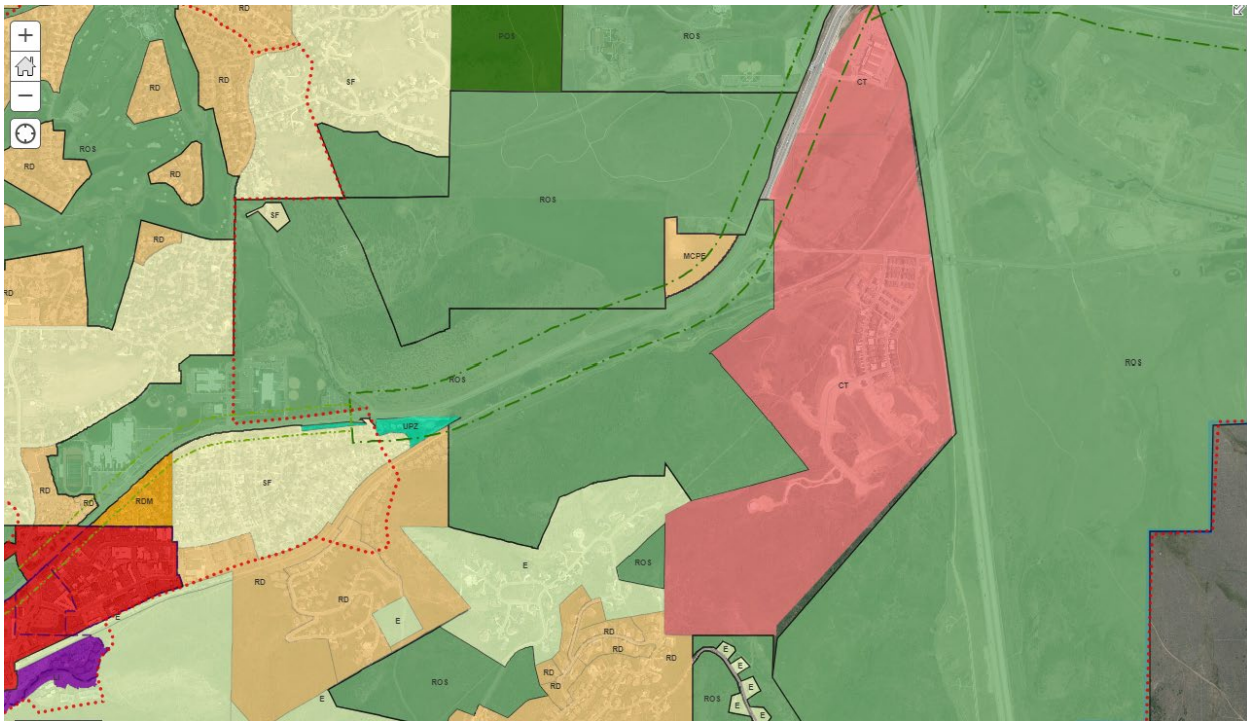
Concepts for Gordo Properties: Throughout the years, several concepts have been either presented to the city or discussed for the Gordo properties, including:

- Senior facility

- Public utilities building
- Soils repository
- Affordable housing
- Open space

Current Uses: As of the latest information available, the Gordo properties are currently used for soils, and public works recycling, storage, and processing materials from our vac truck program.

Zoning Information: Zoning information for each property can be found in the provided links to the city's municipal code.



Environmental Update:

In September 2022, under management of the Environmental Regulatory Program Manager, the City voluntarily enrolled in the Environmental Cleanup program administered by DWMRC (Utah Department of Waste Management and Radiation Control). The purpose of this program is to streamline the cleanup process by focusing on reducing risks posed by the site. The program requires site sampling and the development of a risk assessment. Using those two pieces of information a corrective action plan is developed for the site.

The City conducted a competitive bid for the process and contracted with Terracon Consultants. Sampling occurred during July 2023, and the Site Characterization and Risk Assessment was completed in August 2023. That document is currently under review by DWMRC. Based on the sampling results and

the Risk Assessment, it is recommended that the City remove all the non-native fill material on the property. There are approximately 30,000-35,000 cubic yards of imported material.

The Corrective Action Plan will direct the City to appropriately remediate the property. This document will be developed once DWMRC completes their review of the Risk Assessment. And will include an approximate total amount of material destined for off-site disposal, the location of the material, and development of site controls once material is removed. The City is targeting Fall 2024 for the complete removal of all non-native fill material.

Council Agenda Item Report

Meeting Date: September 21, 2023

Submitted by: Michelle Kellogg

Submitting Department: Recreation

Item Type: Staff Report

Agenda Section: CONSENT AGENDA

Subject:

Request to Approve Park City's "For Argument" for the \$30 Million General Obligation Bond on the November 21, 2023 General Municipal Election Ballot

Suggested Action:

Attachments:

[General Obligation Bond City Pro Statement Staff Report](#)

City Council Staff Report



Subject: For Argument – Recreation GO Bond
Author: Ken Fisher, Recreation Director
Department: Recreation Department
Date: September 21, 2023
Type of Item: Administrative

Recommendation

City Council should review and consider approving the “For Argument” for the Park City Recreation General Obligation Bond on November’s election ballot.

Background

Per [Utah State Code section 59-1-1604](#), “The governing body of a taxing entity shall submit to the election officer an argument in favor of a ballot proposition.” Accordingly, a “For Argument” was drafted for City Council review and consideration.

Park City residents share a long and successful history of commitment to recreation, health, and wellness. Over 50 years ago, organized recreation in Park City first began in the War Memorial Building on Main Street with a local adult basketball league. In 1987, Park City purchased a foreclosed and privately owned tennis facility – the Park City Racquet Club, now the PC MARC. In 2001, Park City voted to build the Park City Ice Arena and construct several neighborhood parks.

The last ballot initiative in Park City to focus on physical recreation facilities was 22 years ago.

Since then, Park City has funded its recreational amenities using a variety of sources, including grants, development impact fees, and careful budgeting. Notably, we built the Park City Sports Complex at Quinn’s Junction and funded the 2011 renovation of the PC MARC. Currently, the City has committed to replacing the aging pools at the PC MARC and building a new City Park Recreation Building, which is home to the PC Summer Camp and other recreational programming using funds that were approved during the FY 24 budget process.

During our recent Master Planning and community engagement process, Park City residents indicated that they wanted new, expanded, and improved recreation facilities. Park City voters have the opportunity to pass a \$30 million general obligation bond to help achieve this vision.

Specifically, the vision includes both new construction and improvement to existing facilities, including 1) indoor and outdoor pickleball courts, 2) a refrigerated and covered

outdoor ice sheet, 3) a Nordic skiing and trailhead area, 4) expanded fitness facilities, 5) a bicycle pump track, 6) new sports field lighting, and 7) important recreation maintenance facilities. These investments not only create new recreational opportunities but also substantially improve our existing facilities, many of which now operate at capacity.

Access to community recreational facilities significantly impacts Park City's quality of life and sense of community. Many choose to live in Park City because of our shared passions for health, recreation, and wellness. The City has a long history of investing and supporting recreation. Voting Yes on Question 1 will continue to advance the City's mission and commitment to "enriching the lives in our community through exceptional people, programs, and facilities."

Analysis

The For Argument below was reviewed and approved by the City's outside financial advisory and specialized bond counsel, the City Attorney's Office, the Community Engagement Team, Executive and the Recreation Department.

GO Bond Timeline

Date	Action Item
September 6	Notice published seeking arguments for and against the ballot proposition.
September 18	Eligible voters must file a request with the Election Officer of intent to file an argument for or against the ballot proposition by 5 p.m.
September 22	The voters selected for arguments for and against must submit their respective arguments by 5 p.m. The arguments cannot exceed 500 words.
September 23	The Election Officer notifies the voters who submitted for and against arguments and provides them with the other's argument. They have an opportunity to submit a 250-word rebuttal to the Election Officer.
October 5	Hold a public hearing
October 9	Deadline to submit the rebuttal argument.
October 20	Target date for mailing Voter Information Pamphlet.
October 26	Hold a public meeting regarding the ballot proposition.
October 31	Ballots mailed
November 21	Election