PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
JULY 12, 2012

PUBLIC NOTICE IS HEREBY GIVEN that the City Council of Park City, Utah will hold its regularly scheduled meeting at the Marsac Municipal Building, City Council Chambers, 445 Marsac Avenue, Park City, Utah for the purposes and at the times as described below on Thursday, July 12, 2012.

Closed Session
2:00 p.m. Personnel, property, litigation

Work Session
3:00 p.m. Council questions/comments
3:15 p.m. 2030 Strategic Plan – International City Management Association P. 4 - 57
- Public input

4:00 p.m. Downtown Projects P. 58 - 70
4:45 p.m. Break

Regular Meeting
5:00 p.m. (note special time)

I ROLL CALL

II COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

Swearing in Vai Lealaitafea as Police Sergeant; Juan Pablo Torres and James Rodrigues as Police Officers

III PUBLIC INPUT *(Any matter of City business not scheduled on the agenda)*

IV MINUTES OF MEETINGS OF JUNE 7, 2012 AND JUNE 14, 2012 P. 71 - 100

V RESIGNATIONS AND APPOINTMENTS

Consideration of two appointments to the Recreation Advisory Board for terms expiring July 2015 and one unexpired appointment for a term expiring July 2014

VI NEW BUSINESS

1. Consideration of an Ordinance approving the 573 Main Street Three Lot Subdivision Plat Amendment, located at 573 Main Street, Park City, Utah
   (a) Public hearing
   (b) Motion to continue to July 26, 2012

2. Consideration of an Ordinance approving the 80 Daly Avenue plat amendment located at 80 Daly Avenue, Park City, Utah
   (a) Public hearing
   (b) Motion to continue to August 9, 2012

3. Consideration of a Master Festival License for the Montage Concert in the Sky, as conditioned, to be held on September 1, 2012 P. 101 - 106
   (a) Public hearing
   (b) Action

4. Consideration of an Ordinance approving the Courchevel Condominiums at Deer Valley Fourth Amendment, located at 2700 Deer Valley Drive East, Park City, Utah P. 107 - 127
   (a) Public hearing
   (b) Action

VII ADJOURNMENT

5:30 p.m. Joint Meeting with Planning Commission - Balanced Growth Study findings – Charles Buki, czb P. 128 - 213

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. Wireless internet service is available in the Marsac Building on Wednesdays and Thursdays from 4 p.m. to 9 p.m.

Posted: 07/09/12
See: www.parkcity.org

Note: This future meeting schedule is TENTATIVE and subject to change.

July 2012

19 **Dick gone**
PC-SLC Connect update (30 min) – work – KC
Water quality update (30 min)
Special service contracts (20 min) – NR
Construction Agreement, in a form approved by
the City Attorney, with Hills Construction for the 13^{TH} Street Booster Pump Station
Modifications in the amount of $99,000 - RMc
PAAB interviews (3:45 – 6 p.m.)

26 Bonanza Park Plan update
Night Sky Ordinance – study – TP
Resolution adopting SR224 Corridor Study
Planning Commission interviews (4 – 6 p.m.)
Ordinance approving the 573 Main Street Three Lot Subdivision Plat Amendment, located at 573 Main Street, Park City, Utah
GreenPark Co-Housing Purchase Agreement
National Preparedness Month - HD
Appointments to PAAB
Resolution – PC 2030 Strategic Plan

August 2012

2 **No meeting**

9 Ice Arena update
LOI PCMR – BH
Ordinance – 80 Daly Avenue plat amendment
Ordinance – 1103/1105 Lowell Avenue plat amendment
Ordinance approving the PCMC/Richards Annexation
Ordinance approving a plat amendment at 429 Woodside Avenue, Park City, Utah
Housing assessment plan
Benches in Round Valley
BOA interviews (5 – 6 p.m.)

16 **No meeting**

23 Old Town commercial height discussion – work - TE

30 Business recruitment
Quarterly goals update

September 2012

6 **No meeting – City Tour**

13 **Liza gone**

20 Rocky Mountain Power – study session

27 Latino Community outreach and engagement - study

Pending Items:

RDA Strategic Plan

Resolution establishing a strategic plan for City-owned property with development potential in Park City, Utah and repealing and replacing Resolution No. 22-05 in its entirety

PARK CITY 1884

Sustainability

City Council Staff Report

Subject: Park City 2030 Long Range Strategic Plan
Author: Bret Howser
Department: Executive
Date: July 12, 2012
Type of Item: Informational

Summary Recommendation: On July 12, 2012, the Leadership ICMA Team will present to Council the final draft of Park City 2030, the City's long-range strategic planning document. Staff is asking that Council take public input and provide feedback prior to final adoption of the strategic plan on July 26, 2012.

Topic/Description: Strategic Planning

Background:

Earlier this year, Park City submitted a proposal to the International City & County Management Association (ICMA) Leadership Course. Each year, this prestigious leadership program selects a few projects from across the country to use as capstone projects for teams of program participants. Park City was fortunate enough to have our long-range strategic plan (Park City 2030) selected. The City has contracted with an assigned team from Leadership ICMA at a cost of $5,000 plus expenses. Similar projects bid out to private market consultants have been known to cost up to six figures.

Over the past several months, staff has been working alongside the Leadership ICMA team on the layout, content, and eventual implementation of the City's long-range strategic plan. The Leadership ICMA team include Todd Aerni (Chief Building Official, Papillion, NE), Marc Landry (CAO, Beaumont, Alberta), Dele Lowman-Smith (Assistant to the County Manager, Fulton County, GA), and Nelsie Smith (Business Development Specialist, Decatur, GA).

The process for creating the Park City 2030 strategic plan has been very involved and included input from staff, Council, and the community. The Leadership ICMA team worked closely with a steering committee which included both City staff and community representation. The ICMA team also interacted with a panel of business leaders from the community, generated input from a community open house, met key local and regional representatives, presented to the City's management team, and had drafts of the document directly reviewed by Council members. This is the third site visit to Park City for the ICMA group, and the document presented here represents the culmination of the team's research and findings.

Analysis:

Overview of Park City's Strategic Planning

Park City's strategic planning efforts are summarized in the concept diagram below. The Community Vision (derived from an extensive public process conducted in 2009) is summarized as Keeping Park City "Park City". The elements that define "Park City", as identified in the community visioning process, are Sense of Community, Natural Setting, Small Town, and Historic Character. These are the community's Core Values.

PARK CITY 2030

Keeping Park City "Park City"

A strategic framework for Park City Municipal Corporation and the community to ensure that the Community Vision to "Keep Park City, Park City" is protected and holds true in 2030.

July 2012

TABLE OF CONTENTS

This document was produced by the Leadership ICMA Capstone Team:
Todd Aerni
Nelsie Smith
Marc Landry
Dele Lowman-Smith

Special thanks to the Park City 2030 Steering Committee:

Diane Foster	Jason Glidden
Jessica Moran	Katie Wright
Pace Erickson	Bret Howser

Additional thanks to all members of the Park City community and City staff who contributed

In their book "That Used to Be Us," Thomas Friedman and Michael Mandelbaum wrote, "uncertainty is a reason to act and not a reason not to act." The Park City 2030 strategic plan gives us--residents, PCMC employees, hospitality workers, and whoever loves Park City and is interested in ensuring its future success–the tools to align resources and decision making so that we do not run from uncertainty but embrace it and plan for it. Park City 2030 is comprised of the Community Vision, Council Priorities, Desired Outcomes and Key Indicators and is the only City resource that aligns all of these components while demonstrating to the community the various efforts taken to make the vision realized.

The ***Community Vision***, which is the foundation of any long-range plan, is aspirational in nature and articulates the desired future state of the community in 2030. It is intended to inspire stakeholders to a common goal and to guide policy and resource allocation decisions. Used properly, it can outlast short-term philosophical shifts or priority changes to ensure the city's progress continues along a path consistent with its residents' shared values. By the same token, making the vision transparent and continuing to engage the community around it ensures the opportunity for it to evolve along with the residents.

The Community Vision was created based on extensive feedback from residents who expressed their desire to maintain many of the current characteristics of the city they call home. While Park City residents want to preserve the historic character and small town feel of the city, many also expressed concern about the lack of housing affordability, limited job opportunities outside of the service industry, the need to cultivate diversity and the fragility of a snow-dependent economy. They believe that, left unaddressed, these issues threaten the future of Park City. These concerns are reflected throughout the vision and are addressed more specifically by Council priorities.

The four ***Council Priorities*** represent what Park City Municipal Corporation believes is most essential to focus its attention and resources in order to realize the Community Vision. The priorities are: 1) World-Class, Multi-Seasonal Resort Destination, 2) Preserving & Enhancing the Natural Environment, 3) An Inclusive Community of Diverse Economic & Cultural Opportunities, and 4) Cutting-Edge & Effective Government. The priorities are a key component of Park City 2030, not just for Council but for residents and Park City staff as well. They provide a philosophical foundation for the Council in its role as a policymaking body. For residents, the priorities provide a visual description of what success looks like. And for Park City staff, they provide guidance on how to manage finite resources in the face of nearly infinite expectations.

In order to ensure results and accountability, Desired Outcomes and Key Indicators were built into the Park City 2030 plan. The ***Desired Outcomes*** are observable effects that visibly demonstrate success in each priority area. Similarly, the ***Key Indicators*** are high-level measures that gauge effectiveness and allow Park City stakeholders to compare their performance to similar service providers and monitor their efforts over time. Both the Desired Outcomes and Key Indicators are tied to the Budgeting for Outcomes process, which helps ensure that resources are allocated to the most effective efforts related to achieving the community's vision.

While developing the Park City 2030 plan, we realized that there are several approaches and considerations that are, and should continue to be, the foundation of decision making for both the City Council and the PCMC staff to bolster the effectiveness of this plan. The approaches are not goals or outcomes, but rather high-level strategies and techniques that need to be at the core of decision making.

I. PARK CITY CHARACTER

In all that we do, Park City's prolific past and present character should be considered in order to strike a balance between Park City then and now. Park City will continue to focus on areas of historic preservation and execute an innovative and sustainable community and economic development strategy that is consistent with the character of the City. The key elements for this approach include:

- Make decisions for the long-term
- Strive to make every decision a "green" decision
- Buy local

II. PUBLIC ENGAGEMENT & TRANSPARENCY

Public participation is happening all the time in the city starting with information that is provided to the residents and stakeholders of the community. The Municipal Corporation is expected to provide transparency and engage the public which results in decisions that are more reflective of public concerns and values. Consulting with neighborhoods, interest groups, business and other affected parties is both desirable and necessary. The key elements of this approach include:

- Forums for discourse
- Integrate feedback into operations
- Accessibility to information
- Build community participation

III. HIGHLY ACCOUNTABLE WORKFORCE

We cannot expect to achieve the results outlined in this plan or excel at providing customer service without an exceptional municipal staff team that is motivated and continuously works to achieve the Community Vision. The key elements of this approach include:

- Foster employee engagement through recognition
- Outcome-oriented, accountable staff
- Use of team approach rather than traditional hierarchy
- Competitive compensation and benefits
- Training opportunities and competency development
- Use of best practices and efficient business processes

IV. REGIONAL COLLABORATION AND LOCAL PARTNERSHIP

We recognize that Park City is not an island. The success of Park City and the Community Vision are directly linked to fostering a thriving and neighborly region. To this end, the City will strive to engage and include all groups and entities with a stake in Park City's success. This includes working with government, private sector and nonprofit partners in the region to share data and develop policies and development plans for the region. In addition, the City will maintain a positive working relationship with Summit County and State, Federal and international leaders to leverage resources, employ regional strategies, and avoid or mitigate adverse regional impacts. Other key stakeholder groups include primary and non-primary residents, major landowners and the resorts. The key elements for this approach include:

Regional Collaboration & Local Partnership (cont.)

- Align strategies
- Share data/information
- Agree upon common goals
- Combine resources to achieve economies of scale

V. USE OF TECHNOLOGY AS A COMPETITIVE ADVANTAGE

As technology continues to evolve, Park City will strive to stay current with the needs of citizens and visitors, and in so doing, use technology to create a distinct and positive customer experience. The City should not pursue technology for technology's sake but use it where appropriate to enhance service provision and to leverage opportunities where none may currently exist. The key elements of this approach include:

- Seek to understand customer needs and expectations
- Ensure that business processes and operations are streamlined and efficient before introducing a technology solution
- Introduce a technology solution only when it is determined to be the most effective means to satisfy customer needs or provides another competitive advantage

Keeping Park City "Park City"

sense of community | *natural setting* | *small town* | *historic character*

Park City is a first-name town offering first-class service. We provide exceptional, cost-effective benefits to our residents, including outstanding facilities and amenities, a small town atmosphere, a strong sense of community, and historic character. We attract visitors from around the globe with our world-class skiing and recreation, vibrant arts and culture scene, multi-seasonal events, and "funky" personality. We are an accessible and well-managed community, which makes Park City a unique and desirable place to call home—for a weekend or for a lifetime.

In 2009, Park City Municipal Corporation conducted a series of interviews, surveys and open houses to better understand the way residents see Park City, what they value and what they want to be the focus of their local government. We learned that our mandate is to ***Keep Park City "Park City."*** The community identified four Core Values that make Park City "Park City."

Community Open House During 2009 Visioning Process

1) Sense of Community
2) Natural Setting
3) Small Town
4) Historic Character

These assets and attributes form the core of Park City and make it a highly desirable place to live and visit. Because of this, Park City has much to offer – including world-class skiing and recreation, vibrant arts and culture, and exceptional resident benefits. When the core values are carefully preserved in harmony with those attributes the community has to offer the rest of the world, Park City will remain "Park City."

COUNCIL PRIORITIES

In order to realize the Community Vision, the City Council of Park City Municipal Corporation developed four priorities—each followed by a narrative description of success—that will guide decision making and provide the structure for ensuring that incremental, measurable steps are taken to achieve the Community Vision. While certain aspects of the narratives describe the Park City today that we know and love, sustaining those attributes over time is critical to realizing the 2030 vision.

The priorities are broken down further to measurable ***Desired Outcomes*** that provide the guideposts for making funding and planning decisions. The ***Key Indicators*** that follow are the actual measures that will determine if we are moving the "dial" on achieving the outcomes. The Key Indicators selected do not represent the totality of measures that could be used but rather a selection of those that will best communicate whether we are meeting the expectations set forth in the community visioning process.

WORLD-CLASS, MULTI-SEASONAL RESORT DESTINATION

Success of this Priority is defined as…

The resort experience continues to exceed expectations. Park City is known as a premier resort destination because of its distinct and recognizable brand, seamless network of multimodal transportation, and interconnected resorts. Visitors and residents feel safe throughout the community and state that Park City has struck a unique balance between tourism and local quality of life. Tourism remains a chief driver of Park City's economy due to its accessibility, quality snow, and great summer weather. World-renowned recreational opportunities and an expansive trail network are the center of activity, complemented by multi-seasonal special events and unique, locally-owned businesses. Park City residents recognize the exceptional benefits the economic base provides and the paramount importance of fostering and expanding the resort economy in harmony with community values.

Desired Outcomes

- *Accessible and world-class recreational facilities, parks and programs*
- *Balance between tourism and local quality of life*
- *Varied and extensive event offerings*
- *Unique and diverse businesses*
- *Accessibility during peak seasonal times*
- *Well-utilized regional public transit*
- *Safe community that is walkable and bike-able*
- *Multi-seasonal destination for recreational opportunities*
- *Internationally recognized & respected brand*
- *Every City employee is an ambassador of first-class service*

Key Indicators

- *Percent of citizens who rate the special events offered as "good" or "excellent"*
- *Percent of event applicants who are "very satisfied" or "satisfied" with the special events process*
- *Visitor nights booked*
- *Average amount spent per visitor per day*
- *Sales tax revenue*
- *Percent of citizens who feel "very safe" or "somewhat safe" in regards to: a) violent crime; b) property crime; and c) environmental hazards*
- *Average commute time along major corridors (non-interstate)*
- *Transit ridership*
- *Percent of citizens who rate quality of city parks, recreational facilities, and programs as "good" or "excellent"*
- *Award winning recreational trail designation*
- *Number of visitors per season*

PRESERVING & ENHANCING THE NATURAL ENVIRONMENT

Success of this Priority is defined as…

Park City is proud that it is recognized as a model environmentally-conscious community. Residents develop, participate in and support initiatives to protect the long-term health of the natural environment and Park City policies and investments work in concert with these efforts. Carbon reduction, energy and water conservation programs, and open space acquisition not only attract residents and visitors to Park City, but also advance community environmental goals and preserve the unique natural setting. We recognize that careful planning to ensure a sustainable water supply that meets the City's current and future need is essential to our long-term viability.

Desired Outcomes

- *Abundant preserved and publicly-accessible open space*
- *Managed natural resources balancing ecosystem needs*
- *Enhanced water quality and high customer confidence*
- *Effective water conservation program*
- *Adequate and reliable water supply*
- *Reduced municipal, business and community carbon footprints*
- *Economically and environmentally feasible soil disposal*
- *Enhanced conservation efforts for new and rehabilitated buildings*

Key Indicators

- *Total acres of open space (includes development agreements)*
- *Total acres of managed wildlife corridors*
- *Municipal Carbon Footprint/Business Carbon Footprint/Community Carbon Footprint*
- *Ratio of water supply to consumer demand*
- *Quality of overall natural environment*
- *Cost per cubic yard for soil disposal*
- *Number of LEED or environmentally sensitive buildings built or rehabilitated*
- *Number of days Air Quality Index rated green or healthy*
- *Percent of citizens who rate overall quality of drinking water as "good" or "excellent"*

AN INCLUSIVE COMMUNITY OF DIVERSE ECONOMIC & CULTURAL OPPORTUNITIES

Success of this Priority is defined as…

Park City is a community where residents can live, work and play. In order to maintain Park City's appeal, we invest in those areas that ensure our continued success. Through our planning and economic development efforts, we balance the historic character and small town atmosphere with the varying needs of our residents and visitors. We welcome and celebrate a mix of cultures, perspectives, and lifestyles. There are diverse job opportunities that pay a living wage and enable full-time residents to live within a reasonable distance of their jobs. Part-time residents are welcomed, engaged, and contribute to the community character. We recognize that preserving our unique history is vital to the longevity of the City's character and is at the forefront when key planning and economic development decisions are made. The impact of regional growth pressures have been managed and mitigated by Park City's ongoing collaboration with local and regional stakeholders. These cooperative efforts result in innovative economic strategies, preservation of the natural setting, and partnerships that lead to prosperity throughout the region.

Desired Outcomes

- *Residents live and work locally*
- *Jobs paying a living wage*
- *Preserved and celebrated history; protected National Historic District*
- *Cluster development while preserving open space*
- *Part-time residents that invest and engage in the community*
- *Shared use of Main Street by locals and visitors*
- *Skilled, educated workforce*
- *Entire population utilizes community amenities*
- *Community gathering spaces and places*
- *Physically and socially connected neighborhoods*
- *Vibrant arts and culture offerings*
- *Diverse population (racially, socially, economically, geographically, etc.)*

Key Indicators

- *Percent of citizens earning their income here*
- *Median wage as compared to median home price*
- *Percent of renters able to afford fair market rent*
- *Percent change of historic sites inventory*
- *Percent of residents who feel that they have a connection to Historic Park City*
- *Business mix on Main Street and other commercial areas*
- *Percent of graduating students who are college or career ready*
- *Percent of 3rd graders reading at a proficient level*
- *Percent of residents who rate the sense of community as "good" or "excellent"*
- *Percent of residents who rate the openness and acceptance of the community towards people of diverse backgrounds as "good" or "excellent"*
- *Number of nonprofit organizations/total dollars invested by nonprofits*

RESPONSIVE, CUTTING-EDGE & EFFECTIVE GOVERNMENT

Success of this Priority is defined as…

Park City Municipal Corporation has earned the trust of the community by engaging its citizens, being responsible stewards of tax dollars and providing uncompromising quality and customer service. This is enabled by a customer-centered organizational structure; a culture that embraces accountability and adapts to change; and funding mechanisms and policies that support innovation. We recognize that investing in our people is essential to maintaining a high-performing and strategic-minded workforce. Our employees are equipped with the core skills that allow them to be self-managed, creative and flexible in anticipating and responding to community needs. We protect our investments by ensuring that systems and infrastructure are maintained, making responsible and effective use of technology and being fiscally and legally sound.

Desired Outcomes

- *Fiscally and legally sound*
- *Engaged, capable workforce*
- *Well-maintained assets and infrastructure*
- *Engaged and informed citizenry*
- *Streamlined and flexible operating processes*
- *Ease of access to desired information for citizens and visitors*

Key Indicators

- *General Obligation Bond Rating*
- *Percent of citizens who rated value of services for amount of taxes paid as "good" or "excellent"*
- *Percent of employees who feel that at work they have the opportunity to do what they do best everyday*
- *Percent of citizens who rate the opportunity to participate in community matters as "good" or "excellent"*
- *Percent of citizens who rate public information services as "good" or "excellent"*
- *Number of website hits per month*
- *Building Condition/Assessment Rating*
- *Percent of depreciating assets replaced within recommended lifecycle*
- *Percent of work orders completed within established guidelines*
- *Average number of hours of training per employee per year*
- *Percent of key business processes documented or reviewed annually*
- *Total annual dollars saved due to process improvements and efficiency studies*
- *Percent of residents who rated overall direction taken by Park City Municipal Corporation as "good" or "excellent"*

An integral piece of the strategic planning process is to ensure that the municipal government's operations and processes provide the appropriate environment for the City to succeed at achieving the Community's Vision. Simply producing a strategic planning document does not ensure success. That requires effective leadership and an implementation plan that takes the current City practices to the next level by incorporating the concepts of the strategic plan into the City's day-to-day activities.

The Park City 2030 strategic plan relies on the Biennial Strategic Plan/Scorecard, the Departmental Business Plans, and the Budgeting for Outcomes process to ensure that City operations are working in tandem with the priorities and outcomes outlined in Park City 2030. While the Park City 2030 long range strategic plan should be updated every four years, these documents are updated more regularly (annually and biennially) in order to ensure continued progress toward the Community Vision and keep the concepts in Park City 2030 active. The next few paragraphs define the use of each of these resources and how they make the Park City 2030 strategic plan a living document:

The ***Biennial Strategic Plan*** is a single strategic document that takes the 20-year Park City 2030 plan and breaks it down into shorter, more actionable units. As the name implies, the plan is produced every two years and provides a two-year horizon for the strategic direction of the City. It is envisioned that only minor updates will occur in the off year as this document is not intended to provide tactical, day-to-day operations of the City but a higher level of strategic direction that will give the community a better sense for where the City is heading. The Biennial Strategic Plan is categorized by each of the four Council Priorities and a central document for citizens to reference that best describes the strategies that the City is using to achieve the Desired Outcomes outlined in Park City 2030. The Biennial Strategic Plan is a culmination of the more detailed Departmental Business Plans that are produced and updated by each City department at the beginning of the budget process each year.

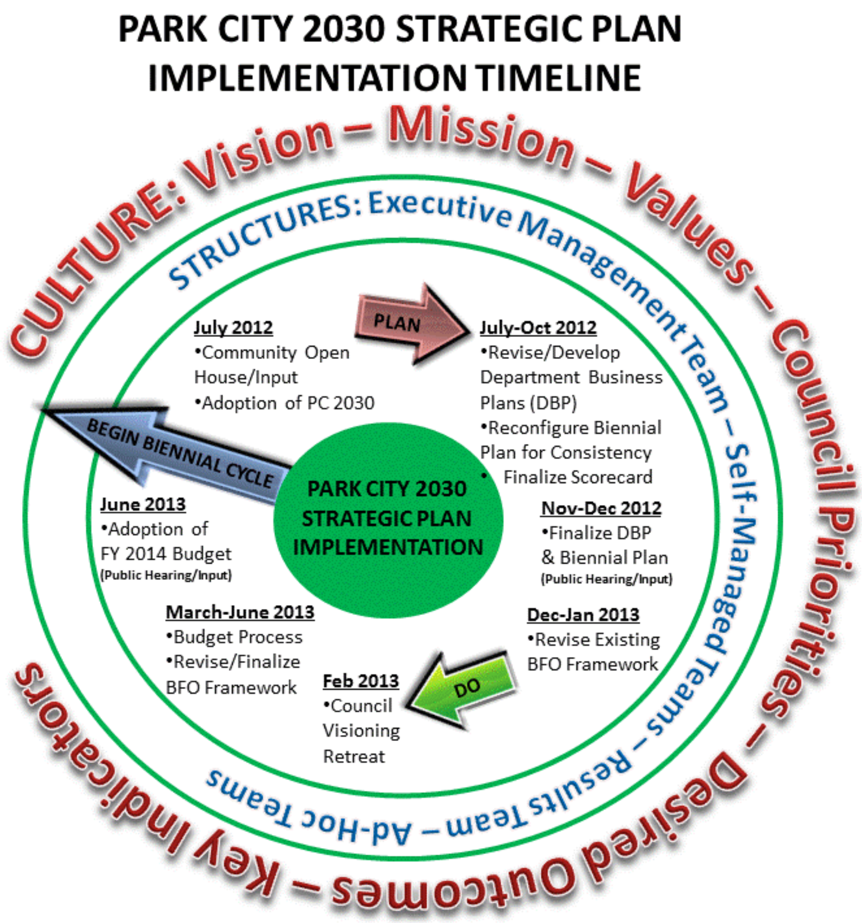
The Biennial Strategic Plan incorporates a ***Scorecard*** that is a visual representation of how the City is doing at achieving the specific Desired Outcomes identified in Park City 2030. This evaluation tool is based on the balanced scorecard method, with individual Desired Outcomes awarded a gold, silver, or bronze medal based on how well they are trending toward the community vision. These ratings are then presented in medal count fashion to give a composite evaluation for each Council Priority area.

Department Business Plans are developed and revised annually to reflect the more day-to-day operations of a department and how it aims to, in that fiscal year, work to move the dial on the Desired Outcomes and Community Indicators outlined in Park City 2030. The Department Business Plans are not produced in a silo, but rather are developed in teams as staff works to develop the Biennial Strategic Plan. Working with these two documents together will ensure that departments are not doing duplicative work and will help to further promote coordination of resources to achieve the outcomes identified in the most effective manner. The Department Business Plans are working documents that provide each department with tactical guidance on the specific "how" and "what" for achieving the Desired Outcomes in Park City 2030. Not all of the specific strategies that are in the Department Business Plans are in the Biennial Strategic Plan; however, every high level strategy that is in the Biennial Strategic Plan represents a strategy in a Department Business Plan.

The ***Budgeting for Outcomes*** bid process provides the monetary resources to support and implement the strategies that are identified in the Department Business Plans. If any changes of funding occur that eliminate a service or program, or significantly decrease the funding for a service or program during the budget process, the Department Work Plans will need to be updated to reflect the impact of that decision to achieving the Desired Outcomes identified in Park City 2030. Over time, the City may determine that some of the services and strategies currently observed do not help to move the dial on achieving the outcomes identified in Park City 2030 and may shift gears with certain strategies or initiatives and those changes will be approved/disapproved during the Budget for Outcomes process.

IMMEDIATE IMPLEMENTATION

The below graphic illustrates the implementation timeline for the current year beginning with the start of Fiscal Year 2012-2013. Park City Municipal Corporation will begin developing Department Business Plans and reconfiguring the Biennial Strategic Plan during the first quarter of the fiscal year. Because the Biennial Strategic Plan is a higher level strategic document, it should be written on a two-year horizon. Unless serious, unanticipated internal or external changes warrant, major modifications to this document should not be necessary until Fiscal Year 2014-2015. During the second quarter, these plans will be finalized after a public input period. This work will help to set the stage for the bid requests that will be submitted related to the Budgeting for Outcomes (BFO) process that begins during the third quarter of the fiscal year. During this same quarter, a team of Park City municipal employees is assembled to review the bids submitted on behalf of the BFO process and ultimately make recommendations to the City Manager for consideration as part of the budget. The Council Visioning Retreat takes place in February and any changes to the BFO process are made as it relates to input from this process. During the fourth quarter, final changes to the BFO bids are made to reflect input from the public hearing process. In June, the budget is adopted.



ONGOING IMPLEMENTATION

The below graphic illustrates the implementation timeline beginning Fiscal Year 2013-2014 and ongoing. Park City Municipal Corporation will begin by finalizing the Department Business Plans based on any changes in the finalized budget for the previous year and any new initiatives that may be on the horizon in the coming year. The Biennial Strategic Plan should also reflect any changes but should be initially written to incorporate a two-year high level strategic plan and not a day-to-day tactical work plan and therefore should not need to be changed significantly in the off-year. During the second quarter, these plans will be finalized and will help to set the stage for the bid requests that will be submitted related to the Budgeting for Outcomes (BFO) process that begins during the third quarter of the fiscal year. During this same quarter, a team of Park City municipal employees is assembled to review the bids submitted on behalf of the BFO process and ultimately make recommendations to the City Manager for consideration as part of the budget. The Council Visioning Retreat takes place in February and any changes to the BFO process are made as it relates to input from this process. At the same time, the City will provide an update to the Scorecard and present to Council and the public. Every four years, the Park City 2030 strategic plan should be updated. During the fourth quarter, any final changes to the BFO bids are made to reflect input from public hearing process. In June, the budget is adopted.

FINAL OBSERVATIONS BY THE LEADERSHIP ICMA CAPSTONE TEAM

It has been a pleasure working with the very dedicated and exceptional staff of Park City Municipal Corporation. Park City is truly a fabulous City and we hope that this plan will help the City continue to achieve great things. We wanted to make a few observations that we think will add value to the great work that is done by City staff and make the Park City 2030 strategic plan a document that will be viewed as the clarifying document to help staff focus their work without increasing their existing workload.

General Plan and Park City 2030 work together - The fact that Park City is working to update its General Plan while going through a strategic planning process is representative of the professionalism and dedicated staff that exists in the City. It is no small task to conduct either of these projects and to do them at the same time is commendable and presents a real opportunity. As the Leadership ICMA team leaves, we want to encourage the continued molding of the two plans to work in concert with each other. Our hope is that, as you work with the two strategic documents, you do not see them as competing or confusing to the public or to the staff who are trying to determine how to align their work to achieving the City's vision, but rather that they speak to each other as if both documents were developed by the same people. We understand that there may be changes and revisions to Park City 2030 and we look forward to seeing how the City uses this document as a framework for achieving the Community Vision.

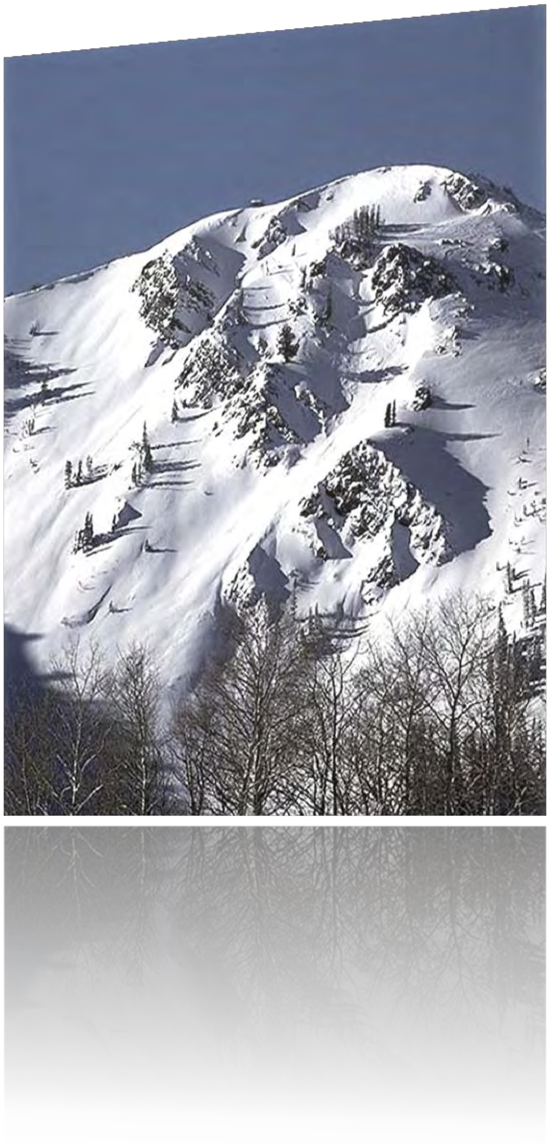
Community Indicators

During this process, the need for Community Indicators became apparent. Community Indicators are not necessarily Desired Outcomes of the City but more importantly serve as indicators that should be gauged by the community as a whole. These indicators would highlight any dramatic shifts that might severely threaten the Park City we know, love and want to protect. Climate change and population growth projections are two indicators that we feel would fall into this Community Indicators category. The City's General Plan that is currently under revision is the forum where those Community Indicators should be properly vetted. The Community Indicators will be the same for both the Park City 2030 plan and the General Plan. We recommend no more than five Community Indicators with the primary distinguishing factor for these versus Key Indicators is that if they change, Park City will no longer be "Park City."

Clarity of words and phrases - One of the goals of the Leadership ICMA Team when we began this process was to help establish agreed-upon terminology to ensure clarity and consistency in this and related efforts. As Park City Municipal Corporation moves forward with the implementation of this plan, we encourage the continued streamlined phrasing and consistent use of the words that are throughout this document. For instance, the High Level Indicators are not the performance measurements that are found in the Department Business Plans and should not be called such. Also, Council Goals are now Council Priorities and documents and conversations should reflect this change. The Park City 2030 Terms & Definitions document we provided should be distributed and kept current to facilitate this clarity. As inconsequential as this may seem, confusion when discussing these tools will cause frustration and undermine their use and effectiveness.

Simplify processes and documents - The Park City 2030 framework is intended to help simplify the work that departments, individuals and teams have to do. This process should provide an opportunity for Park City Municipal Corporation to examine its business processes and practices and the related and begin to streamline or eliminate those that are inefficient, duplicative or confusing. For instance, creating a short, simple business plan template for all departments to use will reduce confusion and keep them from having to “reinvent the wheel” each time they complete it. In addition, having one Biennial Strategic Plan for all Council Priorities rather than a separate one for each, saves time, paper and confusion. Keep the simplification efforts going by identifying other unnecessarily long or unclear documents as well as practices that may have outlived their usefulness. This will help create more buy-in on the part of staff and allow them more time to focus on organizational priorities.

Make it a part of the culture - The only way that the Park City 2030 framework will go from words on a page to action is by making it inseparable from the Park City culture. This can initially be accomplished by reinforcing the concepts through face-to-face communication in staff meetings and giving employees the chance to discuss how they can incorporate these tools into their daily work. Additionally, progress toward achieving the Desired Outcomes should be added as a periodic discussion item in Council meetings. Ongoing, however, the City Manager and key leaders must visibly use the Biennial Strategic Plan and Department Business Plans to make decisions, and the status of performance measures and the effectiveness of a program moving the dial on Key Indicators should be discussed regularly to promote accountability. Finally, and perhaps most important, the City Manager and key leaders must actively identify and remove barriers (both real and perceived) to implementing the Park City 2030 framework. Only when it is easier to use the new tools than it is to revert to old habits will Park City 2030 be used to its fullest potential.



APPENDIX

Community Vision

Park City is a first-name town offering first-class service. We provide exceptional, cost-effective benefits to our residents, including outstanding facilities and amenities, a small town atmosphere, a strong sense of community, and historic character. We attract visitors from around the globe with our world-class skiing and recreation, vibrant arts and culture scene, multi-seasonal events, and "funky" personality. We are an accessible and well-managed community, which makes Park City a unique and desirable place to call home—for a weekend or for a lifetime.

In 2009, the Park City Municipal Corporation conducted a series of interviews, surveys, open houses, etc., to better understand the Community Vision or the way residents see Park City, what they value, and what they want local government to focus on. We learned that our mandate is to Keep Park City "Park City." The logo below illustrates what the community has identified as the Core Values that make Park City "Park City."

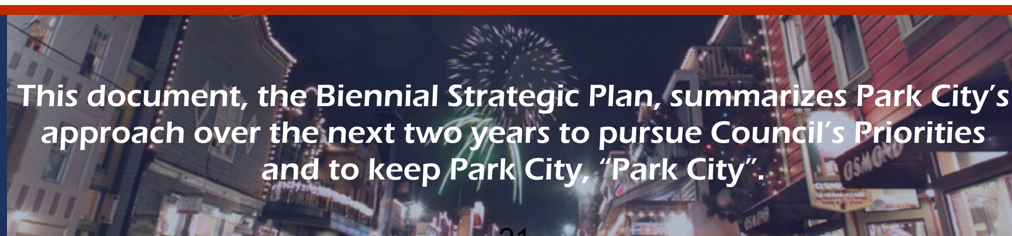
Keeping Park City "Park City"

sense of community | natural setting | small town | historic character

Council Priorities

In order to realize the Community Vision, the City Council of Park City Municipal Corporation developed four priorities that will guide decision making and provide the structure for ensuring that incremental, measurable steps are taken to achieve the Community Vision.

- World-Class, Multi-Seasonal Resort Destination
- Preserving & Enhancing the Natural Environment
- An Inclusive Community of Diverse Economic & Cultural Opportunities
- Responsive, Cutting-Edge & Effective Government



Community Indicators

The following measures are illustrative of the Community Vision

Park City Scorecard

The Park City Scorecard provides monitoring and reporting information on key indicators identified in PC 2030 and the General Plan. Ultimately, it tracks the status and progress towards the Community Vision and Council Priorities. Scorecard results can be used for decision making, identifying improvement opportunities and learning.

Key indicators provided in the following Council Priority discussions are evaluated using the Gold-Silver-Bronze method outlined below.

Medal Count:

	WC-MS Resort Destination	Natural Environment	Community of Diverse Opp's	Responsive Government
Gold Trending 'Towards' the Vision	5	6	7	4
Silver Stable or Mixed Trends	4	1	2	3
Bronze Trending 'Away' from the Vision	2	1	0	4

World Class, Multi-Seasonal Resort Destination

Success of this Priority is defined as:

The resort experience continues to exceed expectations. Park City is known as a premier resort destination because of its distinct and recognizable brand, seamless network of multimodal transportation, and interconnected resorts. Visitors and residents feel safe throughout the community and state that Park City has struck a unique balance between tourism and local quality of life.

Tourism remains a chief driver of Park City's economy due to its accessibility, quality snow, and great summer weather. World-renowned recreational opportunities and an expansive trail network are the center of activity, complemented by multi-seasonal special events and unique, locally-owned businesses. Park City residents recognize the exceptional benefits the economic base pro-

Desired Outcomes

The Community and the City Council have identified the following desired outcomes related to remaining competitive as a destination Mountain Resort Community:

- Accessible and world-class recreational facilities, parks and programs
- Balance between tourism and local quality of life
- Varied and extensive event offerings
- Unique and diverse businesses
- Accessibility during peak seasonal times
- Well-utilized regional public transit
- Safe community that is walkable and bike-able
- Multi-seasonal destination for recreational opportunities
- Internationally recognized & respected brand
- Every City employee is an ambassador of first-class service

Key Strategies

The following strategies have been identified as critical for achieving Desired Outcomes:

- Support & Manage World Class Events
- Provide Amenities Facilities & Infrastructure
- Pursue Redevelopment Consistent with General & Area Plans
- Retain & Attract Diversified Business Types
- City Branding & Promotion

Scorecard of Key Indicators

% of citizens who rate the special events offered as good or better

56% of residents are satisfied with special events

% of event applicants who are satisfied with the special events process

50% of applicants are satisfied with special events

Visitor nights booked

The total numbers of visitors night booked were 1,433,497

Average amount spent per visitor per day

$200.00 per day

Sales tax revenue

Municipal revenue was $2,000,000

% of citizens who feel "very safe" or "somewhat safe" in regards to: a) violent crime; b) property crimes; and c) environmental hazards

Crime rate 20%

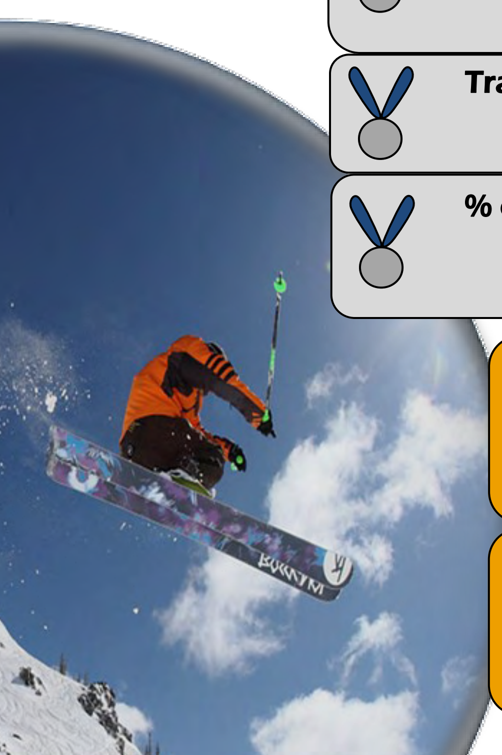
Average commute time along major corridors

Average commute time 5 minutes

Transit ridership

Number of transit riders 2,000,000 riders

% of users who are satisfied with recreational facilities, parks and programs



% of citizens who rate quality of city parks, recreational facilities, and programs "good" or "excellent."

75% of residents are satisfied recreation facilities, parks

Award winning recreational trail designation

No awards in 2011

Biennial Plan for World Class Multi-Seasonal Resort Destination

Recent Successes

Action Items Completed

- Completed City-wide Market Analysis & Carrying Capacity Studies
- Identified City's posture on Redevelopment as proactive
- Completed Marsac & Bonanza Tunnels & Public Art Projects
- Expanded Street Dining on Main
- Completed Event Center Study
- Extended Triple Crown Contract 5yrs

Savings/Efficiencies Gained

- Improved Regional Event Coordination
- Add information from Department Business Plans

Current Challenges

- Operational & Maintenance Resources
- Add information from Department Business Plans
- Special Event vs. Local Use of Facilities
- Competition for the Event Calendar
- Quality of Life Tradeoffs (noise, traffic, etc.)
- Maintaining Commitment to Public Art (including funding)
- Lack of Facilities
- Maintaining Technological Relevance
- Ensuring Sundance remains in Park City

Trends & Opportunities

- Increased Competition in Destination Tourism Market
- Use of Events to Drive Resort Economy
- Contraction of Public Art Programs
- Increased Use of New Technology
- Fiber Infrastructure at BOPA
- Main St./City Facilities Wi-Fi
- Business Resource Center Expansion (Business Accelerator/Incubator)
- Public Private Partnerships
- Social Media
- Cultural Tourism
- Connection of Main St. with Resort Bases
- Interconnect/Ski Link

Action Plan

Operating Plan

- Take More Facilitative Role in Events
- Implementation of BOPA and LPA Area Plans
- Secure LPA RDA Extension
- Institute Direct Business Recruitment Program
- Secure Sundance Agreement thru 2028 & Address MLK Conflict
- Develop Ski Resort Interconnect Concept Plan

Capital Plan

- Dan's to Jans Implementation
- HPC/Main St. Projects
- Wi-Fi Network Infrastructure
- Increased Public Art Funding
- City Owned Property in Lower Park Avenue (Fire Station & Sr. Center)

Other Targets for Action

- Woodward Facility
- Define & Test City's Role in High Altitude Destination

Preserving & Enhancing The Natural Environment

Success of this Priority is defined as:

An Inclusive Community of Diverse Economic & Cultural Opportunities

Success of this Priority is defined as:

Responsive, Cutting-Edge, & Effective Government

Success of this Priority is defined as:

Fiscal Year 2012

Economic Team Business Plan

Developed by:
Jonathan Weidenhamer
Thomas Eddington
Phyllis Robinson
Jason Glidden
Bret Howser
Katie Cattan

PARK CITY
1884

Purpose Statement

This document details specific strategies that the Economy Team will follow in order to ensure Park City's economic health, development, and redevelopment goals are met. It serves primarily as an accountability and management tool to ensure that staff is progressing towards achieving the Community Vision by taking measurable action steps. Secondarily, it clarifies how day-to-day taxpayer funded operations ultimately bring about the desired outcomes identified by the community and its representatives.

Table of Contents

The Community's Vision for the Economy

Community Vision

In 2009 the City conducted a series of interviews, surveys, open houses, etc., to better understand the Community Vision or the way residents see Park City, what they value, and what they want local government to focus on. We learned that our mandate is to ***Keep Park City "Park City"***. The boxes at right show what the community has identified as the Core Values that make Park City "Park City".

Park City's Core Values

Sense of Community	Natural Setting
Small Town	Historic Character

*PARK CITY'S **SENSE OF COMMUNITY**, ITS UNPARALLELED **NATURAL SETTING**, **SMALL TOWN** CHARM, AND **HISTORIC CHARACTER** FORM THE BASIS FOR PARK CITY'S POSITION AS A WORLD CLASS MULTI-SEASONAL RESORT COMMUNITY. THE RESORT ECONOMY IS AT THE HEART OF THE COMMUNITY'S VISION. BENEFITS TO THE COMMUNITY OF TOURISM ARE WELL DOCUMENTED, NOT THE LEAST OF WHICH IS THE ABUNDANCE OF TAX DOLLARS THAT COME ALONG WITH OUR CHIEF EXPORT – WORLD CLASS SKIING AND RECREATION. THESE TAX DOLLARS ARE PUT TO WORK BY SUPPORTING VIBRANT ARTS AND CULTURE.*

Community Vision

↓

Council Priorities

↓

Desired Outcomes

↓

Strategies

- **Operating Programs**
- **Capital Projects**
- **Policies**

Council Priorities & Desired Outcomes

In the ***PC 2030*** long range strategic plan, the City Council identified four priority areas upon which the City must focus its efforts in order to achieve the Community Vision and Keep Park City "Park City". Economic development is critical to two of those four priorities, namely:

World-Class, Multi-Seasonal Resort Community

-and-

A Community of Diverse Cultural & Economic Opportunities

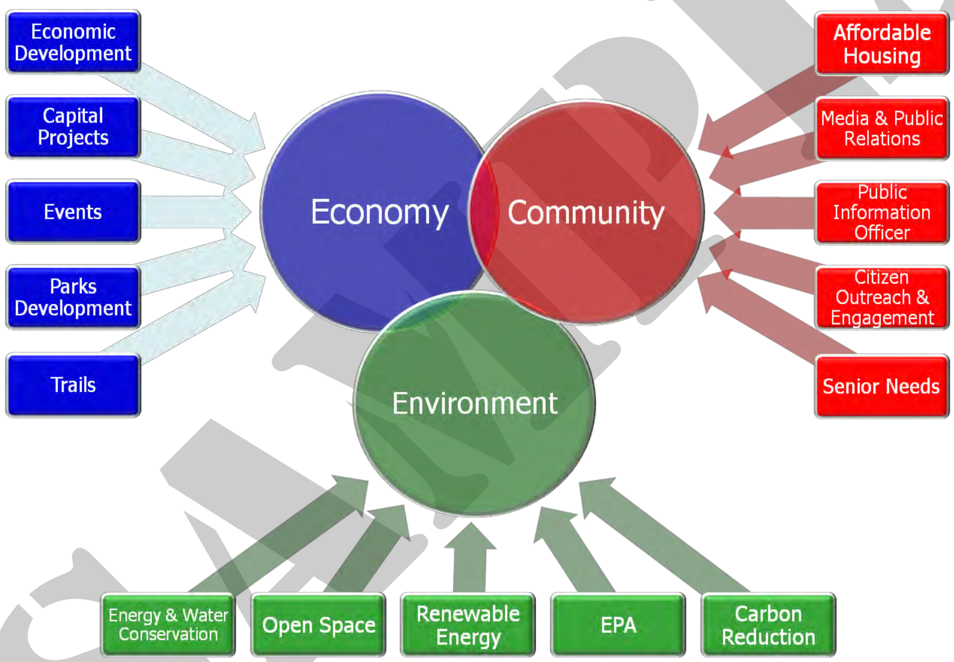
Within each priority area, a set of ***Desired Outcomes*** shows what we intend to accomplish. This document puts forth the specific strategies and action steps we'll use to bring about these Desired Outcomes.

Economy Team Mission

We seek to remain competitive as a world-class resort community while expanding our multi-seasonal economy through exploring diverse year round opportunities

WHO IS THE ECONOMY TEAM?

The City's traditional functions are organized into a single ***Sustainability Team*** with the goal of achieving an appropriate balance between and synergy among our economic, community and environmental goals such that all aspects of our community continue to thrive.



The Economy Department, a division of the Sustainability Team, oversees planning and implementation in a diverse range of areas to ensure the City's economic health. Work activities include management of the Redevelopment Authority, planning and implementation of capital projects, management of special events, community walkability and trails, and property acquisition and negotiations. The Economy Department works jointly with the Sustainability Team and the Planning Department to address overall economic health through economic development, community development, and redevelopment efforts in the City and align these efforts with the general and neighborhood plans, the Council Priorities, and Community Vision.

Strategies & Action Steps

To ensure that our strategies are accomplishing the Community Vision, each strategy can be linked to one or more Desired Outcomes within a Council Priority Area. The Council Priorities represent the City Council's broad strategy for achieving the Community Vision.

Community Vision

Keeping Park City "PARK CITY"

SENSE OF COMMUNITY | *NATURAL SETTING* | *SMALL TOWN* | *HISTORIC CHARACTER*

PLAN ↓ DO ↑

Council Priorities

World Class Multi-Seasonal Resort Community

- Accessible and world-class recreational facilities, parks and programs
- Balance between tourism and local quality of life
- Varied and extensive event offerings
- Unique and diverse businesses
- Walkable and bike-able community
- Multi-seasonal destination for recreational opportunities
- Internationally recognized & respected brand

PLAN ↓ DO ↑

Strategies

Economic Development Strategies

I. Support & Manage World Class Events
II. Provide Amenities Facilities & Infrastructure
III. Pursue Redevelopment Consistent with General & Area Plans
IV. Retain & Attract Diversified Business Types
V. City Branding & Promotion

STRATEGY I | SUPPORT & MANAGE WORLD CLASS EVENTS

Steps taken under this strategy are crafted to bring about the following desired outcomes identified by the City Council as critical to the Community Vision of Keeping Park City "Park City":

Current Policy Direction: Take a more facilitative role in events

Operating Programs

	Action Step	Deliverable	Who's Responsible	By When
Special Events Program	Refine the event process and calendar to balance community goals and ROI	Report to Council concurrent with Economic Health Rpt	Econ. Dev. Mgr	Nov 2012
	Secure Sundance Agreement thru 2028 & Address MLK Conflict	Study Session	City Mgr & Econ. Dev. Mgr	July 2012
		Code Changes		Sep 2012
		Extended Agreement		End 2013
	Event Overhaul	Admin Process /Fee Changes	Econ. Dev. Mgr & Event Project Mgr	Done
		Temporary Bus Licensing		Sep 2012

Strategic Partners:

Internal: City Staff (Police, PW, Building,Planning Enforcement)

External: Chamber, Sundance, Fire District, Summit County, Long-term holders of event city service agreements

Critical Success Factors:

CONTINUED GROWTH AND EFFICIENCY IN PROGRAMMING THE EVENT CALENDER WITH MORE BENEFICIAL (ECONOMIC) EVENTS AND LIMITED COMMUNITY IMPACTS

STRATEGY II

PROVIDE AMENITIES, FACILITIES, & INFRASTRUCTURE

Steps taken under this strategy are crafted to bring about the following desired outcomes identified by the City Council as critical to the Community Vision of Keeping Park City “Park City”:

Current Policy Direction: Not actively pursuing a publicly financed convention/event center; will reevaluate if public-private partnership opportunity arises.

	Action Step (Priority)	Deliverable	Who’s Responsible	By When
Operating Programs				
Backcountry Trails Program	Transportation Master Plan Report Card	Report Card	Trails & OS Proj Mgr	Sep 2012
Economic & Redevelopment Program	Wi-Fi Network Feasibility Analysis	ID Priority Locations & Cost	Econ Dev Mgr & IT Mgr	Mar 2013
	City Way-finding & SMART Messaging Plan	Complete Plan	Econ Dev Mgr	Mar 2013
Capital Projects				
Urban Trails & Walkability Program	Dan's to Jans Implementation	Completed Phase I Projects	Trails & OS Proj Mgr	Oct 2014
	Wyatt Earp Implementation	Completed Street Improvements	Trails & OS Proj Mgr	Oct 2013
Backcountry Trails Program	Pave Silver Quinn Trail	Paved Trail	Trails & OS Proj Mgr	Oct 2012
Downtown Enhancement Projects	Identify preferred location of Downtown Plaza – Complete Construction	Build Plaza Downtown	Econ Dev Mgr	Oct 2015
	Sidewalk Reconstruction & Streetscape Improvements	Sidewalk & Streetscape Improvements, block by block over 8 yrs	Sr. Project Manager	Start 2012; complete 2020
	City Hall Plaza	Completed Promenade	Sr. Project Manager	Oct 2014
	Coalition Plaza/trailhead	Completed Project	Sr. Project Manager	Oct 2016
	Miners Plaza	Completed Project	Sr. Project Manager	Oct 2017

Strategic Partners:

Internal: Other City Project Managers (Water, Public Works, Engineering

External: UDOT, Sundance

Critical Success Factors: Balancing capital improvements with construction impacts

STRATEGY III

PURSUE REDEVELOPMENT CONSISTENT WITH GENERAL & AREA PLANS

Steps taken under this strategy are crafted to bring about the following desired outcomes identified by the City Council as critical to the Community Vision of Keeping Park City "Park City":

Current Policy Direction: Seek partnership opportunities with major landowners

	Action Step (Priority)	Deliverable	Who's Responsible	By When
Operating Programs				
Economic & Redevelopment Program	Parking Redevelopment at PCMR Lot	1) Letter of Intent 2) RDA Extension 3) Signed Agreement 4) Phase I – Woodward Facility 5) Parking & Transit Ctr Construction	Strategic Initiatives Mgr	1)Aug '12 2)Oct '12 3)Dec '12 4)Oct '13 5) 2014
	Teasure Hill Negotiations	Conclude an agreement to: 1) keep ½ density at Treasure; 2) Move ½ density to a receiving zone; 3) Keep ski & uphill capacity improvements to treasure; 4) Ensure hot beds are created at Treasure	City Manager, Attorney & Econ Dev Mgr	Jun 2013
	Develop City approach to and role in redevelopment of major buildings on Main St.	Policy Discussion w/ Council	Econ Dev Mgr	Aug 2012
Capital Projects				
Implementation of BOPA Plan	Develop Bus. Retention and Attraction Plan	Adopted Bus Retention and Attraction Plan	Strategic Initiatives Mgr	Dec 2012
	Identify Preferred Incentive Tools	Incentive Toolbox	Strategic Initiatives Mgr	Dec 2012
Implementation of LPA RDA Area Plans	Library Needs Assessment/Expansion	Completed Needs Assessment & Construction	Lib Director; Econ Dev Mgr, & Sr. Project Mgr	Jul 2012; Oct 2013
	Neighborhood Needs Assessment/Construction	Completed Needs Assessment & Construction	P.A. Mgr & Sr. Project Mgr	Jul 2012; TBD
Policies				
General Plan	Update Economic Element	Complete Chapter	Sr. Planner	???

Land Mgt Code	🟡	Modify LMC to encourage, support vitality, activity while protecting scale and integrity of historic buildings	TBD	Econ Dev Mgr & Planning Dir	TBD
City's Posture on RDA	🟡	Use the Input from the 5 joint meetings to inform implementation of the Area and General Plans	Economic Element of the General Plan completed	Econ Dev Mgr, Planning Director and Sr. Planner	Oct 2012

Strategic Partners:

Internal: Planning Staff

External: Park City Mountain Resort, Treasure Hill Owners, Charles Buki (consultant), Tax Entity Committee

Critical Success Factors:

Finalized General plan
Finalized BoPa plan
Approved LOI w/ PCMR
RDA Extension
Agreement to Treasure Hill Negotiations

STRATEGY IV | RETAIN & ATTRACT DIVERSIFIED BUSINESS TYPES

Steps taken under this strategy are crafted to bring about the following desired outcomes identified by the City Council as critical to the Community Vision of Keeping Park City "Park City":

Current Policy Direction: Not codified – Preliminary direction given to identify a business recruitment and retention plan. We are not clear if Council seeks to formally dDiscourage chains, (with perhaps the exception of a "boutique" chains). The more cogent concern was about size, specifically visual, parking and community character impacts of and big box retail.

Operating Programs	Action Step (Priority)	Deliverable	Who's Responsible	By When
Economic & Redevelopment Program	Define & Test City's Role in High Altitude Destination	Study Session	Ice Business Mgr	Jul 2012
	Idenity of target properties and Development of a Direct Business Recruitment Plan	Business Recruitment Program	Strategic Initiatives Mgr	Dec 2012
	Annual Economic Health Update	Presentation to Council & Updated Metrics	Econ Dev Mgr	Nov 2012
	County Economic Development Task Force	Presentation to Council	Econ Dev Mgr	Jul 2012

Strategic Partners:

Internal: Ice & Recreation

External: Summit County, USSA, Utah Olympic Park/ UAF

Critical Success Factors:

Business Recruitment & Retention Strategy Codified

STRATEGY V

CITY BRANDING & PROMOTION

Steps taken under this strategy are crafted to bring about the following desired outcomes identified by the City Council as critical to the Community Vision of Keeping Park City "Park City":

Current Policy Direction:

	Action Step (Priority)	Deliverable	Who's Responsible	By When
Operating Programs				
Economic & Redevelopment Program	Participate in Ski Resort Interconnect Concept Plan when Invited	N/A	Econ Dev Mgr	N/A
Reusable bag program	ID if Council is intersted in pursuing a program with event banners	Frame policy and resource discussion	Econ Dev Mgr	Nov 2012

Strategic Partners:

Internal: City Staff

External: Ski Utah, Ski resorts in Summit County, UDOT, UTA, Save our Canyons, Envision Utah

Critical Success Factors:

Program Resources

The following narrative provides a brief description regarding how major resources will be managed in order to successfully carry out the strategies and action steps outlined in this document. Specific resource requirements, such as number of positions or budget for office supplies, are not discussed here. For that level of detail, please see the program bids and capital requests in the appendix of this document.

Human Capital

Staff retention
Development & Training
Succession Planning

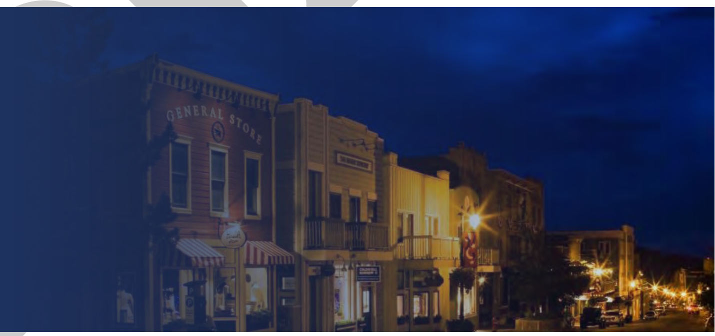
Technology

1. Identify Customer
   a. General Public
   b. Permanent Resident, Second Home owner
   c. Destination Tourism Visitor
   d. Day Visitor
   e. City Council, City Manager & Staff
2. Define What (resources)
   a. Project Management Staff (capital projects, events, trails, Economic Development ops
   b. Mapping software
   c. Day of event tools
   d. Web based Project Management tools
   e. Facility booking software
   f. Internet Connectivity – fast, publicly accessible, variety of locations
3. Define How
   a. CIP for Internet infrastructure
   b. Departmental budget or sharing of resources for Project Management needs
   c. Expand Class facility booking modules to PW

Contract Services

Our team may consider outside professional services assistance when the work would be proivided : quicker, cheaper, tecnically more proficient then existing staff, or when there is benefit to having an outside, independent authority make assertions.

Appendices



PART II - ECONOMIC DEVELOPMENT GRANT POLICY (ADOPTED JUNE 15, 2006)

Annually, the City will allocate $20,000 to be used towards attracting and promoting new organizations that will fulfill key priority goals of the City's current Economic Development Plan. Funding will be available for relocation and new business start-up costs only.

A. ED Grant Distribution Criteria

Organizations must meet the following criteria in order to be eligible for an ED Grant:

1. **Criteria #1:** The organization must demonstrate a sound business plan that strongly supports prioritized Goals of the current City Economic Development Plan.
2. **Criteria #2:** The organization must be unique and innovative; with a forecasted ability to generate overnight visitors who would spend dollars within the City's resort offerings.
3. **Criteria #3:** The organization must be new to Park City or represent a distinctly new enterprise supportive of the current priority Goals of the City's Economic Development Plan. Organizations must commit to and demonstrate the ability to do business in the City limits no less than three years. Funding cannot be used for one-time events.
4. **Criteria #4:** The organization must produce items or provide services that are consistent with the economic element of the City's General Plan; enhances the safety, health, prosperity, moral well-being, peace, order, comfort, or convenience of the inhabitants of the City.
5. **Criteria #5:** Can forecast and demonstrate at the time of application an ability to achieve direct taxable benefits to the City greater than twice the City's contribution.
6. **Criteria #6:** Fiscal Stability and Other Financial Support: The organization must have the following: (1) A clear description of how public funds will be used and accounted for; (2) Other funding sources that can be used to leverage resources; (3) A sound financial plan that demonstrates managerial and fiscal competence.

The City's Economic Development Program Committee will review all applications and submit a recommendation to City Council, who will have final authority in judging whether an applicant meets these criteria.

B. Economic Development Grant Fund Appropriations

The City currently allocates economic development funds through the operating budget of the Economic Development & Capital Projects department. Of these funds, no more than $20,000 per annum will be available for ED Grants. Unspent fund balances at the end of a year will not be carried forward to future years.

C. ED Grant Categories

ED Grants will be placed in two potential categories:

1. **Business Relocation Assistance:** This category of grants will be available for assisting an organization with relocation and new office set-up costs. Expenses that could be covered through an ED Grant include moving costs, leased space costs, and fixtures/furnishings/ and equipment related to setting up office space within the City limits.
2. **New Business Start-up Assistance:** This category of grants will be available for assisting a new organization or business with new office set-up costs. Expenses that could be covered through an ED Grant include leased office space costs and fixtures/furnishings/ and equipment related to setting up office space within the City limits.

D. Application Process

Application forms may be downloaded from the City's www.parkcity.org website or available for pick-up within the Economic Development Office of City Hall. Funds are available throughout the City's fiscal year on a budget available basis.

E. Award Process

The disbursement of the ED Grants shall be administered pursuant to applications and criteria established by the Economic Development Department, and awarded by the City Council consistent with this policy and upon the determination that the appropriation is necessary and appropriate to accomplish the economic goals of the City.

ED Grants funds will be appropriated through processes separate from the biennial Special Service Contract and ongoing Rent Contribution and Historic Preservation process.

The Economic Development Program Committee will review all applications and forward a recommendation to City Council for authorization. All potential awards of grants will be publicly noticed 14 days ahead of a City Council action.

Nothing in this policy shall create a binding contract or obligation of the City. Individual ED Grant Contracts may vary from contract to contract at the discretion of the City Council. Any award of a contract is valid only for the term specified therein and shall not constitute a promise of future award. The City reserves the right to reject any and all proposals, and to waive any technical deficiency at its sole discretion. Members of the City Council, the Economic Development Program Committee, and any advisory board, Task Force or special committee with the power to make recommendations regarding ED Contracts are ineligible to apply for such Contracts. City Departments are also ineligible to apply for ED Contracts. All submittals shall be public records in accordance with government records regulations ("GRAMA") unless otherwise designated by the applicant pursuant to UCA Section 63-2-308, as amended.

Program: Special Events **Departments:** MULTIPLE DEPARTMENTS

Description:

Sustainability: Manage event calendar and event operations & implementation. Manage some City facility leases & rentals. Oversee some City services contracts with recurring events. Includes intense coordination, both within the CIty and externally.

Parks/Fields: The Parks and Fields Maintenance Departments provide a variety of maintenance and support services for this program. It requires that event logistical support be performed in many areas to ensure a smooth successful event.

Ice: Host special events that will aid in economic development in addition to providing entertainment for local residents.

Building Maintenance: The Building Maintenance Department provides a variety of maintenance and support services for this program. It requires that event logistical support be performed in many areas of the community to ensure a smooth successful event.

Police: Park City is a city that celebrates special events of all kinds. From major internationally known events of film and art to sporting competitions and community-based festivals. Park City is proud to host dozens of events and we ensure that each event has the necessary level of public safety to provide a safe environment.

Streets: The Streets Department provides a variety of maintenance and support services for this program. It requires that event logistical support be performed in many areas of the community to ensure a smooth successful event.

Transit: This program provides for enhanced Transit services provided during major events (Arts Festival and Sundance).

Council Goal: World-Class Multi-Seasonal Resort Community

Desired Outcome: Further populate event calendar
Balance tourism & local quality of life

Section 1: Scope

Parks/Fields: Current LOS - Items included from the Parks and Fields Maintenance Team include: logistical support for City-sponsored events, i.e. field preps, waste management, facility cleaning and enhanced snow removal. Challenges to the goal of this program are: Overall growth of events competing for resources due to increasing number and scale of events and organizer expectations.

Ice: Current LOS- The Park City Ice Arena hosts a number of special events throughout the year. A number of these events bring economic benefit to the community by bringing both participants and spectators from outside of Park City. The Ice Arena hosts several hockey events (Rocky Mountain Shoot Out - Youth, Gold Digger - Womens, Luc Robitaille Celebrity Shoot Out - Charity Game, Best of Utah - Senior Mens, and Muddy Puck - Co-Ed Adult. The ice arena is home to the annual Curling Elevated Bonspiel in April. In addition the ice arena helps to put on a number of community events for local residents and clubs. These events include Christmas at the Ice Arena, Learn to Skate Open Houses and this year a 10 Year Olympic Celebration Event. The Figure Skating Club of Park City hosts two skating shows (Christmas Show & Spring Show) at the ice arena. In the summer the rink stays busy hosting weekly camps. These include Rocky Mountain Hockey School, Park City Hockey Experience Camp, and the Figure Skating Camp. The Park City Ice Arena is the home of two mens hockey teams (Pioneers and Moose). Each team host games with teams from around the western United States.

Building Maintenance: Current LOS - Items included: logistical support for City-sponsored events, i.e. restroom cleaning, building cleaning, and general access accommodations. Challenges to the goal of this program are: Overall growth of events, competing for resources due to increasing number and scale of events, and organizer expectations.

Police: Current LOS- Nowhere does special events better than Park City, which is evident by the number of events held annually and the number that want to be here. Hundreds of hours are spent in planning and staffing the various events that are held. Close and trusting relationships have been developed between staff and event planners/promoters. Special events are vital to the promotion and economy of Park City.

Streets: Current LOS - Items included from the Streets Maintenance Team includes: logistical support for City sponsored events, i.e. barricades, message boards, waste management, street cleaning, and enhanced snow removal. Challenges to the goal of this program are: Overall growth of events, competing for resources due to increasing number and scale of events, and organizer expectations.

Transit: Current LOS- Provides enhanced transit service required to serve large crowds during Park City's major events (i.e., Sundance and Arts Festival).

Section 2: Proposed Amount/FTEs

Expenditures	Current FY12	Proposed FY13	Proposed FY14	*Is this the same level of service? Or is it reduced or enhanced LOS?*
Personnel	$1,012,725	$1,016,266	$1,017,586	**Same LOS**
Materials	$637,896	$647,171	$647,171	
Sundance Agreement	$50,000	$50,000	$50,000	
PSSM Agreement	$80,000	#VALUE!	#VALUE!	
Sundance Mitigation	$270,000	$270,000	$270,000	
Ongoing CIP	$134,320	$50,000	$50,000	**Ice Facility Capital Replacement - CIP**
(if applicable) **Subtotal**	**$2,184,941**	**#VALUE!**	**#VALUE!**	
Revenues				
Parking Fees	$40,000	$40,000	$40,000	
BPE Fees	$229,511	$238,747	$245,754	
CIP County Contribution	$134,320	$50,000	$50,000	

Special Events Fees		$98,000	$76,327	$78,394
(if applicable)	**Net Total**	**$1,683,110**	**#VALUE!**	**#VALUE!**
FTEs				
FTR		9.95	9.97	9.99
PTNB		2.85	2.85	2.85
	Total	**12.79**	**12.83**	**12.85**

Results Team Score	129.75

Section 3: Qualifications for Meeting Criteria in Outcome Area

Special Events has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for Special Events through Chamber Bureau, citizen requests and outside organizers. The Special Event program is a critical function to Park City's economic sustainability. Also, Special Event planning and staffing are essential for a safe and successful special event. Proper planning and staffing promotes a healthy event environment, which promotes Park City as a World Class Multi-seasonal Resort Community. Finally, Special Event transit services significantly reduce traffic congestion on all City streets and enable the movement of large numbers of people to event venues. Special Event Transit also reduces the need to expand roads and parking resources that would be required without strong transit support.

Section 4: Cost Savings/Innovation/Collaboration

Parks/Fields/Building Maint/Streets: Collaboration- Being in the Operations Division of Public Works, the Fields Department has a primary maintenance and assistance function in supporting Special Events. Working collaboratively with other agencies, departments and outside organizers has created efficiencies which allows for greater participant satisfaction and enhancing the overall experience that will propel us above the competing venues.

Innovation - The Building Maintenance Department continually looks for creative ways to increase efficiency through innovation. A example is the ability to provide separate access keys to buildings during large scale special events without compromising the City's overall security.

Ice: Due to limited ice along with a short summer schedule, the ice arena has become more efficient with booking camps. The Figure Skating Camp and Pioneer Camp have worked together to allow for both camps to take place on the same week.

Transit: Park City and Sundance collaborate on both traffic and transit planning year round to ensure the event runs as smoothly as possible. Transit's new GPS\AVL system have begun to revolutionize the way we operate our special event services by providing real time locations, real time passenger loads, origin\destination information, automatic stop announcements, and on-time performance reporting.

Section 5: Consequences of Funding Proposal at Lower Level

Parks/Fields/Building Maint/Streets: The consequences of lowering the funding for this program include: Reduction in Park City being a "destination resort". There would also be a decrease in financial and cultural benefit to the community.

Ice: If funding is cut to this program, then the number of special events held would be reduced and the level of service provided to event planners would be reduced, which could impact overall satisfaction. In addition, revenues from ice rentals from events would be reduced.

Police: Funding at a reduced level would create a reduced level of service, which would have a direct negative result on the success of any particular event.

Transit: Staff does not recommend lower funding levels for this program. Should Council direct Staff to reduce expenses in the program, then days, hours and\or routes served during special events would need to be reduced. This reduction would impact the City's ability to support the major events served and result in increased congestion during those events.

Section 6: Performance Measures

Parks/Fields: Number of times banners are changed throughout the year Target - 14 Actual 16

Ice: Two performance measures have been identified for Special Events. Number of events (28) and event planner satisfaction (90%).

Police: Performance measures in this area are consistently met. Proper staffing allows for safe and cost effect events coverage. Staffing of each event is based on geographic size of the event area, the number of anticipated attendees, times and dates of the event, any alcohol component and a variety of other factors such as traffic mitigation and pedestrian safety. Each event has all of the same factors to consider but no two events are exactly alike.

Streets: Percentage of barricade setup completed within 2 hours of event Target 100% Actual 100%

Percentage of electronic sign operational per event Target 100% Actual 99%

Transit: 2011 Special Event Passengers: 197,665

2011 Special Event Cost Per Passenger: $0.60

Program: Economic and Redevelopment **Department:** ECONOMY

Description: Implementation of all aspects of the City's Economic Development Strategic Plan including immediate and long-range goals for economic and redevelopment through planning , operations, programs, refining policy–related and property negotiation discussions; implementation of capital projects and programs.

Council Goal: **World-Class Multi-Seasonal Resort Community**

Desired Outcomes:
Proactive partnerships with major landowners in redevelopment efforts
Extend the Lower Park Avenue RDA
Balance tourism & local quality of life
Further populate event calendar
Unique & locally owned businesses

Scope

Current LOS: Implements Council's annually approved Econ Dev. Strategic plan, which currently includes the following projects and programs: (underlined ones were completed or are in progress)

Top Priority: 1) Determine what role the City has in the redevelopment of the Lower Park Avenue RDA and Bonanza Park Districts; 2) Assist in redevelopment of resort and commercial areas; 3)Complete a retail market analysis & carrying capacity study; 4) Assist in business attraction/retention of both resort-based and year round businesses; 5) Complete Convention, multi-use event center & high altitude destination feasibility analysis; 6) Events – Overhaul process & fee schedule; criteria to prioritize event calendar, review regulations of temporary uses during large MFL's.

High Priority Projects: 1) ID downtown project priorities through HPCA joint study; 2) Continue building trail network infrastructure and Urban pathways; 3) High Altitude Training Destination; 4) Monitor commercial mix in Main Street Storefronts; 5)Smart Messaging signs for parking information ;

Priority Projects - 1) Work with Summit County to identify and pursue common economic goals; 2)Assist in renovation of the Main Street Mall; 3) Assist PC businesses on retention & development initiatives; 4) Keep a Post Office on Main Street; 5) Interconnect; 5) Events - Per the Budgeting for Outcomes process we learned in 2010 that PCMC expended in excess of $1.2 million in direct event-related expenses. These events drew approximately 316,000 attendees and participants, producing an indirect economic impact of over $100 million; Sundance brings $62.7 million to the state; Arts Festival brings $18 million to the County; and Triple Crown softball brings $7 million to the City.

Proposed LOS: Ongoing implementation of ED St. Plan, including redevelop base area at PCMR; take proactive partnering role in redeveloping BoPa including expansion, such as business recruitment & retention and financial modeling; Continued implementation of Walkability, Trails & Open Space; Proliferation of Event Calendar; Continued implementation of Capital Projects

Desired

Expenditures	Current FY12	Proposed FY13	Proposed FY14
Personnel	$168,836	$168,836	$168,836
Materials	$11,951	$151,688	$151,688
Destination Tourism	$145,000	$145,000	$145,000
Lower Main RDA Oper	$40,000	$40,000	$40,000
Main Street Oper	$10,000	$10,000	$10,000
HPCA via Chamber	$50,000	$50,000	$50,000
(if applicable) **Subtotal**	**$425,786**	**$565,524**	**$565,524**
Revenues			
Admin IFT	$60,000	$60,000	$60,000
Parking Fees (HPCA via Chamber)	$40,000	$40,000	$40,000
(if applicable) **Net Total**	**$325,786**	**$465,524**	**$465,524**
FTEs			
FTR	1.50	1.50	1.50
PTNB	-	-	-
Total	**1.50**	**1.50**	**1.50**

Is this the same level of service? Or is it reduced or enhanced LOS?
Enhanced LOS

Results Team Score 125.5

Section 3: Qualifications for Meeting Criteria in Outcome Area

The City Council Goal of World Class, Multi Seasonal Resort Community has the following desired outcomes: proactive partnerships with major landowners in RDA efforts; extend LPA RDA; balance tourism & local quality of life; further population of the event calendar; and unique & locally owned businesses.

Section 4: Cost Savings/Innovation/Collaboration

By maximizing efficiencies of existing staff resources, skills and talents, we've limited consulting services needs. Collaboration with the Chamber, through our Joint Venture, has allowed the Chamber to take lead on procuring studies on Event center & Financial impacts of events, leading to a more nimble and efficient procurement process. The Joint Venture budget was increased $70k to pay the Chamber to market the St. Regis because we've estimated the St Regis generates $125k in resort sales tax.

Section 5: Consequences of Funding Proposal at Lower Level

1. Less direct revenues (sales, resort, transient room taxes); 2) Less ROI on resources spent; 3) Additional community impacts stemming from events; 4) Reactive (or less)policy refinement, programs and vetting of partnering opportunities; 5) Less realization of City Capital goals; 6) Diminished level of service for trails, open space and walkability.

Section 6: Performance Measures

Initiate 80% of Top & High priority projects identified in ED strategic plan annually

Program: **Urban Trails and Walkability** **Department:** **ECONOMY**

Description: Continue to implement Walkability projects as set forth in the WALC recommended approved project list.

Council Goal: **Effective Transportation**

Desired Outcome: **Community Transportation & Walkability Plan**

Section 1: Scope

Current LOS: Provide a high level of service in the planning and implementation of the remaining WALC recommended projects, which include the following projects; Dan's to Jans, Wyatt Earp Way, widening of existing pathways, Old Town crosswalk,s and minor biking and walking improvements throughout town. Provide a high level of service in community outreach and public participation in the planning and implementation of projects, as well as proactively mitigate negative impacts to neighborhoods.

Proposed LOS: No change in level of service.

Section 2: Proposed Amount/FTEs

Expenditures		Current FY12	Proposed FY13	Proposed FY14
Personnel		$62,477	$62,477	$62,477
Materials		$2,121	$2,121	$2,121
Debt		$836,657	$836,423	$835,126
(if applicable)	**Subtotal**	**$901,255**	**$901,021**	**$899,723**
Revenues				
Property & Sales Tax		$836,657	$836,423	$835,126
(if applicable)	**Net Total**	**$64,597**	**$64,597**	**$64,597**
FTEs				
FTR		0.65	0.65	0.65
PTNB		-	-	-
	Total	**0.65**	**0.65**	**0.65**

Is this the same level of service? Or is it reduced or enhanced LOS?
Same LOS

Results Team Score 116

Section 3: Qualifications for Meeting Criteria in Outcome Area

1. Implement projects in a timely fashion. 2. Provide ample opportunity for public input. 3. Provide a high level of service in community outreach to mitigate construction impacts 3. Provide safe and effective infrastructure for alternative travel options.

Section 4: Cost Savings/Innovation/Collaboration

1. Coordinate and collaborate with other City projects and/or utility companies to gain an economy of scale on project costs. 2. Innovative thinking on infrastructure design and maintenance planning.

Section 5: Consequences of Funding Proposal at Lower Level

Project timelines negatively impacted. Connectivity, safety and effectiveness of projects and overall walkable network negatively impacted.

Section 6: Performance Measures

Increase information and signage for bike routes by 10% annually. 90% of park city households within ¼ mile of urban trail.
Increase usage of primary walking and biking routes by 10% every two years

Program: **Trails (Backcountry)** **Department:** **ECONOMY**

Description: Implementation & management of the Trails Master Plan, including trail construction, maintenance, regulation, events and planning. Includes coordination with the public, as well as with internal and external stakeholders like Mt. Trails and Basin Recreation. Continue to provide world-class summer & winter trail recreational opportunities.

Council Goal: **Recreation, Open Space, and Trails**

Desired Outcome: **Effective and safe vehicle & pedestrian transportation**

Section 1: Scope

Current LOS: Continued implementation and management of the Trails Master Plan capital projects, in addition to the management of the backcountry trails maintenance budget. Continued coordination and collaboration with all trail stakeholders. Continue to provide world-class recreational trail opportunities in the summer and winter.

Proposed LOS: Provide better oversight of trail event management and regulation, including promoter debriefs and application and collection of associated fees. Data collection associated with three proposed goals: 1) Transportation Master Plan report card. 2) Trail use and demographic data to establish fiscal analysis of trail use and appropriate improvements. 3) Continued GIS data collection.

Section 2: Proposed Amount/FTEs

Expenditures		Current FY12	Proposed FY13	Proposed FY14
Personnel		$22,281	$22,281	$22,281
Materials		$24,381	$33,774	$33,774
Ongoing CIP				
(if applicable)	**Subtotal**	**$46,662**	**$56,055**	**$56,055**
Revenues				
(if applicable)	**Net Total**	**$46,662**	**$56,055**	**$56,055**
FTEs				
FTR		0.25	0.25	0.25
PTNB		-	-	-
	Total	**0.25**	**0.25**	**0.25**

Is this the same level of service? Or is it reduced or enhanced LOS?

Same LOS

Results Team Score	109.25

Section 3: Qualifications for Meeting Criteria in Outcome Area

Trails are a high priority goal for Council, as well as for the community. Enhancement in data collection will help meet goals established in the Transportation Master Plan, as well as work towards providing a better understanding of the public's use of the facility and the possibility of providing some data, which may help provide a glimpse into the fiscal impact of trail users on the Park City economy. Oversight and implementation of trail event fees and criteria will help fund and protect the public resource.

Section 4: Cost Savings/Innovation/Collaboration

Cost savings: Specific oversight of trail event criteria and fees will specifically offset trail maintenance and deter events, which may damage the facility or negatively impact the public's ability to access the trail system.
Innovation: There is very little to no current data on the fiscal impact of trail users, their demographic or desires per the Park City trail system.

Section 5: Consequences of Funding Proposal at Lower Level

Trails are a high priority goal for Council, as well as for the community. Enhancement in data collection will help meet goals established in the Transportation Master Plan, as well as work towards providing a better understanding of the public's use of the system. Furthermore, oversight of trail event criteria and fees may result in negative impacts on the trails and trail user experience.

Section 6: Performance Measures

90% of Park City households within 1 mile of backcountry trails
Increase wayfinding for backcountry trails by 10% annually

Weidenhamer

CP0020 City-Wide Signs Phase I

Manager: Weidenhamer	*Carryforward*	*YTD Expense*	*Encumberances*
Recommended	0	290	0

Funded in FY02 - Continue to coordinate and install way-finding and directional signs throughout the City.

Council Goals: World Class, Multi-seasonal/Resort Community

Future Funding	*12 Adjust*	*12 Total*	*13 Adjust*	*13 Total*	*14 Adjust*	*14 Total*	*15 Adjust*	*15 Total*	*16 Adjust*	*16 Total*
031475 TRANS FR GEN FUND		5,000		5,000	20,000	20,000		0		0
033468 PROP TAX INCREMENT RD/		2,500		2,500	15,000	15,000		0		0
034468 PROP TAX INCREMENT RD/		2,500		2,500	15,000	15,000		0		0
CP0020 Total:		10,000		10,000	50,000	50,000		0		0

CP0061 Economic Development

Manager: Weidenhamer	*Carryforward*	*YTD Expense*	*Encumberances*
Recommended	1,823	0	0

The project was created to provide "seed money"towards public/private partnership ideas. These expenditures are a result of the beginning stages of economic development plan.

Council Goals: World Class, Multi-seasonal/Resort Community

Future Funding	*12 Adjust*	*12 Total*	*13 Adjust*	*13 Total*	*14 Adjust*	*14 Total*	*15 Adjust*	*15 Total*	*16 Adjust*	*16 Total*
031475 TRANS FR GEN FUND		0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
034450 BEGINNING BALANCE		0		0		0		0		0
034467 OTHER MISCELLANEOUS		0		0		0		0		0
034468 PROP TAX INCREMENT RD/		25,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CP0061 Total:		25,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000

CP0226 Walkability Implementation

Manager: Weidenhamer

Recommended

	Carryforward	***YTD Expense***	***Encumberances***
	3,556,356	7,712,537	47,043

This project funds varying projects related tot he Walkability Community program. The projects to be completed with this funding will be as outlined by the Walkability Steering and CIP committees and as approved by City Council during the 2007 Budget Process

This was cp0190 in the FY2009 budget

Council Goals: Recreation, Open Space, and Trails

Future Funding		*12 Adjust*	*12 Total*	*13 Adjust*	*13 Total*	*14 Adjust*	*14 Total*	*15 Adjust*	*15 Total*	*16 Adjust*	*16 Total*
031451	BOND PROCEEDS	-50,000	7,250,000		0		0		0		0
031474	STATE CONTRIBUTION		0		0		0		0		0
031475	TRANS FR GEN FUND		0		0		0		0		0
033450	BEGINNING BALANCE		0		0		0		0		0
	CP0226 Total:	-50,000	7,250,000		0		0		0		0

CP0233 China Bridge Pocket Park

Manager: Weidenhamer

Recommended

	Carryforward	***YTD Expense***	***Encumberances***
	202,620	28,185	0

Council Goals: World Class, Multi-seasonal/Resort Community; Preservation of Park City Character

Future Funding		*12 Adjust*	*12 Total*	*13 Adjust*	*13 Total*	*14 Adjust*	*14 Total*	*15 Adjust*	*15 Total*	*16 Adjust*	*16 Total*
031484	Transfer from Sales Tax DSF	-174,435	-174,435		0		0		0		0
	CP0233 Total:	-174,435	-174,435		0		0		0		0

CP0262 High School Bus Sundance Transit Reconstruction

Manager: Weidenhamer	*Carryforward*	*YTD Expense*	*Encumbrances*
Recommended	50,000	90,000	0

Sundance transit has added loading to the school bus drop zone at the High School. The City is partnering the School District to re-construct the school bus drop zone to handle the additional capacity.

Council Goals: Preservation of Park City Character

Future Funding	*12 Adjust*	*12 Total*	*13 Adjust*	*13 Total*	*14 Adjust*	*14 Total*	*15 Adjust*	*15 Total*	*16 Adjust*	*16 Total*
031475 TRANS FR GEN FUND		0		0		0		0		0
057479 TRANSIT SALES TAX		40,000		0		0		0		0
CP0262 Total:		40,000		0		0		0		0

	Annual Cost	*Cost Description*
Annual Impact on Operating Budget:	$ 15,000	This project should alleviate future operating expenses that may occur with the City's partnership between Sundance and the School District. Related to Temp. patching approx. 15 K annually not current being shared by pcmc.

CP0263 Lower Park Avenue RDA

Manager: Weidenhamer	*Carryforward*	*YTD Expense*	*Encumbrances*
Recommended	0	0	0

The project entails planning, design, demolition, reconstruction of historic buildings, construction of new buildings, and possible land acquisition in the Lower Park, Woodside, platted Norfolk and Empire Avenues North of 13th Street within the Lower Park Avenue RDA. PM I includes new community center and reconstruction of 2 historic houses at Fire Station area.

Council Goals: Preservation of Park City Character

Future Funding	*12 Adjust*	*12 Total*	*13 Adjust*	*13 Total*	*14 Adjust*	*14 Total*	*15 Adjust*	*15 Total*	*16 Adjust*	*16 Total*
033468 PROP TAX INCREMENT RD/		3,000,000		3,000,000	1,250,000	1,250,000		0		0
CP0263 Total:		3,000,000		3,000,000	1,250,000	1,250,000		0		0

CP0270 Downtown Enhancements Phase II

Manager: Weidenhamer	*Carryforward*	*YTD Expense*	*Encumbrances*
Recommended Pending Funding			

Council Goals: World Class, Multi-seasonal/Resort Community; Effective Transportation and Parking System

Future Funding	*12 Adjust*	*12 Total*	*13 Adjust*	*13 Total*	*14 Adjust*	*14 Total*	*15 Adjust*	*15 Total*	*16 Adjust*	*16 Total*
031451 BOND PROCEEDS		0	0	0	0	0	0	0		0
CP0270 Total:		0	0	0	0	0	0	0		0

New 13-33 Main Street Wireless

Manager: Weidenhamer *Carryforward* *YTD Expense* *Encumberances*

Not Recommended

Council Goals: World Class, Multi-seasonal/Resort Community

Future Funding	*12 Adjust*	*12 Total*	*13 Adjust*	*13 Total*	*14 Adjust*	*14 Total*	*15 Adjust*	*15 Total*	*16 Adjust*	*16 Total*
031475 TRANS FR GEN FUND		0	50,000	50,000	50,000	50,000		0		0
New 13-33 Total:		0	50,000	50,000	50,000	50,000		0		0

	Annual Revenue	*Revenue Description*
Annual Impact on Operating Revenue	$ 0	None

New 13-34 Bonanza Park RDA - Internet Upgrades

Manager: Weidenhamer *Carryforward* *YTD Expense* *Encumberances*

Not Recommended

Council Goals: World Class, Multi-seasonal/Resort Community

Future Funding	*12 Adjust*	*12 Total*	*13 Adjust*	*13 Total*	*14 Adjust*	*14 Total*	*15 Adjust*	*15 Total*	*16 Adjust*	*16 Total*
031475 TRANS FR GEN FUND		0	50,000	50,000	50,000	50,000		0		0
New 13-34 Total:		0	50,000	50,000	50,000	50,000		0		0

	Annual Revenue	*Revenue Description*
Annual Impact on Operating Revenue	$ 0	None

Nelsie Smith
Business Development Specialist
Integrated Public Technologies (PayLock IPT)

Nelsie Smith is currently the Business Development Specialist for PayLock IPT, a field-based collections and parking management company. In this capacity, Nelsie works with local governments to improve their receivables for vehicle-related debt and enhance the customer service experience related to parking in cities and counties across the country.

Prior to this experience, Ms. Smith was the Assistant to the City Manager for the City of Greensboro, NC. In this role, Ms. Smith successfully designed and implemented a performance management program called MAP (management, accountability and performance) that the City uses as a framework to determine resource allocation and project prioritization to meet the results that the public desires. In addition, she was instrumental in drafting the City's economic development strategy and led the effort to create a consolidated economic development and business resource office.

Ms. Smith also served as the Principal Analyst for the Director of Finance in Baltimore, MD; Associate Director/Credit Analyst for Fitch Ratings' Public Finance Group; and Administrative Intern to the City Manager in Highland Park, IL.

Ms. Smith recently returned to her home state of Illinois, residing in Decatur. She earned her Bachelor of Arts degree in political science from Knox College in Galesburg, IL and her Masters in Public Administration from Northern Illinois University in DeKalb, IL. Ms. Smith has expertise in the areas of performance management, municipal finance, outcome based budgeting, and process improvement.

Todd Aerni
Chief Building Official
City of Papillion, NE

Mr. Aerni has been the Chief Building Official for the City of Papillion since June 2007. Papillion is located just south of Omaha and is one of the fastest growing communities in Nebraska. Papillion has been voted one of 'The Best Places to Live' by Money Magazine throughout the past decade. Prior to joining the City of Papillion, he was a Plans Examiner for the City of Lincoln, Nebraska for three years.

Mr. Aerni obtained his associates degree in Architectural Engineering Technology and his undergraduate degree in Business Management. He is currently pursuing his Masters of Public Administration degree and is now completing the ICMA Leadership Program.

Being an active member of ICMA has given him the opportunity to learn from the best local government managers in the world.

Marc Landry
Chief Administrative Officer
Town of Beaumont, Alberta, Canada

Marc Landry has been the Chief Administrative Officer (CAO) of the Town of Beaumont, Alberta, CA since January 2008. Beaumont is located in the Edmonton Capital Region and is one of the 20 fastest growing communities in Canada. Previously, he was the CAO of the Town of Bouctouche, NB for 5 ½ years. When he started in this position, he was the youngest person to occupy a CAO position in Canada. He has completed an MBA and is now completing the ICMA Leadership Program.

Mr. Landry has also done extensive international work. He helped communities in Louisiana following Hurricanes Katrina and Rita; worked with communities in South Africa, Mozambique and Swaziland; and is now working with the District of Kothom in Cambodia on capacity-building under FCM International. Being an active member of ICMA has given him the opportunity to learn from the best CAOs in the world, something that he truly values.

Dele Lowman Smith
Assistant to the County Manager
Fulton County Government, Atlanta

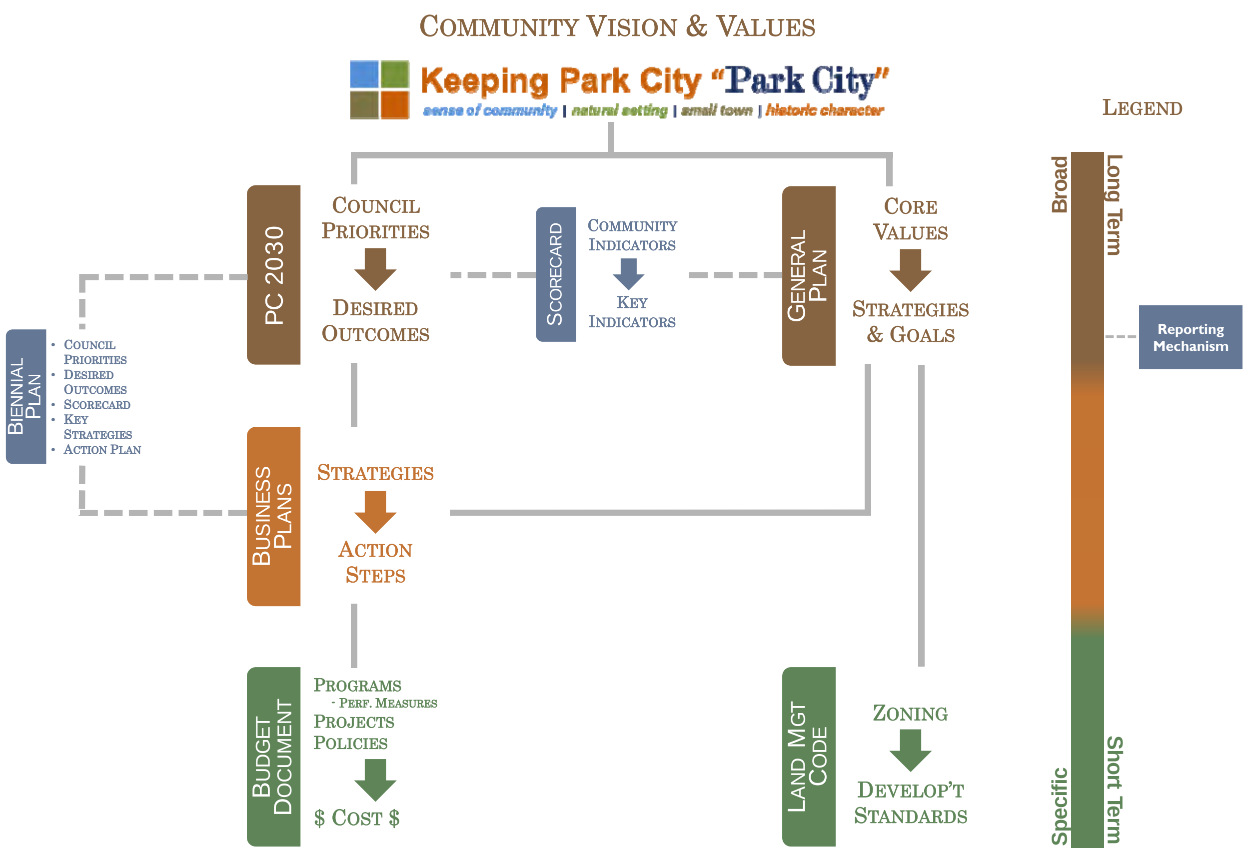
Dele Smith serves as Assistant to the County Manager for Fulton County Government where she is responsible for oversight of Communications, Fulton Government Television (FGTV), Performance Management and Training, along with the Information Technology and Personnel Departments. Prior to joining Fulton County in May 2008, Ms. Smith served as Special Assistant to the County Administrator and Strategic Initiatives Manager for Broward County Government in Fort Lauderdale, FL. She also held positions with the State of Florida, including with the Florida Sterling Council, a public/private partnership in the Executive Office of the Governor which administers the state-level Malcolm Baldrige program.

Ms. Smith originally hails from Pittsburgh, Pennsylvania. She obtained her undergraduate degree at Florida Agricultural & Mechanical University and also holds a Master of Public Administration degree from Baruch College in New York City. She is a 2004 graduate of the National Urban Fellows program. Ms. Smith is a trained facilitator and an aspiring thought leader in the areas of leadership, strategic planning, and organizational change.

In order to implement the Community Vision, there are two branches of strategic planning. The first is an organizational strategic planning effort which focuses on how Park City Municipal Corporation *operates* in order to achieve the Vision. This begins with Council's priorities and the desired outcomes of those priorities, which are detailed in Park City 2030. Then, each department or team creates strategies for achieving the desired outcomes and action steps within those strategies and documents these in a Business Plan. Finally, the programs and projects necessary for pursuing the strategies and action steps, along with their associated costs, are vetted in the Budgeting for Outcomes process and reported in the Budget Document.

The second branch of strategic planning is more external in nature and focuses more (although not exclusively) on the built environment and how the community will develop toward the Vision. This begins with the General Plan, which puts forth strategies and goals within the four Core Value areas. Ultimately, the land management code is derived from these strategies and goals, which details the City's zoning and development standards.

It is important to note that the General Plan and Park City 2030 are not conflicting documents or duplicative. They are both high level strategic documents that guide a particular branch of the City's strategic thinking. Both documents will feed into the shorter term, specific strategies in Business Plans.



The Biennial Plans that have been successfully used during the most recent budget process will still exist, although the usage of them will be modified. They will serve as an updatable reporting mechanism for Council and the community. They will summarize the strategies and action plans in the Business Plans and tie them to the long term strategies in Park City 2030. They will also present key indicators for each Council Priority in balanced scorecard fashion.

Summary of Park City 2030 Document

The ICMA Team's recommended Park City 2030 long range strategic plan is attached. The document contains:

- Recap of the Community Vision
- Description of Four Council Priorities (consolidated from the current eight Council Goals)
- Desired Outcomes for each Council Priority
- Key Indicators for each Council Priority
- Strategic Approaches
- Implementation Plan
- Sample Biennial Plan & Template
- Sample Business Plan

The details of the document will be presented by the Leadership ICMA team on July 12. The document is in its recommended draft form, but Council comments and direction may certainly be incorporated prior to final draft preparation and adoption of the plan. As the document will serve, along with the General Plan, as guiding principles for Business Plans and the strategies contained therein (ultimately resulting in action plans and BFO bids), Council should be sure that the descriptions of the consolidated Council priorities and desired outcomes still reflect their thinking as well as the constituents they represent.

Staff will incorporate Councils comments and public input and return with a final draft to be adopted by resolution on July 26.

Department Review: This report was reviewed by Planning, Sustainability, the City Attorney and the City Manager**.**

Recommendation: On July 12, 2012, the Leadership ICMA Team will present to Council the final draft of Park City 2030, the City's long-range strategic planning document. Staff is asking that Council take public input and provide feedback prior to final adoption of the strategic plan on July 26, 2012.

Attachments:

A – Park City 2030

City Council
Staff Report

PARK CITY 1884

Sustainability

Author: Jonathan Weidenhamer
Matt Twombly
Subject: Historic Park City/ Main Street Projects Update
Date: July 12, 2012
Type of Item: Informational

Summary Recommendation
Provide direction Unless directed otherwise, staff will begin implementation of downtown projects as identified in attached Phasing Plan (Exhibit A); including:

1. Commencement of design and engineering of Short Term Needs streetscape projects including sidewalk reconstruction in order to begin construction in Summer 2013; and
2. Pursue construction in summer 2014 of public spaces including plazas at the brewpub, base of City Hall and Transit Center/Bear Bench pass through.

Background:
During the FY 13 budget process, Council was supportive of moving forward with the entire scope of the downtown projects as a collective package of projects. Currently, the entire scope of projects is not included in the FY 13 budget. However, during the FY 13 budget process we informed Council that a small group of "Immediate Needs" could be funded through funds currently available. These are listed in the Phasing Plan in Exhibit A and construction is anticipated this summer.

The language in the November ballot for the increase to resort city sales tax would allow resulting revenues to fund the entire scope of downtown projects, consistent with Council's stated goals. The IBI Group and City staff created a phasing and funding plan (Exhibit A). The projects are broken into:

- Immediate Needs (Calendar Year 12)
- Short Term Needs (CY 2013- 2018)
  - Streetscape & Sidewalk Projects
  - Plaza & Pass Through Projects
- Long Term Needs – (CY 2019- 2024)
  - Streetscape & Sidewalk Projects
  - Plaza & Pass Through Projects

Analysis:

<u>Phasing</u>
City Staff, IBI Group and the HPCA Task Force Liaisons (Monty Coates and Alison Butz) and Infrastructure Committee have been working together on developing project schedules for the HPCA/Main Street projects that balances immediate impacts of

Historic Park City Improvement Plan
Project Summary

Immediate Needs ("Low Hanging Fruit")

		Budget	CY12/FY13	CY13/FY14	CY14/FY15	CY15/FY16	CY16/FY17	CY17/FY18
1	Swede/Heber Crosswalks	$77,790	$77,790					
2	Swede/Transit Center Crosswalk	$48,253	$48,253					
3	Swede/Terigo/Parking Structure Crosswalk	$45,476	$45,476					
4	Swede/Egyptian Crosswalk	$41,735	$41,735					
C	Egyptian Pass Through	$75,000	$75,000					
K	Historic Wall	$150,000	$150,000					
	Design Fees for 5 Year Streetscape Package	$200,000	$200,000					
	Subtotal Streetscape Projects	**$638,253**	**$638,253**	**$0**	**$0**	**$0**	**$0**	**$0**

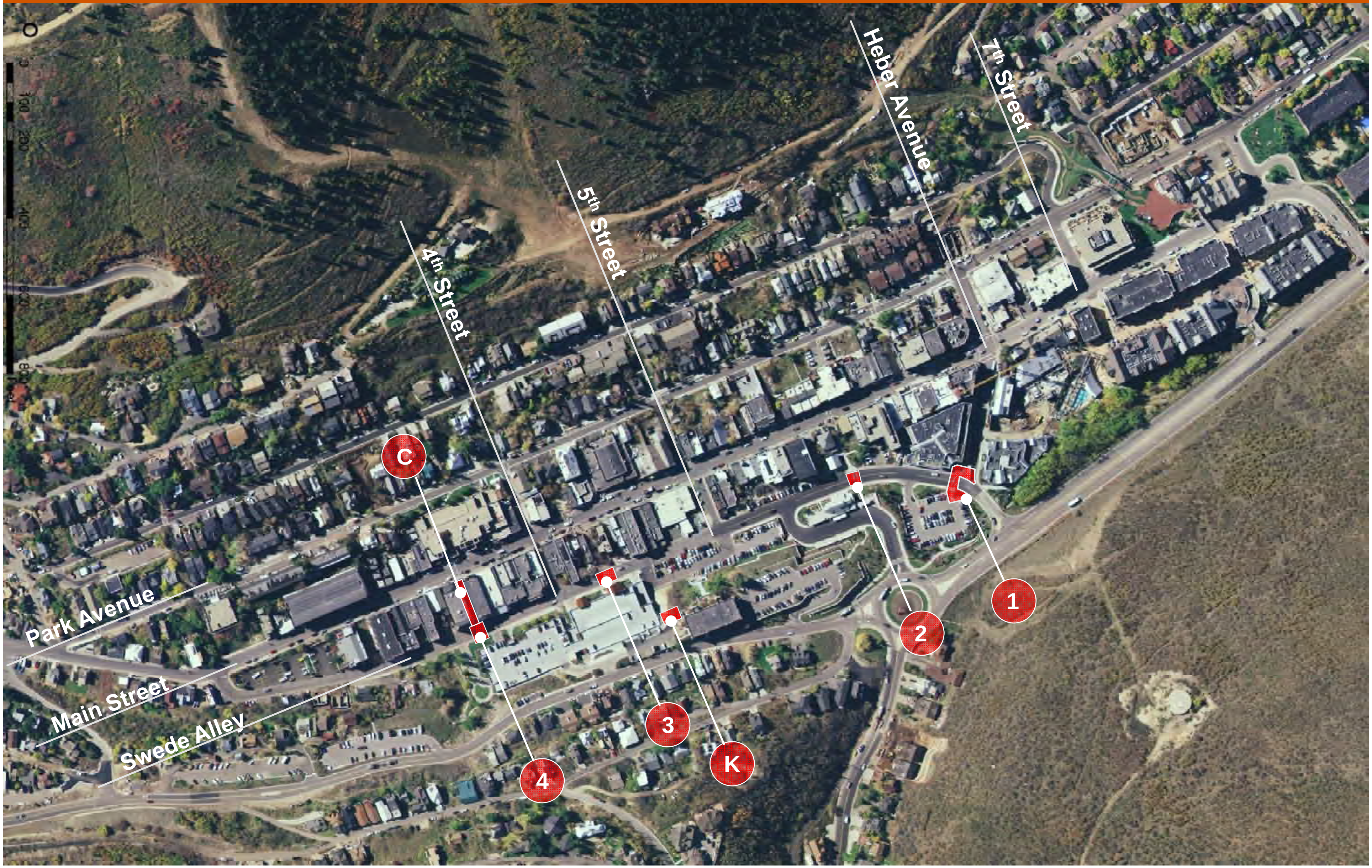
Short Term Needs (1-5 years)

		Budget	CY12/FY13	CY13/FY14	CY14/FY15	CY15/FY16	CY16/FY17	CY17/FY18
	Streetscape Projects							
1	Main - 4th Street to 5th Street West Side	$190,510			$130,000			$60,510
2	Main - 4th Street to 5th Street East Side	$181,528		$181,528				
3	4th Street Conversion	$237,260				$237,260		
4	5th Street Conversion	$20,000				$20,000		
5	Main - Bear Bench to Heber Ave West Side	$352,840			$352,840			
6	Main - Bear Bench to Heber Ave East Side	$347,530				$347,530		
7	Main - Town Lift On-Street Parking	$103,119				$103,119		
8	7th Street - Main Street to Park Ave	$349,066		$349,066				
9	Main - 5th Street to Bear Bench West Side	$238,873		$238,873				
10	Main - 5th Street to Bear Bench East Side	$223,919			$223,919			
11	Main - 7th Street to Deer Valley Drive East Side	$426,255					$426,255	
12	Main - 7th Street to 9th Street West Side	$234,176				$234,176		
29	9th Street - Main Street to Park Ave South Side	$100,000					$100,000	
30	Main/Egyptian Crosswalk	$99,210			$99,210			
5	Swede Sidewalk - Egyptian to Brew Pub Lot	$66,979			$66,979			
6	Swede Dumpster - Ciseros	$25,000			$25,000			
	Subtotal Streetscape Projects	**$3,196,265**		**$769,466**	**$897,948**	**$942,085**	**$526,255**	**$60,510**
	Inflation Adjustment (3% per year)			**$23,084**	**$53,877**	**$84,788**	**$63,151**	**$9,077**
	Subtotal Streetscape Projects Adjusted			**$792,550**	**$951,825**	**$1,026,873**	**$589,406**	**$69,587**
	Plaza/Pass Through Projects							
B	Terigo Pass Through	$229,591		$229,591				
D	Brew Pub Plaza	$3,671,579			$3,671,579			
E	Coalition Trailhead Park	$772,485					$772,485	
G	City Hall Plaza	$495,229			$495,229			
	Design fees for Brew Pub Plaza	$180,000		$180,000				
	Design fees for City Hall Plaza	$27,000		$27,000				
	Design fees for Bear Bench/Transit Center Pass Through	$20,000		$20,000				
	Subtotal Plaza/Pass Through Projects	**$5,395,884**		**$456,591**	**$4,166,808**	**$0**	**$772,485**	**$0**
	Inflation Adjustment (3% per year)			**$13,698**	**$250,008**	**$0**	**$92,698**	**$0**
	Subtotal Streetscape Projects Adjusted			**$470,288**	**$4,416,816**	**$0**	**$865,184**	**$0**
	Total Short Term Needs	**$8,592,149**						

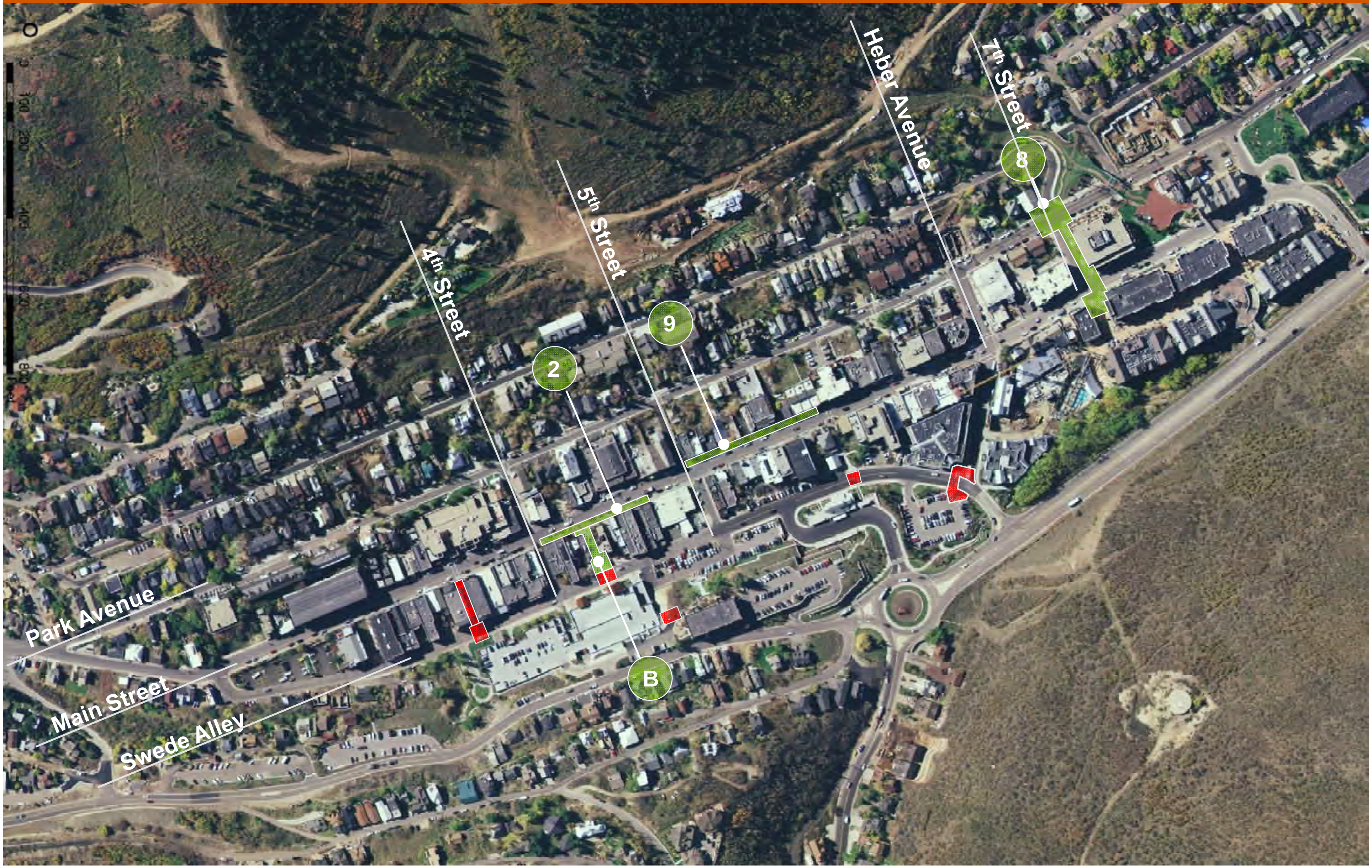
Long Term Needs (5-10 years)

		Budget	CY12/FY13	CY13/FY14	CY14/FY15	CY15/FY16	CY16/FY17	CY17/FY18
	Streetscape Projects							
13	Main - Swede to 4th Street West Side	$543,996			$181,151			$362,845
14	Main - Brew Pub to 4th Street East Side	$323,599				$323,599		
15	Park Ave - 7th to 9th East Side	$94,022						
16	Park Ave - 7th to 8th West Side	$66,075						
17	Swede - Egyptian to Post Office West Side	$53,963			$53,963			
18	Swede - Egyptian to Liqour Store East Side	$148,262						
19	Swede - Bear Bench to Heber West Side	$51,298						
20	Main - Heber to 7th Street East Side	$203,375						
21	Main - Heber to 7th Street West Side (KAC dependent)	$156,271						
22	Heber - Swede to Main North Side	$71,500						
23	Heber - Swede to Main South Side	$41,085						
24	Park Ave - Heber to 7th Street West Side	$67,129						
25	Park Ave - Heber to 7th Street East Side (KAC dependent)	$27,788						
26	Heber - Main to Park Ave South Side	$40,687						
27	Heber - Main to Park Ave North Side (KAC dependent)	$11,563						
28	Swede - 5th Street to Bear Bench West Side	$57,817						
	Subtotal Streetscape Projects	**$1,958,430**		**$0**	**$235,113**	**$323,599**	**$0**	**$362,845**
	Inflation Adjustment (3% per year)			**$0**	**$14,107**	**$29,124**	**$0**	**$54,427**
	Subtotal Streetscape Projects Adjusted			**$0**	**$249,220**	**$352,723**	**$0**	**$417,272**
	Plaza/ Pass Through Projects							
A	Miners Plaza Renovation	$528,336						$528,336
F	Bear Bench/Transit Center Pass Through	$411,672			$411,672			
H	Schreurs Centennial Plaza Renovation	$265,000						
I	Poison Creek Park	$95,000						
J	China Bridge Restrooms	$50,000					$50,000	
	Subtotal Plaza/Pass Through Projects	**$1,350,008**		**$0**	**$411,672**	**$0**	**$50,000**	**$528,336**
	Inflation Adjustment (3% per year)			**$0**	**$24,700**	**$0**	**$6,000**	**$79,250**
	Subtotal Streetscape Projects Adjusted			**$0**	**$436,372**	**$0**	**$56,000**	**$607,587**
	Total Long Term Needs	**$3,308,438**						
	Proposed Phasing Totals	**$12,538,841**	**$638,253**	**$1,262,839**	**$6,054,233**	**$1,379,596**	**$1,510,589**	**$1,094,446**
								$11,939,956

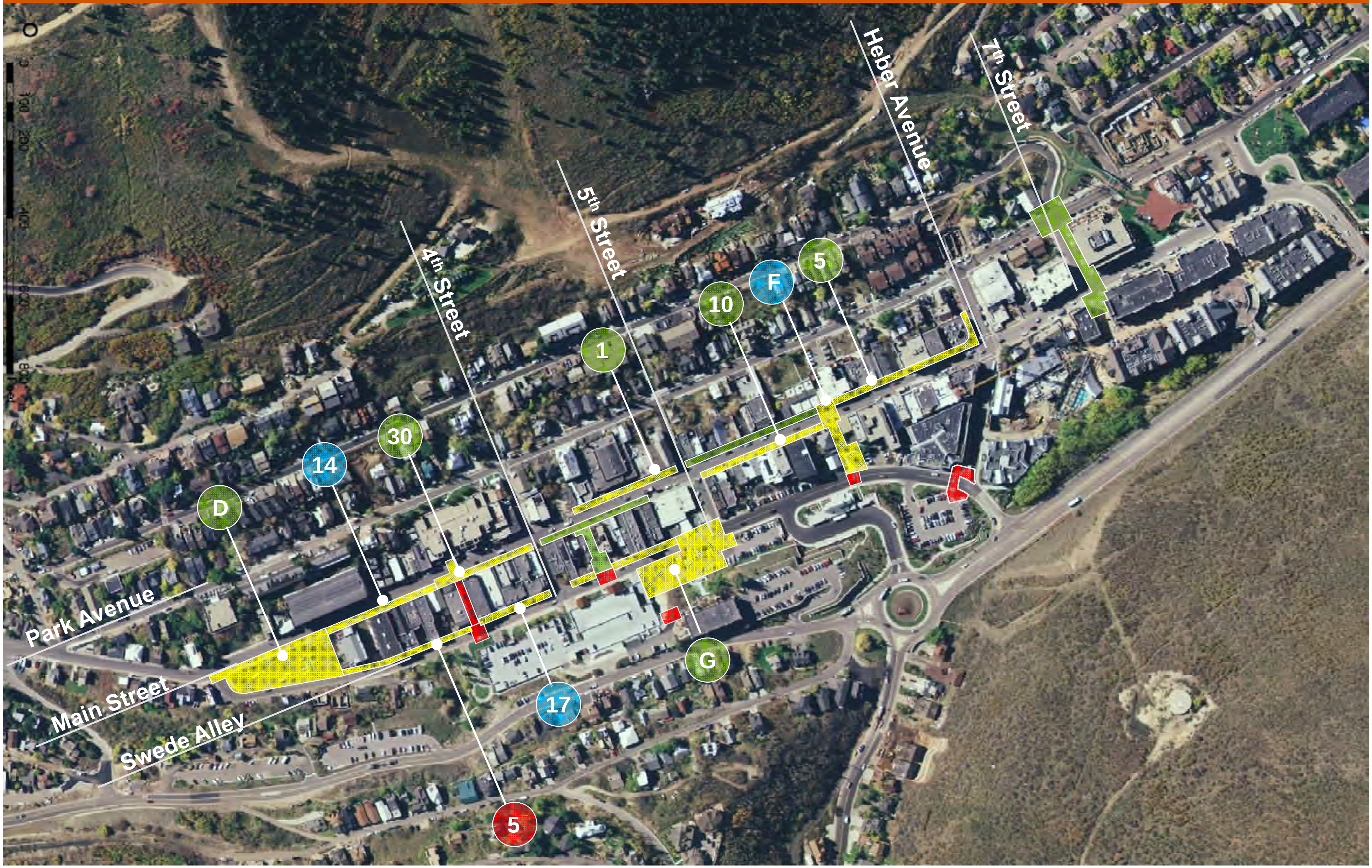
CY2012/FY2013 Construction Projects



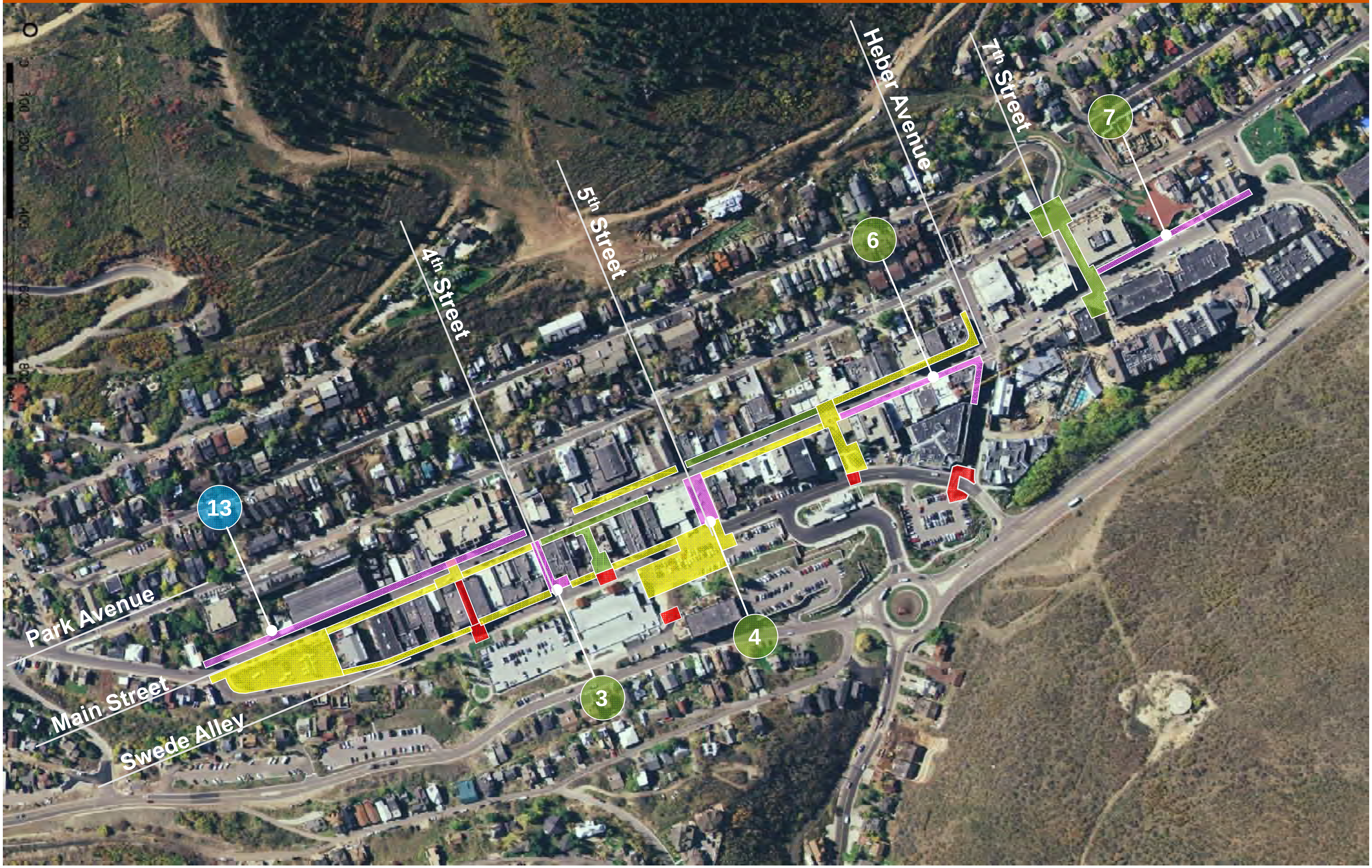
CY2013/FY2014 Construction Projects



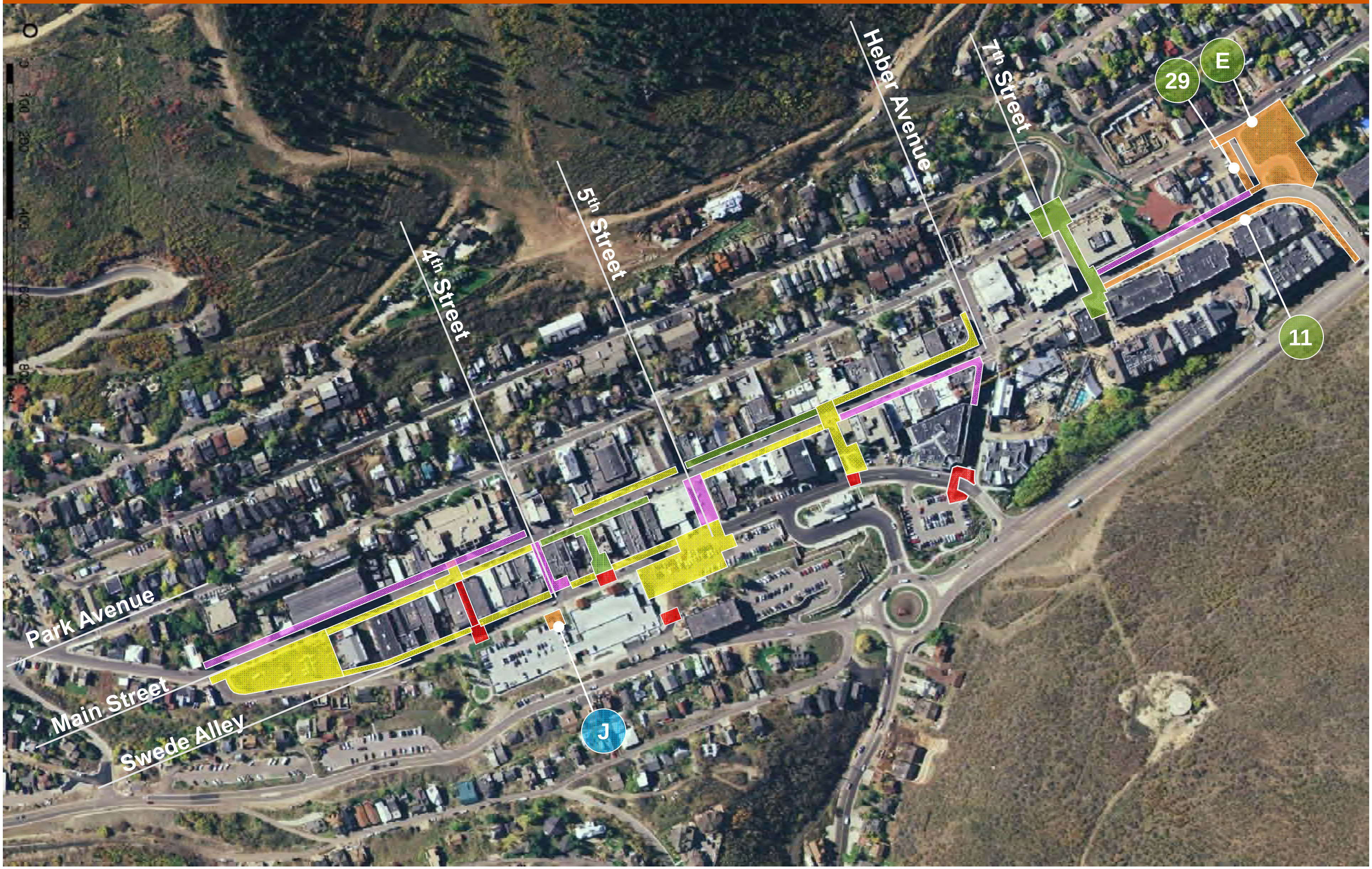
CY2014/FY2015 Construction Projects



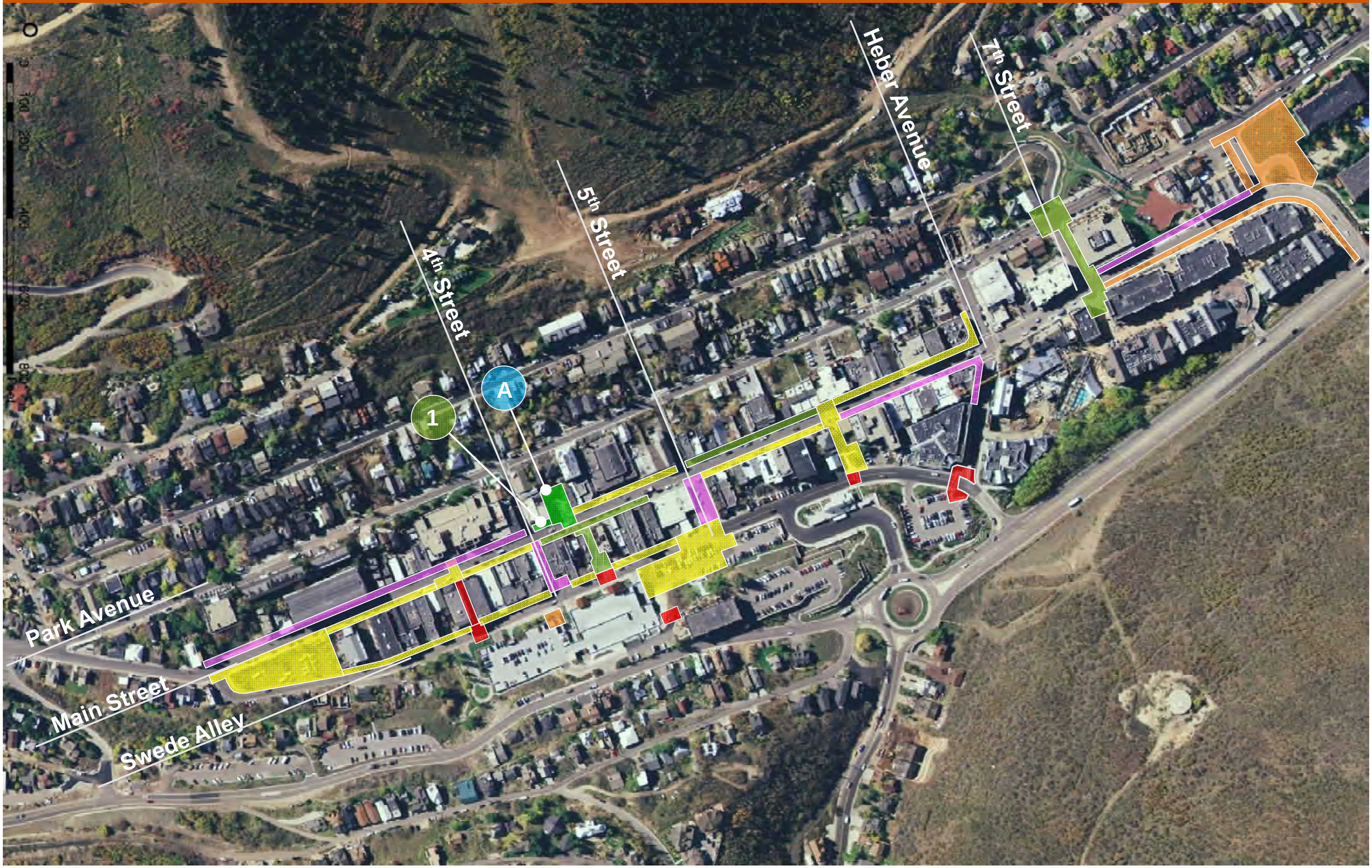
CY2015/FY2016 Construction Projects



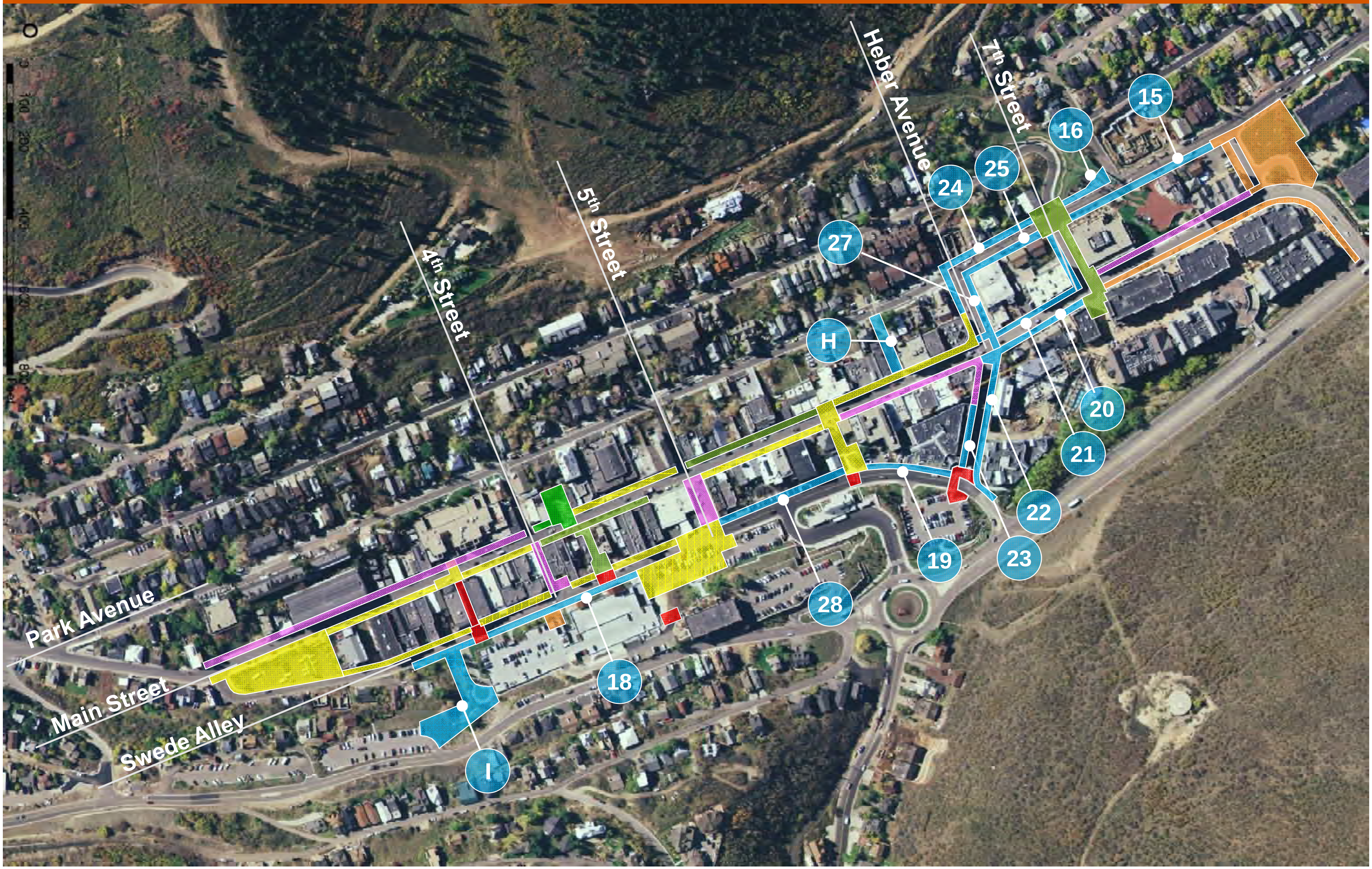
CY2016/FY2017 Construction Projects



CY2017/FY2018 Construction Projects



Long Term Projects (6-10 years)



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

Recommendations: In July 2011, the HPCA and City collaborated and prepared recommendations for public space improvements and pedestrian enhancements for the Historic Park City area. 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.

Through continual surveying of members the following is the list of project types by priority.

1. Public Plazas,
2. Streetscape Improvements (light poles, furniture, and sidewalks), and
3. Sidewalk Improvements.

Actions: The HPCA will strongly advocate for funding of the above mentioned projects within a 5 to 7 year timeframe with an approximate value of $10 million. Through the coordination and approval of the projects, the HPCA will actively work with PCMC to ensure the improvements continue to meet the goals, as outlined, and that the management of the construction project is coordinated to the maximum benefit and minimum impact of the businesses.

Exhibit D

Downtown Projects Email from HPCA to Mayor & City Council

Date: May 15, 2012

Mayor and City Councilors-

The membership of the HPCA is looking forward to your scheduled discussion of Capital Improvement Projects at your meeting this Thursday. The HPCA would like to emphasize the efforts made over the last two years from our organizations to receive public input and prioritize improvements. As recent as a survey conducted in March, our membership continues to set the construction of public spaces as the top priority, especially the Brew Pub Plaza. We ask that you consider the overall economic impacts that visitor attractions, such as the plaza, can produce for the City.

With regards to the Brew Pub Parking Lot, the HPCA requests the City Council look at the improvements with what will best benefit the economics of Main Street and the investments made by private property owners over the years.

Historic Park City continues to be the gem of Park City that is used to market the area to visitors and tourists. The addition of visitor attractions will strengthen the draw to the area. Historic Park City provides a substantial amount of tax revenues for Park City and improvements that attract more visitors to the district will increase future revenues to the City.

We'd like to thank you in advance for your thoughtful consideration of the issue and hope to have you support the full list of improvements for the area.

-Alison Butz, Maren Mullin, Stephanie Johnston and Rick Anderson

Alison Butz

Historic Park City Alliance

www.historicparkcityutah.com

construction with the duration of the overall timeframe. The HPCA has concerns with construction during the summer shopping seasons. Staff also has concerns with constructing in the height of the event seasons. Although working in the shoulder seasons is recommended by all parties, much of the work will undoubtedly happen during the course of the summer due to the limited construction season to work in the right of way (April 15 – October 15), the weather and other constraints.

Time of day is also an important consideration, as many businesses open later in the morning while others close earlier. Variances to work hours are a possibility, but there may be significant cost and noise impacts. Individual needs, utilities, lead time for materials and many other details will also need to be coordinated. These matters have only briefly been discussed, and will require significantly more coordination as projects develop and get closer to bidding. Staff believes the timeline attached represents the best balance of forward progress and mitigating for impacts.

Summer 2012 Projects

The Immediate Needs scope also includes design and engineering money for all the streetscape and sidewalk projects. Staff recommends including the design in the immediate 2012 projects so that we do not lose the 2013 calendar year construction season. This cost is estimated at $200,000 and can be done within currently budgeted funds. Staff recommends these be designed as a complete package in order to ensure continuity of look and feel and from a civil engineering standpoint.

Staff sees the sidewalk and streetscape projects as a critical infrastructure “needs” and no matter the outcome of the November ballot will likely be recommending moving forward with them as a priority in future years.

Plaza Construction Timing

The current Phasing plan identifies construction of the brewpub and City Hall plazas in CY 14 along with the pass through from the Transit Center to the Bear Bench. Coalition Park is scheduled for CY 16 and Miners renovation in CY 17. This schedule is pending the outcome of the November ballot to increase the resort city sales tax as the plaza projects are not funded in the current budget.

To put a major plaza project to bid for a summer construction season, we would want to commence design and engineering by the previous July at the latest. For a smaller plaza like the City Hall Plaza, we could likely wait until November, but that would really be condensing the timeline. For CY 14 there will be efficiencies of scale by doing both plazas together, including procurement of design and engineering services, bidding, construction costs and overall project/ construction management. To that end staff recommends doing both the brewpub and city hall plazas concurrently with the Bear Bench pass through.

HPCA Position Papers

The HPCA’s 2012 Infrastructure Position Statement (Exhibit C) identifies the following project priorities:

1. Public Plazas;
2. Street Scape Improvements (light poles, furniture, and sidewalks); and
3. Sidewalk improvements.

Department Review: This report has been reviewed by representatives of Sustainability, Legal, and the City Manager's Office and their comments have been integrated into this report.

Significant Impacts:
Should Council desire to move any additional plaza projects forward into CY 13, we could begin design and engineering pending the November vote. If this route is pursued, we anticipate design, engineering and other soft cost fees to be approximately 6% of estimated construction cost. Currently these funds are not specifically identified in the FY13 budget. Council could choose to defer construction of an "Immediate" project or look into the CIP balance if they identify other project priorities.

Staff Recommendations:
Unless directed otherwise, staff will begin implementation of downtown projects as identified in attached Phasing Plan (Exhibit A); including:

1. Commencement of design and engineering of Short Term Needs streetscape projects including sidewalk reconstruction in order to begin construction in Summer 2013;
2. Pursue construction in summer 2014 of public spaces including plazas at the brewpub, base of City Hall and Transit Center/Bear Bench pass through.

Exhibits
A – Project Sequencing and Cost Estimates
B – Project Sequencing by year
C – HPCA 2012 Infrastructure Position Paper
D – HPCA Email to City Council re: Brewpub lot

PARK CITY COUNCIL WORK SESSION MINUTES
SUMMIT COUNTY, UTAH
JUNE 7, 2012

Present: **Mayor Dana Williams; Council members Andy Beerman; Alex Butwinski; Cindy Matsumoto; Dick Peek; and Liza Simpson**

Tom Bakaly, City Manager; Mark Harrington, City Attorney; Thomas Eddington, Planning Manager; Matt Cassel, City Engineer; Jed Briggs, Budget Program Manager; Hugh Daniels, Emergency Preparedness Program Manager; Brooke Moss, Human Resources Manager; Ken Fisher, Recreation Manager; Jennifer Danowski, Budget Analyst; Chad Root, Chief Building Official; Hugh Daniels, Emergency Management Manager; Brooks Robinson, Transportation Planner

Postmaster Rhonda Donica; resident Cheryl Sesnik; Ron Vine, Leisure Services; Jason Davis, UDOT Region 2 Director

1. Council questions/comments. Alex Butwinski commented on presentation training held at City Hall during the week. Liza Simpson thanked Mr. Beerman for covering the Recreation Advisory Board meeting for her and staff for organizing the tour of libraries in Salt Lake. She relayed a possible glitch in the City's GIS regarding accurately counting units in buildings and staff will follow-up. Dick Peek attended the Historical Society meeting; the Historic Tour is scheduled on June 16. He also participated on the tour of libraries and commented on the quality of the facilities. One was combined as a community center and the other as a recreation facility. The Mayor thanked personnel for repairing the many water breaks recently. He acknowledged receiving two emails from Old Town residents concerned about mail delivery.

2. Post office mail delivery in Old Town. Thomas Eddington explained that staff has been working with the Postal Service on the concept of clustering mail box sites. There are approximately 150 houses in the south section of Old Town that are considered deliverable and units that could use a mailbox. The Post Office has requested clustering mail boxes in some of these areas where mail cannot be delivered but staff does not feel it is much different than gang boxes. They would be areas where cars would congregate and could be problematic with regard to snow removal. Options include: (1) deny the use of mailboxes in this area and residents would be forced to purchase a post office box; (2) subsidize the post office box fees at a cost of $80 per home per year, totaling $12,000 per year; or (3) allow the use of these individual boxes in clustered settings.

Mr. Eddington stated that staff is recommending No. 1, to deny the use of individual mail boxes due to the constraints along Old Town roads and has just learned that the post office must provide one point of free mail access for a primary residence. The City is uncertain of its authority in denying the post office and he suggested returning to Council with potential locations where clustering might work.

Dick Peek asked who would own the boxes. Postmaster Donica replied that it would be the post office or the resident, depending on who purchases them but the post office would maintain them. Matt Cassel interjected that gang boxes are maintained by the post office but clustered boxes would be maintained by the homeowner. Dana Williams felt that gang boxes should be considered again. Ms. Donica stated that this would be the best solution for the post office because so much mail and many parcels are addressed to physical addresses in Old Town and the post office has to double handle the mail to get it where it needs to go. Liza Simpson pointed out that mail is still delivered by walking personnel in many places. Postmaster Donica stated that walking personnel *is in the past* because it is very inefficient. Contractors will not walk either. Ms. Simpson expressed her confusion between gang boxes and clustered boxes.

Discussion ensued on the design of the gang boxes and if the City doesn't want the standard design, the City would be required to buy the box. Alex Butwinski understood that primary residents are entitled to one free delivery location. Ms. Donica commented that if the City will not let the post office deliver in Old Town, but the post office chooses to do so, then the legalities must be clarified. If the City has the authority to tell the post office no, then those primary residents would get a free box. If the City does not have the right, then the primary residents would have to pay for the box and/or the City subsidize them.

Dick Peek pointed out that street addresses can be associated with a gang box but not a post office box. Postmaster Donica stated that there are over 6,000 post office boxes in Park City and the computer software can only associate street addresses with gang boxes.

Ms. Matsumoto encouraged getting an opinion on the scope of the City's authority. Matt Cassel explained that residences from Heber Avenue north are considered deliverable and south would receive free boxes, including Rossie Hill and properties east of Marsac Avenue. Gang boxes do not need to be accessible by car and there is accommodation for delivery of parcels. Ms. Donica advised that residents will be responsible for the maintenance of the gang boxes and clearing snow. Ms. Matsumoto felt the City should deny gang boxes in Old Town and that post office boxes should be free to residents.

Mayor Williams pointed out the private parking lot at the top of Main Street as a possible location. Thomas Eddington responded that it is in the area where the post office will not deliver. Liza Simpson indicated that she agrees with Ms. Matsumoto but if the City cannot prevail, a location for gang boxes at the Library may work. She asked that staff suggest other locations and associated costs for a new design. Dick Peek requested information on personal injury liabilities, legal risks, etc. with regard to maintenance. The Mayor invited public input.

Cheryl Sesnik, Woodside Avenue, referred to her email sent to Council members. It is critical for residents to get this resolved as quickly as possible. She asked if she could install a mailbox at her house if she so desired.

Matt Cassel explained that installing individual boxes would be evaluated on a case by case basis and the system could be inconsistent. Thomas Eddington explained the complexity of Old Town streets and parking and Mr. Cassel pointed out that parking is placed behind curb and gutter in some instances.

Ms. Matsumoto doubted if the post office could deliver mail north of Heber Avenue. Ms. Donica stated that if the boxes were located in one place, the post office could. She insisted that if the boxes were at the curb, the post office could deliver to houses even if it interfered with parking and snow removal. The Mayor believed the Council needs to understand the legal ramifications and to look at areas. Ms. Matsumoto asked about a legal opinion and Mr. Harrington felt that the City has authority if the location is in the right-of-way but private property is different.

The Mayor suggested that rather than subsidizing post office fees in the amount of $12,000, the money should be used to provide aesthetically pleasing gang boxes. Ms. Simpson stated that she is not willing to subsidize mail delivery just because the post office's software can link an address to a gang box but not to a post office box. Cindy Matsumoto does not feel individual mailboxes will work and if the City cannot deny the post office, gang boxes may be the only option. Dick Peek feared that there will be traffic and parking issues with gang boxes. It would be helpful to modify the software to associate post office boxes with physical addresses. Ms. Matsumoto stated that she is not interested in subsidizing individual boxes. Ms. Simpson again commented on the need to associate post office boxes with a physical address. She believes the post office is in financial trouble and shaking down the City and residents for $12,000 for fees which were not assessed before and staff time alone adds to costs.

3. Recreation survey – Ron Vine, Leisure Vision. Ken Fisher introduced Ron Vine. The mailed survey went to 13,500 households. The survey covered a full range of uses, customer satisfaction, needs, etc. and 2,284 surveys were completed. Park City finished more on-line surveys than any other community. It was a tremendous return. The results have a 99% level of confidence with a margin of error plus or minus 2.1%. Because so many surveys were completed, there is good demographic information and about 30% were respondents from Park City. Leisure Vision has conducted about 600 surveys for parks and recreation systems in 47 states and has national benchmark information for a variety of categories. The survey is divided into three components, the system today, a future system and funding. Mr. Vine detailed survey questions by way of an hour PowerPoint presentation which is attached and made a part of the minutes.

At the conclusion of the presentation he illustrated a matrix and spoke about prioritizing projects and programs by analyzing them by importance and the level of needs being met. The PC MARC has only been open for six months and many have not had an opportunity to go there but the interest in fitness remains exceedingly high and should be marketed. Andy Beerman referred to the desire for more Nordic programs and Mr. Vine felt that responses are saying that there is an unmet market here which could be filled by the City or private sector.

Mr. Vine discussed funding programs and most people felt they should be supported by user fees. He relayed that 83% of households are willing to pay some level of a tax increase toward a recreation vision; 15% would pay $200 or more. Mr. Beerman asked how the responses compare with other communities. Ron Vine noted that there are no benchmarks on these specific questions. Maintenance of facilities is important to taxpayers. The Mayor asked Mr. Vine to point out the most important slides. He responded the matrix slides because they show there is support for everything but prioritizes them. Out of 26 to 27 items, there are about seven in one matrix which deserve discussion. He encouraged reviewing the needs and priorities slides for programs and matrixes for facilities and programs. Andy Beerman asked about addressing special interests' unmet needs. Mr. Vine explained that having the private sector meet the need would be ideal and evaluating the cost per person is helpful in making decisions. He emphasized that anything over 40% is a very positive number.

4. Budget discussion. Brooke Moss explained that there are many changes to the personnel policies and procedures manual but most of them are structural. The general layout was modified and sections were split out and incorporated into separate manuals. Employee benefits and emergency management have been separated. She explained that performance reviews are included in a best practices manual and administrative policies will be combined next year. Specific employee benefits are summarized on a brochure and distributed to individuals. She commented that deadlines may appear significant but there actually is not much change.

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PARK CITY COUNCIL WORK SESSION MINUTES
SUMMIT COUNTY, UTAH
JUNE 7, 2012

Present: **Mayor Dana Williams; Council members Andy Beerman; Alex Butwinski; Cindy Matsumoto; Dick Peek; and Liza Simpson**

Tom Bakaly, City Manager; Mark Harrington, City Attorney; Thomas Eddington, Planning Manager; Matt Cassel, City Engineer; Jed Briggs, Budget Program Manager; Hugh Daniels, Emergency Preparedness Program Manager; Brooke Moss, Human Resources Manager; Ken Fisher, Recreation Manager; Jennifer Danowski, Budget Analyst; Chad Root, Chief Building Official; Hugh Daniels, Emergency Management Manager; Brooks Robinson, Transportation Planner

Postmaster Rhonda Donica; resident Cheryl Sesnik; Ron Vine, Leisure Services; Jason Davis, UDOT Region 2 Director

1. Council questions/comments. Alex Butwinski commented on presentation training held at City Hall during the week. Liza Simpson thanked Mr. Beerman for covering the Recreation Advisory Board meeting for her and staff for organizing the tour of libraries in Salt Lake. She relayed a possible glitch in the City's GIS regarding accurately counting units in buildings and staff will follow-up. Dick Peek attended the Historical Society meeting; the Historic Tour is scheduled on June 16. He also participated on the tour of libraries and commented on the quality of the facilities. One was combined as a community center and the other as a recreation facility. The Mayor thanked personnel for repairing the many water breaks recently. He acknowledged receiving two emails from Old Town residents concerned about mail delivery.

2. Post office mail delivery in Old Town. Thomas Eddington explained that staff has been working with the Postal Service on the concept of clustering mail box sites. There are approximately 150 houses in the south section of Old Town that are considered deliverable and units that could use a mailbox. The Post Office has requested clustering mail boxes in some of these areas where mail cannot be delivered but staff does not feel it is much different than gang boxes. They would be areas where cars would congregate and could be problematic with regard to snow removal. Options include: (1) deny the use of mailboxes in this area and residents would be forced to purchase a post office box; (2) subsidize the post office box fees at a cost of $80 per home per year, totaling $12,000 per year; or (3) allow the use of these individual boxes in clustered settings.

Mr. Eddington stated that staff is recommending No. 1, to deny the use of individual mail boxes due to the constraints along Old Town roads and has just learned that the post office must provide one point of free mail access for a primary residence. The City is uncertain of its authority in denying the post office and he suggested returning to Council with potential locations where clustering might work.

Dick Peek asked who would own the boxes. Postmaster Donica replied that it would be the post office or the resident, depending on who purchases them but the post office would maintain them. Matt Cassel interjected that gang boxes are maintained by the post office but clustered boxes would be maintained by the homeowner. Dana Williams felt that gang boxes should be considered again. Ms. Donica stated that this would be the best solution for the post office because so much mail and many parcels are addressed to physical addresses in Old Town and the post office has to double handle the mail to get it where it needs to go. Liza Simpson pointed out that mail is still delivered by walking personnel in many places. Postmaster Donica stated that walking personnel *is in the past* because it is very inefficient. Contractors will not walk either. Ms. Simpson expressed her confusion between gang boxes and clustered boxes.

Discussion ensued on the design of the gang boxes and if the City doesn't want the standard design, the City would be required to buy the box. Alex Butwinski understood that primary residents are entitled to one free delivery location. Ms. Donica commented that if the City will not let the post office deliver in Old Town, but the post office chooses to do so, then the legalities must be clarified. If the City has the authority to tell the post office no, then those primary residents would get a free box. If the City does not have the right, then the primary residents would have to pay for the box and/or the City subsidize them.

Dick Peek pointed out that street addresses can be associated with a gang box but not a post office box. Postmaster Donica stated that there are over 6,000 post office boxes in Park City and the computer software can only associate street addresses with gang boxes.

Ms. Matsumoto encouraged getting an opinion on the scope of the City's authority. Matt Cassel explained that residences from Heber Avenue north are considered deliverable and south would receive free boxes, including Rossie Hill and properties east of Marsac Avenue. Gang boxes do not need to be accessible by car and there is accommodation for delivery of parcels. Ms. Donica advised that residents will be responsible for the maintenance of the gang boxes and clearing snow. Ms. Matsumoto felt the City should deny gang boxes in Old Town and that post office boxes should be free to residents.

Mayor Williams pointed out the private parking lot at the top of Main Street as a possible location. Thomas Eddington responded that it is in the area where the post office will not deliver. Liza Simpson indicated that she agrees with Ms. Matsumoto but if the City cannot prevail, a location for gang boxes at the Library may work. She asked that staff suggest other locations and associated costs for a new design. Dick Peek requested information on personal injury liabilities, legal risks, etc. with regard to maintenance. The Mayor invited public input.

Cheryl Sesnik, Woodside Avenue, referred to her email sent to Council members. It is critical for residents to get this resolved as quickly as possible. She asked if she could install a mailbox at her house if she so desired.

Matt Cassel explained that installing individual boxes would be evaluated on a case by case basis and the system could be inconsistent. Thomas Eddington explained the complexity of Old Town streets and parking and Mr. Cassel pointed out that parking is placed behind curb and gutter in some instances.

Ms. Matsumoto doubted if the post office could deliver mail north of Heber Avenue. Ms. Donica stated that if the boxes were located in one place, the post office could. She insisted that if the boxes were at the curb, the post office could deliver to houses even if it interfered with parking and snow removal. The Mayor believed the Council needs to understand the legal ramifications and to look at areas. Ms. Matsumoto asked about a legal opinion and Mr. Harrington felt that the City has authority if the location is in the right-of-way but private property is different.

The Mayor suggested that rather than subsidizing post office fees in the amount of $12,000, the money should be used to provide aesthetically pleasing gang boxes. Ms. Simpson stated that she is not willing to subsidize mail delivery just because the post office's software can link an address to a gang box but not to a post office box. Cindy Matsumoto does not feel individual mailboxes will work and if the City cannot deny the post office, gang boxes may be the only option. Dick Peek feared that there will be traffic and parking issues with gang boxes. It would be helpful to modify the software to associate post office boxes with physical addresses. Ms. Matsumoto stated that she is not interested in subsidizing individual boxes. Ms. Simpson again commented on the need to associate post office boxes with a physical address. She believes the post office is in financial trouble and shaking down the City and residents for $12,000 for fees which were not assessed before and staff time alone adds to costs.

3. Recreation survey – Ron Vine, Leisure Vision. Ken Fisher introduced Ron Vine. The mailed survey went to 13,500 households. The survey covered a full range of uses, customer satisfaction, needs, etc. and 2,284 surveys were completed. Park City finished more on-line surveys than any other community. It was a tremendous return. The results have a 99% level of confidence with a margin of error plus or minus 2.1%. Because so many surveys were completed, there is good demographic information and about 30% were respondents from Park City. Leisure Vision has conducted about 600 surveys for parks and recreation systems in 47 states and has national benchmark information for a variety of categories. The survey is divided into three components, the system today, a future system and funding. Mr. Vine detailed survey questions by way of an hour PowerPoint presentation which is attached and made a part of the minutes.

At the conclusion of the presentation he illustrated a matrix and spoke about prioritizing projects and programs by analyzing them by importance and the level of needs being met. The PC MARC has only been open for six months and many have not had an opportunity to go there but the interest in fitness remains exceedingly high and should be marketed. Andy Beerman referred to the desire for more Nordic programs and Mr. Vine felt that responses are saying that there is an unmet market here which could be filled by the City or private sector.

Mr. Vine discussed funding programs and most people felt they should be supported by user fees. He relayed that 83% of households are willing to pay some level of a tax increase toward a recreation vision; 15% would pay $200 or more. Mr. Beerman asked how the responses compare with other communities. Ron Vine noted that there are no benchmarks on these specific questions. Maintenance of facilities is important to taxpayers. The Mayor asked Mr. Vine to point out the most important slides. He responded the matrix slides because they show there is support for everything but prioritizes them. Out of 26 to 27 items, there are about seven in one matrix which deserve discussion. He encouraged reviewing the needs and priorities slides for programs and matrixes for facilities and programs. Andy Beerman asked about addressing special interests' unmet needs. Mr. Vine explained that having the private sector meet the need would be ideal and evaluating the cost per person is helpful in making decisions. He emphasized that anything over 40% is a very positive number.

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PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
JUNE 7, 2012

I ROLL CALL

Mayor Dana Williams called the regular meeting of the City Council to order at approximately 6 p.m. at the Marsac Municipal Building on Thursday, June 7, 2012. Members in attendance were Dana Williams, Andy Beerman, Alex Butwinski, Cindy Matsumoto, Dick Peek, and Liza Simpson. Staff present was Tom Bakaly, City Manager; Mark Harrington, City Attorney; Max Paap, Special Events Manager; Jim Blankenau, Environmental Regulatory Program Manager; Jed Briggs, Budget Program Manager; and Kent Cashel, Transportation Manager.

II COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

1. Second Grade Falcons helping Mother Earth – Parley's Park Elementary – Teacher Stacey Harris explained that in October, two second grade classes participated in a competition for Grades K through 12 by creating a project regarding environmental issues. The kids took on recycling and set up the school building with donated recycle bins and educated other students. The trash going to the dump was cut by 42% and the recycle program will continue next year. The Mayor expressed his appreciation of students making a difference.

2. Recycling Award - Max Paap reported that the City received a recycling award. He relayed that recycling is not a mandate for special events here but about 218 cubic yards a year are collected.

3. Fish Pond Incident – Jim Blankenau reported that the laboratory data has been received regarding the fish kill incident in Thaynes Canyon two weeks ago. There is no indication of foul play and it is believed that the kill was caused by lack of oxygen in the water most likely caused by the cutoff of water from the upstream pond. Another factor was the large number of fish in a small area. He felt that no further action on the City's part is warranted.

III PUBLIC INPUT *(Any matter of City business not scheduled on the agenda)*

None.

IV NEW BUSINESS

1. Consideration of an Ordinance approving a plat amendment for 573 Main Street and 564/572 Park Avenue, Park City, Utah – The Mayor opened the public hearing and with no comments from the audience requested a motion to continue to a date uncertain. Dick Peek, "I so move". Andy Beerman seconded. Motion unanimously carried.

2. Consideration of Master Festival License for Plaza Palooza every Thursday night between June 14 through September 13, 2012, plus up to an additional six event nights at Silver Star Village during the same time period, as conditioned – Max Paap clarified that the request is for six additional nights, with 72 hours notice to the neighborhood. This is the first year for a Master Festival License; there were a few events last year that didn't go through the process. It is being reviewed as a MFL due to the request for amplified music, attraction of large crowds, partial street closures and use of City property. He acknowledged concerns about parking and staff inventoried the parking to be 110 to 130 spaces at Silver Star. The City in conjunction with

the organizers propose temporarily taking the parking on Three Kings Drive on the west side. This will not disrupt transit and staff feels the plan will adequately meet parking needs. The Mayor disclosed that The Motherlode Canyon Band played last year and are scheduled this year. Mr. Paap stated that he received a comment from a resident at 1895 Three Kings Drive who supports the event. He also received an email from a resident at 1983 Three Kings Drive who is opposed.

Mr. Butwinski asked if the six other events will be concerts or memorials, etc. Steve Perkins, Resorts West, explained that the Jupiter Bowl Steeple Chase start/finish is there and they have been approached about hosting a marathon. The six events are not likely going to be concerts.

Max Paap stated that this is a test program and staff will return in October to debrief the Council on the event. Mark Harrington asked how the parking will be enforced. Mr. Paap explained that the police would enforce parking. The Mayor opened the public hearing.

Suzanne Robarge, 1983 Three Kings Drive, stated that she is also speaking on behalf of her mother who lives next door. She noted that she is not opposed to the concert series but is very concerned about the parking plan. It only goes south from the Silver Star property to Crescent Road and it is her experience that the signage is ignored on Three Kings Drive on a regular basis. People parked on both sides of the street for the memorial service. She feels forced to fence her property along Three Kings Drive because of the people attracted to the mine drain on her property.

Tim McConville, 1660 Three Kings Drive, referred to the Wednesday concerts in City Park years ago which created traffic problems on Park Avenue. He believed patrons will park on Payday Drive.

Mike Sweeney explained that the Town Lift Plaza had to go through a one-year test period and any problems were worked out. He wished the organizers good luck and supports the concept of having another plaza in town.

With no further comments, the public hearing was closed.

In response to a question from Cindy Matsumoto, Max Paap explained that the plan is bagging no parking signs on one side to allow parking and barricading the other side for no parking. It was clarified that attendance will be in the range of 150 to 200. Organizer Jeff Ward believed attendance will vary week to week. Dick Peek suggested changing the Findings of Fact to accurately reflect the number of parking spaces. Mr. Ward added that parking on-site was not exceeded.

The Mayor suggested changing the number to a maximum of 250 in the Findings of Fact and add a No. 13 that the areas along the street that are north of the project get barricades and better signage. Mark Harrington suggested adding this language as Condition of Approval No. 6. For the benefit of Alex Butwinski, Mark Harrington explained that the parking plan can be changed if it is not working adequately.

Liza Simpson, "<u>I move we approve the Master Festival License for Plaza Palooza every Thursday night between June 14 through September 13, 2012, plus up to an additional 6 event nights at Silver Star Village during the same time period, as conditioned and amended</u>. Alex Butwinski seconded. <u>Motion unanimously carried</u>.

3. Consideration of a Resolution adopting the Personnel Policies and Procedures Manual, dated July 1, 2012 for Park City Municipal Corporation – Tom Bakaly referred to the work session presentation. The Mayor opened the public hearing; there were no comments from the audience. Alex Butwinski, "I move we approve a Resolution adopting the Personnel Policies and Procedues Manual, dated July 1, 2012 for Park City Municipal Corporation". Andy Beerman seconded. **Motion unanimously carried**.

4. Consideration of a Resolution amending the Fee Resolution and replacing Resolution No. 08-12 in its entirety – See work session notes. Jed Briggs explained that Council decided to defer the effective date of building fees to October 1, 2012 and the rest of the fees will become effective July 1, 2012. He pointed out that Mr. Beerman is correct that the first violation fine for meter violations should be removed which will be reflected in the Resolution. In response to a question from the Mayor, Mr. Cashel explained that every three years, parking ticket violations for individuals are expunged from their records.

The Mayor opened the public hearing; there was no input. Andy Beerman, "I move we pass a Resolution amending the Fee Resolution and replacing Resolution No. 08-12 in its entirety". Cindy Matsumoto seconded. **Motion unanimously carried.**

5. Consideration of an Ordinance establishing compensation for the Mayor, City Council and statutory officers for fiscal year 2012-2013 in Park City, Utah – The Mayor opened the public hearing; there were no comments. Cindy Matsumoto requested that staff provide her with a list of cities used for comparison purposes for all statutory officers. Liza Simpson, "I move we approve an Ordinance establishing compensation for the Mayor, City Council and statutory officers for fiscal year 2012-2013". Dick Peek seconded. Motion unanimously carried.

6. Consideration of a Resolution adopting the Comprehensive Emergency Management Plan – The Mayor invited public input. There was none. Alex Butwinski, "I move we approve a Resoltion adopting the Comprehensive Emergency Management Plan". Andy Beerman seconded. Motion unanimously carried.

7. Consideration of an Ordinance adopting a tentative revised budget for Fiscal Year 2012 and a tentative budget for fiscal year 2013 for Park City Municipal Corporation and its related agencies and authorizing the computation of the property tax rate at a no tax increase rate – The Mayor opened the public hearing; there was none. Dick Peek, "I move we adopt an Ordinance adopting a tentative revised budget for Fiscal Year 2012 and a tentative budget for fiscal year 2013". Liza Simpson seconded. Motion unanimously carried.

V ADJOURNMENT

With no further business, the regular meeting of the City Council was adjourned.

MEMORANDUM OF CLOSED SESSION

The City Council met in closed session at approximately 7 p.m. Members in attendance were Mayor Dana Williams, Andy Beerman, Alex Butwinski, Cindy Matsumoto, Dick Peek, and Liza Simpson. Staff present was Tom Bakaly, City Manager; Tom Daley, Deputy City Attorney; Diane Foster, Deputy City Manager; Thomas Eddington, Planning Manager; Bret Howser, Budget Manager; Joan Card, Environmental Regulatory Manager; Jason Christensen, Environmental Regulatory Council; Jim Blankenau, Environmental Regulatory Program Manager; Phyllis Robinson, Public Affairs Manager; Clint McAffee, Water Manager; and Mark Harrington, City Attorney. Andy Beerman, "I move to close the meeting to discuss property and litigation". Liza Simpson seconded. Motion carried unanimously. Liza Simpson, "I move to adjourn the meeting". Alex Butwinski seconded. Motion unanimously carried.

The meeting for which these minutes were prepared was noticed by posting at least 24 hours in advance and by delivery to the news media two days prior to the meeting.

Prepared by Janet M. Scott, City Recorder

PARK CITY COUNCIL WORK SESSION MINUTES
SUMMIT COUNTY, UTAH
JUNE 14, 2012

Present: **Mayor Dana Williams; Council members Andy Beerman; Alex Butwinski; Cindy Matsumoto; Dick Peek; and Liza Simpson**

Tom Bakaly, City Manager; Mark Harrington, City Attorney; Hugh Daniels, Emergency Preparedness Program Manager; Jed Briggs, Budget Program Manager; Clint McAffee, Water Manager; and Heinrich Deters, Trails Coordinator

Fire Chief Paul Hewitt, Bryce Boyer, National Resources Division of State Forestry, and Cheryl Fox, Summit Lands Conservancy Director

1. Emergency Management Program and Wildland Urban Interface Projects. Hugh Daniels explained that this is the fifth year of the EMP and believes the City is in a good position. The recent Utah Shakeout was helpful because all departments and staff participated and the Emergency Operations Center conducted a training exercise. He was pleased with the event and discussed educating the public about the City's emergency plan when there is a disaster. The City has accomplished a lot over the years with the support of the City Council and grant funding. The Mayor felt the public relations component is very important, specifically relating to personal responsibilities.

Mr. Daniels emphasized that all of Summit County is considered a wildland urban interface area. The City has been working with the County, Fire District and State to reduce risks and to view this as a regional issue. There have been four fires this year in Summit County, exceeding the total for last year. He spoke about the impact of wildfires on tourism; it took Yellowstone about seven years to recover. Educating the public was again discussed and the Building Department is reviewing codes to prevent risks. All three resorts will be meeting with the working group in a couple of weeks. The potential of using snow making equipment to fight fires will be considered as well as using ski trails as fire breaks. A video will be produced for the community to help disburse information, several chipping programs are in place, and another possible program is working with landscapers.

Fire Chief Paul Hewitt emphasized that even with all precautions in place; we still live in a very dangerous area for fire. The most important step is educating citizens, especially with regard to evacuations and fire-watch. He spoke about firework restrictions this year and encouraged the media to get the word out. Bryce Boyer reported that the state-wide fire restrictions are in place. The County spent about $200,000 on fire suppression in 2007 and has been working with the County in anticipation of a year like 2007.

In response to a question from Alex Butwinski, Chief Hewitt advised that landscaping should be 30 feet from a structure and discussed fire-wise landscaping. Mr. Boyer commented helping communities cut fire breaks. Andy Beerman felt it may be helpful to talk to Sun Valley about its wildfire experience and working with the resort. Mr. Daniels indicated that he didn't but has been working with Deer Valley and PCMR about utilizing snow making systems, but it could take up to day to get them on line. All three resorts have never met together with the emergency management team.

2. Outstanding budget issues. Clint McAffee spoke about better identifying operations in the Water Fund, providing more structure in the department and hiring a water quality analyst and superintendent. He recommends an internal recruitment for the water quality position and the superintendent an open recruitment. Cindy Matsumoto felt the Thaynes Canyon neighborhood should be advised of the water quality hire. Discussion ensued on salaries. On the CIP side, Mr. McAffee stated that asset replacement was added for the Quinns Water Treatment Plant and the water quality program funding was decreased to help fund the water quality position.

In response to questions from Alex Butwinski, Nate Rockwood explained that there was $200,000 in 2012 and 2013 and the final recommended budget, the 2013 budget has been reduced by $50,000 and the project extended out until 2017.

Jennifer Danowski clarified that the interfund transfer charges enterprise funds for internal services provided by departments like IT, HR, Legal, Budget, etc. It was pointed out that the large number of employees in transit impacts the level of service support.

Nate Rockwood outlined changes to the CIP. The Mayor emphasized that although projects are identified, like all phases of Downtown Improvements, the outcome is dependent on other sources of income or unforeseen events. Mr. Bakaly explained that a CIP is required and it is usually a five-year strategy.

Alex Butwinski expressed concerns about OTIS being pushed out another ten to twelve years when it should have been completed by now. He struggles with prioritizing open space over OTIS. Plans have a way of becoming expectations and the proposed CIP does not work for him. Making adjustments when deficits occur was discussed. Dick Peek shared Mr. Butwinski's concerns on deferring OTIS projects. Mr. Bakaly clarified that there are a couple of big OTIS projects upfront but the scope decreases into the future. The schedule can be adjusted and a work session arranged to talk about OTIS further. Cindy Matsumoto asked if reconstructed streets are included in the regular paving program once rebuilt and Nate Rockwood stated he will confirm this practice.

Alex Butwinski did not feel that funding should be driving OTIS and much of the work is based on the engineer's estimate of remaining life cycle. He felt that the City is not living up to a commitment to Old Town streets made ten years ago. Mr. Bakaly explained that the schedule was based on when they could get them done not the funding. Ms. Simpson stated that she would feel more comfortable moving Phases 2, 3 and 4 into 2018 and 2020 as a plan. The Mayor pointed out the flexibility with OTIS and Ms. Simpson indicated she would like OTIS projects moved up.

3. Summit Lands Conservancy endowment request and future consideration easements on City open space. Heinrich Deters explained that the City has been working with SLC for a long time who holds outright or co-holds with the City 200 acres of open space. Staff is seeking direction on a request from SLC for a stewardship endowment and Council's interest in placing future conservation easements on properties. The endowment secures funding from political and economic uncertainties. Mr. Deters relayed that the request is specific to existing easements which are held by SLC who is reluctant to take additional easements from the City without the associated endowment. There are some budgetary impacts because of limited funding and most of open space maintenance and monitoring comes from the Flagstaff accounts. He also asked if the endowment is the right mechanism. Summit County provided some stewardship endowment funding for two parcels, Coleman and the PRI/Kimball Parcels. Cheryl Fox interjected that the amount SLC was paid was not what the staff report identified. She stated that SLC received $15,525 for the 10 acre Coleman Parcel.

Mr. Deters stated that staff is recommending to deny the current request and basically limit endowment funding to a process when the property is purchased. This is a known cost that can be included in the purchase agreement. The next aspect is to continue what has been done through special service contracts to provide for that monitoring through a RFP process. SLC's contract is up now and the RFP will be conducted immediately. If the Council believes this is a good idea, the City's auditor recommends setting up a CIP fund as the best means for funding that source. Because the request itself is outside political or financial purview, another option is that Council appoint a board or a commission to oversee the actual fund but this is not supported by the City's auditors.

Cheryl Fox addressed funding the on-going stewardship of the ten conservation easements. The City has made a tremendous investment in these properties and in order to make sure that they are adequately protected, there has to be some sort of on-going funding mechanism for the stewardship that is separate from the political process. There needs to be a program so that the future government cannot withdraw support and the City needs to feel confident in the work being done by the conservancy.

Liza Simpson viewed the endowment as an on-going cost but is more comfortable with it being in the City's hands than managed by a foundation. Ms. Fox explained that SLC has looked at other land trusts across the country and pointed out that things change over the years. Dick Peek asked how many of those land trusts are funded publicly and how many privately. She responded that she doesn't know but spoke about funding endowments and legal defense at the time of acquisition. SLC is not asking for funding for a legal defense fund.

Alex Butwinski expressed concerns about an outside board managing the program as those members also change. He supports staff's recommendation by not funding a separate endowment fund; he is more inclined to support an account in the CIP.

The Mayor referred to the staff report where the first request is to receive funds for an endowment. Cindy Matsumoto liked the concept of having the process outside the political mainstream. Ms. Simpson clarified that her suggestion would be creating a CIP fund, with the commitment to build an endowment fund for the currently acquired pieces. Andy Beerman questioned what the City would be funding and Ms. Simpson suggested that it would be building an endowment in the neighborhood of $1.5 million. It would function like an endowment but would be held and restricted in the CIP.

Tom Bakaly explained that the endowments for future properties would be covered at the time of purchase and managed by the conservancy. Mark Harrington pointed out that this has occurred in some instances. The potential for disagreement emanates from compatibility issues with stewardship, ownership and long term public uses. He encouraged being cautious in contracting those rights away or in a manner that perpetuates more conflict which would be unfortunate. Mr. Harrington emphasized that there was an original RFP and the consideration was the monitoring. The special service contract is direct reimbursement for costs and in the future, doing them simultaneously is truly the more legal an appropriate approach.

Mark Harington stated that we all agree that it can be better and the question is the most efficient vehicle to ensure the public's trust long-term. The Mayor stated that there is agreement among members about future purchases and creating and managing an internal endowment fund.

Andy Beerman stated that he is not completely there yet and would like to know more about the auditor's recommendation. Nate Rockwood explained that he could obtain more details, but the initial reaction was that cities do not typically do this. Tom Bakaly pointed out the difficulty of giving an outside board money for a service that is not directly tied to a service the City is receiving. Dick Peek compared creating the board as a new entity that bypasses the voters. The majority of members felt staff should proceed with a RFP. The Mayor relayed that he read the job description and pointed out the significant charge to the City for monitoring and the minimal stipend paid to people monitoring for SLC. Cheryl Fox explained that stewardship involves a whole lot more than just monitoring and the organization supplements its operations by finding volunteers and interns. Stewardship costs $15 per acre on average and SLC is committed to the price into the future even though prices will increase. The stewardship fund will have to grow with other resources.

The Mayor relayed that the process for monitoring for most land trusts is pretty standardized based on what is required by the IRS. It is possible that someone else could do it substantially cheaper and contract with the City based on SLC's criteria. Cheryl Fox stated that the site visit is one very small part of stewardship and that is why it can be done by a volunteer or intern. There is a whole lot more involved like relationships, interpreting legal documents, and handling complex stewardship issues. These easements are busy and not like easements other land trusts hold. They take a significant amount of staff time. She ran the numbers and in 2010, SLC spent almost exactly $15 an acre on annual stewardship.

Alex Butwinski commented that based on this information, it makes sense to conduct a RFP every five years in fairness to the taxpayer and SLC. Anyone responding to the RFP can make a case about value. He supports staff's recommendations for the most part and Ms. Simpson's suggestion of creating an endowment fund in the CIP. The Mayor also felt that five years is a good duration so there is consistency. Cindy Matsumoto pointed out that non-profit organizations use volunteers all of the time to offset costs. The Mayor believed the third party the City chooses to manage our open space should be monitored.

Andy Beerman pointed out that an endowment in the CIP could be revocable rather than dedicating the monitoring money every year out of the CIP. Ms. Simpson believed it is more tightly bound. She spoke about assigning an oversight board. The Mayor confirmed consensus to fund the endowment in a restricted fund on a five year basis. Cheryl Fox asked that the payments be tied to the easement holder.

The Mayor stated that his issue is that SLC determines the fee. The City Council has asked for comparisons and has a fiscal responsibility to the public. Mr. Beerman understood that if an internal endowment is created, it would not be tied to the easement holder. However, future acquisitions would include an endowment going to the easement holder. Andy Beerman felt that many good ideas have been discussed today but the approach needs to be further refined.

Discussion ensued on the method of protecting acquired open space parcels which may be decided on a case-by-case basis. The Mayor pointed out that Council never intended to place a conservation easement on the Triangle Parcel, for instance. He agreed that properties need to be reviewed individually. If property was purchased with open space bond money, a conservation easement is appropriate.

Mark Harrington pointed out that the most famous case in the country, *Waldon Pond*, was saved by the original deed restriction not a conservation easement. There are different levels of protection and the question moving forward is do you want a contract for that protection and do you want it to expand beyond monitoring the same restriction? Do you want to narrow that to different ones because there are special attributes? He stated that when a land trust manages and operates an open space program and endowment, long term funding may be appropriate, but you are essentially turning over the management to a third party. He felt that it is about making sure the expectations of the public trust of the original authority of the purchase and the long term management align.

All members agreed that the level of protection should be decided on a case by case basis. Andy Beerman emphasized that when properties are purchased with open space funds, they should be protected with a conservation easement. If land is being purchased for recreation or other purposes, it doesn't make any sense.

Prepared by Janet M. Scott, City Recorder

PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
JUNE 14, 2012

I ROLL CALL

Mayor Dana Williams called the regular meeting of the City Council to order at approximately 6 p.m. at the Marsac Municipal Building on Thursday, June 14, 2012. Members in attendance were Dana Williams, Andy Beerman, Alex Butwinski, Cindy Matsumoto, Dick Peek, and Liza Simpson. Staff present was Tom Bakaly, City Manager; Mark Harrington, City Attorney; Jonathan Weidenhamer, Economic Development Manager; Clint McAffee, Water Manager; and Phyllis Robinson, Public Affairs Manager.

II COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

1. Sundance Institute update – Jon Weidenhamer introduced Sara West and Lizzie Lutenza from Sundance. Ms. West reported that most out-of-state visitors are from California, New York and Colorado. Thirty-five percent of the 31,000 out-of-state festival attendees indicated they came to Utah for the first time and 44% indicated that they would return within a year. The Institute has been working on attracting more international attendance and over 5,700 international attendees were represented by Canada, France, China and England. Over 46,000 attended the Festival this year, a slight increase from last year. She spoke about aggressive marketing and social networking efforts. It is estimated that Sundance brings in $80 million in economic impact to the state and in the last ten years, the Festival has generated over a half billion dollars. Sara West noted that there was a large increase in lodging and discretionary spending this year. This overall number is $67 million and the non-resident spending was about $2,000 per person. She emphasized that film in Utah is strong.

Lizzie Lutenza explained the media tracking service and it was found that $69 million was generated in publicity value. More than 900 registered press from 20 different countries, including Egypt, Macedonia, Kosovo, Norway, etc. were here. There was strong local participation and network forums for businesses have been created. Ms. West encouraged the public to attend the summer film series.

2. Resolution recognizing the efforts of wounded warriors participating in the Sea To Shining Sea Event – The Mayor welcomed participants of the event. Senior Sergeant Mike Sanders explained that The Sea to Shining Sea is one program which helps disabled athletes recover and he introduced the team. He relayed that it has been a dream to travel across the country and to meet the American public. It is an honor to meet people that they have served.

The Mayor mentioned that the National Ability Center is one of the hosting facilities for the Wounded Warrior Program and he read the Resolution into the record.

Liza Simpson, "I move we approve the Resolution recognizing the efforts of wounded warriors participating in the Sea To Shining Sea Event". Dick Peek seconded. Motion unanimously carried. Dick Peek shared his challenging experience riding across country as a young man and commended the group.

3. Resolution supporting the principles of the Community Covenant Program and acknowledging the many contributions of our Service Men and Women in Park City, Utah – Lt Ted Williams - Lt. Williams stated that he is associated with the Orem Community Covenant

Program representing the central region of Utah. In 2010, the state legislature approved the Community Covenant Program and since that time, all of the cities throughout the state have been invited to become a part of the program. He relayed that the military has a lot of resources and it is important to have a liaison between groups to share information with the public. The Community Covenant Program is for all service members, of all branches, both past and present. Lt. Williams thanked the City of Park City for its support.

Andy Beerman, "I move we pass a Resolution supporting the principles of the Community Covenant Program and acknowledging the many contributions of our servicemen and women in Park City, Utah". Alex Butwinski seconded. Motion unanimously carried.

5. Water pipe breaks – Clint McAffee described the locations and the circumstances surrounding recent water pipe leaks throughout town.

III PUBLIC INPUT *(Any matter of City business not scheduled on the agenda)*

None.

IV MEETING MINUTES OF MAY 24, 2012

Alex Butwinski, "I move we approve the meeting minutes of May 24, 2012". Cindy Matsumoto seconded. Motion unanimously carried.

V CONSENT AGENDA *(Items that have previously been discussed or are perceived as routine and may be approved by one motion. Listed items do not imply a predisposition for approval and may be removed by motion and discussed and acted upon under "Additional Discussion – Agenda Items")*

Liza Simpson, "I move approval of Consent Agenda Item Nos. 3 and 4". Alex Butwinski seconded. Motion unanimously carried.

1. Consideration of a Resolution recognizing the efforts of wounded warriors participating in the Sea To Shining Sea Event – See Communications.

2. Consideration of a Resolution supporting the principles of the Community Covenant Program and acknowledging the many contributions of our Service Men and Women in Park City, Utah – See Communications.

3. Consideration to authorize the City Manager to execute the Sixth Amendment to the Professional Services Agreement, in a form approved by the City Attorney, with Carollo Engineers, for the design of the Quinn's Water Treatment Plant in an amount of $84,000 – Approved.

4. Consideration to authorize the City Manager to execute a Service Agreement with EC Company for standby generator maintenance in the amount of $55,380, in a form approved by the City Manager – Approved.

VI NEW BUSINESS

1. Consideration of amendments to water supply agreements between US Bureau of Reclamation, Weber Basin Water Conservancy District, Mountain Regional Special Service District, Summit County, and Park City, in a form approved by the City Attorney, to increase Park City's portion of water through the Synderville Basin Project and Expanded Lost Creek Project by 400 acre-feet per year – Clint McAffee explained that the City was approached by Mountain Regional to transfer 400 acre feet of water to Park City for the Lost Canyon Project. This water is pumped from the Rockport Reservoir through Weber Basin and Mountain Regional facilities. It comes with peaking capacity and will add about 500 gallons per minute of capacity to the raw water line coming into town and available at the Quinns Junction WTP for drinking water. This represents an additional annual cost of about $123,000 which will fluctuate over time as O&M costs inflate.

Tom Daly stated that this is an extension of the 40 year agreement. Mr. McAffee stated that the City will own 43% of the storage in the pond at a cost of $7,700 per year paid to Mountain Regional until 2033. Even if a pond in Round Valley comes on line it is recommended to lease storage. Andy Beerman asked how this proposal ties into the regional plan. Clint McAffee stated that if the regional plan occurs, the City's contribution to the regional system would grow by that amount and the City will receive credit. Tom Daley explained the O&M fund which is a shared account.

Liza Simpson, "I move we approve Item No. 1 under New Business as amended by Clint". Alex Butwinski seconded. Motion unanimously carried.

2. Consideration of an Ordinance adopting a revised final budget for Fiscal Year 2012 and a final budget for fiscal year 2013 for Park City Municipal Corporation and its related agencies and authorizing the computation of the property tax rate at a no tax increase rate – The Mayor opened the public hearing. There were no comments. Cindy Matsumoto, "I move that we continue Item No. 2 until next week". Dick Peek seconded. Motion unanimously carried.

3. Consideration of an Assessment Ordinance for Phase I Park City Heights in amount of approximately $3,660,000 – Consultant Dave Miner corrected the amount to read $3,720,000 and this is the second step of a three step process. Once the property is subdivided, assessments will be allocated among the parcels. The final step is approving a bond resolution authorizing the issuance of bond anticipation notes that will finance the cost of the construction. Assessments will be collected over the next three years to repay the bond anticipation notes. There was no public input.

Dick Peek, "I move that we approve the Assessment Ordnance assessing properties in the PC Heights Assessment Area in the amount of approximately $3,720,000". Alex Butwinski seconded. Motion unanimously carried.

4. Consideration of award of construction agreement for publicly-dedicated infrastructure for Phase I at the Park City Heights subdivision with Hadco Construction in the amount of $2,844,113, in a form approved by the City Attorney (contract award subject to the sale and approval of the issuance of bonds for Phase 1 of Park City Heights) – Phyllis Robinson pointed out that the contract is for the publicly dedicated improvements of Phase 1 and the final contract will be in a form approved by the City Attorney in the amount of $2,84,113 which is subject to the sale and approval of the issuance of bonds by the City Council for Phase 1. The City's contract will be for the $2,844,113, and a contract between Hadco Construction and Ivory

Development will cover the remaining utility work and the cost associated with soil remediation if needed. This bid was in accordance with the state contract process and Hadco was selected as the lowest qualified bidder for the project. The special fees assessed for Ivory were explained.

Andy Beerman, "I move we approve New Business Item No. 4". Cindy Matsumoto seconded. Motion unanimously carried.

VII ADJOURNMENT

With no further business, the regular meeting of the City Council was adjourned.

MEMORANDUM OF CLOSED SESSION

The City Council met in closed session at approximately 2 p.m. Members in attendance were Mayor Dana Williams, Andy Beerman, Alex Butwinski, Cindy Matsumoto, Dick Peek, and Liza Simpson. Staff present was Tom Bakaly, City Manager; Tom Daley, Deputy City Attorney; Diane Foster, Deputy City Manager; Thomas Eddington, Plannng Manager; Bret Howser, Budet Manager; Joan Card, Environmental Regulatory Program Manager; Jason Christensen, Environmental Regulatory Council; Jim Blankenau, Environmental Regulatory Program Manager; Phyllis Robtinson, Public Afairs Manager; Clint McAffee, Water Manager; and Mark Harrington, City Attorney. Andy Beerman, "I move to close the meeting to discuss property and litigation". Liza Simpson seconded. Motion carried unanimously. The meeting opened at approximately 3:30 p.m. Liza Simpson, "I move to open the meeting". Alex Butwinski seconded. Motion unanimously carried.

The meeting for which these minutes were prepared was noticed by posting at least 24 hours in advance and by delivery to the news media two days prior to the meeting.

Prepared by Janet M. Scott, City Recorder

City Council
Staff Report

Subject:	**Montage Concert in the Sky**
Author:	**Max J. Paap**
	Jonathan Weidenhamer
Department:	**Sustainability**
Date:	**July 12, 2012**
Type of Item:	**Administrative – Master Festival License**

Summary Recommendations:
Review the Master Festival License application, conduct a public hearing, and approve the license for the "Montage Concert in the Sky", as conditioned, on September 1, 2012 to be held on the north green of the Montage Hotel.

Background:
The Montage has applied to host a nationally recognized group to perform a concert on September 1, 2012. At this time of this report, the act and opening band had not been announced.

The Montage continues their efforts to be both a community partner and to market and promote their brand. Successful partnerships have been forged with local not for profits including promotion of events with the Egyptian Theatre and Park City Performing Arts Foundation. Via this concert, the Montage desires to drive summer visitation and market their brand by building upon our reputation as a summer music destination.

<u>Findings of Good Cause to Reduce 90 day Review Requirement</u>
The Montage applied on June 19, 2012 for a Special Event to be held on September 1, 2012, 77 days prior to the event date. Ninety days is the required time frame to review an MFL request. This requirement can be waived with findings of good cause. The Special Event Team finds that because of the isolated nature of the venue, sufficient road capacity, and demonstration on the part of Montage of the ability to mitigate and address impacts this timeframe does allow for sufficient time for a proper review.

Furthermore staff finds the concert is consistent with and promotes the City Council's Goal of maintaining a multi-seasonal, world class resort status as a World Class Resort Increasing events in the off-peak times is consistent with Economic Development Strategic Plan goals.

Analysis:
This application is being reviewed as a Master Festival License due to the request

for amplified music and attraction of large crowds, also for the potential use of City transportation services and potential need for of off-site parking facilities. Montage expects the following benefits to Park City:

- 120 rooms sold, directly related to concert @ $450 ave. rate = $54,000 = $1,080 directly to Park City @ 2% which equals the total of our local options.
- $35,000 in marketing, press and public relations for the event.

The following areas were scrutinized by the Events Team when considering the recommendation to approve the event:

Parking & Transportation
There are a series of concerns the Montage has agreed to address:

- UDOT right-of-way – On occasion, overflow parking in the Empire area has led to parking in and around the round-a-bout. Public Safety has concerns over this. Montage has agreed to ensure that doesn't happen during this event. A condition of approval will reflect that commitment. It is likely the Montage will pay Park City to lay out A-frame barricades similar to efforts during Arts Festival or 4th of July.

- Deer Valley Empire Day Lodge – Deer Valley is hosting a wedding rehearsal dinner at the Empire Day lodge the same evening beginning at 6:00 pm. This has been verified in a conversation between PCMC Events Staff and the Deer Valley Food and Beverage Director. While the dinner is scheduled inside, they have the option to have an outside cocktail hour. The same party wedding party is having their actual wedding at the Montage the next night. Montage and Deer Valley intend to work together to minimize conflicts.

- Noise – The Concert is scheduled from 4 pm – 9 pm. Having never had a major outdoor amplified event at this location, Staff is unclear on what if any noise impacts there will be. To that end, this approval will be conditioned upon a professional sound engineering analysis and further restrictions if necessary to mitigate any impacts. Montage has hired a firm to conduct this test prior to the event and measure sound impacts from a number of places including: Empire Day Lodge, adjacent residential properties, and Main Street.

- On-Site Parking Supply – There are 532 structured parking spots on site. Montage intends to valet park each concert guest. They will enhance their shuttle service to ensure all non-management employees are parked off-site. The hotel is on PCMC's regular transit route. Per the chart below, staff finds, and Montage has agreed that it will be good to have a contingency parking/shuttle plan in place to supply up to 57 cars or 143 guests at 2.5 guests/car. The applicant is still finalizing the details of that plan and identifying the most appropriate mitigation effort. Options may include a blend of options not limited to paying to enhance PCMC Transit and/ or securing off-site parking and shuttle service. This is a condition of approval.

Concert Parking Needs Analysis

Supply		
(A)	Hotel Parking	532
(B)	Reserved	253
	Guest Occupancy (80%)	154
	Employees	75
	Condo Occupancy (20%)	25
(C)	Unreserved (A)-(B)	279
Demand		
(D)	Total Concert Guests	1175
(E)	Overnight Concert Guests	336
(F)	Concert Guests that Need Parking (D)-(E)	839
(G)	Est. Guests per Vehicle	2.5
(H)	Guest Vehicles that Need Parking (F)/(G)	336
Excess (Deficiency) of Supply (C)-(H)		**(57)**

Department Review:
All applicable departments have reviewed the application for the Montage Concert and their comments have been incorporated into the report.

Alternatives:
Approve the Request:
Approve the Master Festival License allowing the Montage Concert in the Sky as described. **This is staff's recommendation**.

Deny the Request:
Deny the Master Festival License

Continue the Item:
The City Council may continue the discussion in order to receive additional information.

Significant Impacts:
Park City has held many similar events to the Montage Concert. Impacts that could be caused by insufficient parking inventories may lead to minor inconveniences of waiting for valet services, or back up to drop off or pick up vehicles. The other concern would be noise.

RECOMMENDATION:
Review the Master Festival License application, conduct a public hearing, and approve the license for the Montage Concert in the Sky on September 1, 2012 based on the following Findings of Fact, Conclusions of Law and Conditions of Approval.

Findings of Fact:

1. The Montage Concert in the Sky will be held on Saturday, September 1, 2012. The event will last from 4:00 pm to 9:00 pm and will occur on The Montage Main Lawn/North Green.
2. Parking for the majority of the anticipated crowd of 1175 people can be accommodated within the existing private parking lots as enhanced through public and as necessary private transportation.
3. The conduct of the Montage Concert in the Sky will not substantially interrupt or prevent the safe and orderly movement of public transportation or other vehicular and pedestrian traffic in the area of its venue.
4. The events associated with the Montage Concert in the Sky will not require the diversion of so great a number of police, fire, or other essential public employees from their normal duties as to prevent reasonable police, fire, or other public services protection to the remainder of the City.
5. The event will be held at the Main Lawn aka North Green. The concentration of persons, vehicles, or animals will not unduly interfere with the movement of police, fire, ambulance, and other emergency vehicles on the streets or with the provision of other public health or safety services.
6. The size of the crowd and nature of the event will not create an imminent possibility of violent disorderly conduct likely to endanger public safety or cause significant property damage.
7. The applicant has been working with City Staff and applicable departments to address all event concerns. The Applicant demonstrates an ability and willingness to conduct the event pursuant to the terms and conditions of this Chapter and has not failed to conduct a previously authorized event in accordance with the law or the terms of a license, or both.
8. The application was submitted 77 days ahead of the event. The Special Event Team finds there is sufficient time for a proper review because of the isolated nature of the venue, sufficient road capacity, and demonstration on the part of Montage of the ability to mitigate and address .
9. The concert is consistent with and promotes the City Council's Goal of maintaining a multi-seasonal, world class resort status as a World Class Resort Increasing events in the off-peak times is consistent with Economic Development Strategic Plan goals.

<u>Conclusions of Law</u>:

1. The application is consistent with the requirements of the Park City Municipal Code, Title 4, Chapter 8.

<u>Conditions of Approval</u>:

1. The applicant, at its' cost, shall incorporate such measures as directed by Staff in order to ensure that any safety, health, or sanitation equipment, and services or facilities reasonably necessary to ensure that the event will be conducted with due regard for safety are provided and paid for by the applicant.
2. Applicants shall provide proof of liability insurance in the amount of two million dollars ($2,000,000) or more as may be required by the Special Events Manager or the City Attorney's Office, and shall further name Park City Municipal

Corporation as additional insured. All Applicants shall further indemnify the City from liability occurring at the event except for any claim arising out of the sole negligence or intentional torts of the City or its employees.

3. All amplified music/sound may begin at 4:00 pm and at least cease by 9:00 pm.
4. Following completion of a professional sound engineering analysis, the applicant will orient the music/demonstration stage in a manner approved by City Staff so as to minimize sound impacts to the neighborhood and the applicant shall monitor the following:
   (A) The program manager, or his/her designee, shall provide on-site management for the event.
   (B) A sound technician shall provide on-site monitoring for the event with music, amplified or otherwise, and any amplified event.
   (C) The program manager shall be responsible to ensure that the sound system maintains the sound at an A-weighted sound level adjustment and maximum decibel level of 90, as measured twenty-five feet (25') in front of the stage.
5. All plans for tents, stages, signs and other temporary structures shall be submitted to the Building Department for review and permitting by August 15, 2012.
6. Overflow parking on SR 224 is specifically prohibited. Review and approval by PCMC staff of an operational plan to do so is required prior to final permits.
7. City Approval of a parking and transit mitigation plan is required prior to final permit.

Attachments

Exhibit A- Site Plan


Montage Main Lawn
Empire Day Lodge
© 2012 Google
©2010 Google
Imagery Date: 6/17/2010
1993
40°36'58.47" N 111°30'37.88" W elev 8315 ft
Eye alt 10561 ft

City Council
Staff Report

Subject:	**Courchevel Condominiums at Deer Valley Fourth Amendment**
Author:	**Kirsten Whetstone, MS, AICP**
Project Number:	**PL-12-01545**
Date:	**July 12, 2012**
Type of Item:	**Administrative – Condominium Record of Survey Amendment**

Summary Recommendations
Staff recommends the City Council conduct a public hearing, discuss the request for a fourth amendment to the Courchevel Condominiums at Deer Valley record of survey plat, and consider approving the plat amendment based on the findings of fact, conclusions of law, and conditions of approval as found in the attached ordinance.

Description

Applicant:	Jono Goodchap and Tonya Felton, owners; and Courchevel Homeowners Association represented by Toby Tolpinrud.
Zoning:	Residential Development (RD-MPD), Deer Valley Master Planned Development
Adjacent Land Uses:	Condominiums, Deer Valley resort parking, open space
Reason for Review:	Planning Commission review and recommendation to City Council

Proposal
This is a record of survey amendment request to convert existing common area attic space into private area for unit B-304 for an additional bedroom and bathroom (See Exhibit A).

Purpose
The purpose of the Residential Development RD District is to:

A. Allow a variety of Residential Uses that are Compatible with the City's Development objectives, design standards, and growth capabilities,
B. Encourage the clustering of residential units to preserve natural Open Space, minimize Site disturbance and impacts of Development, and minimize the cost of municipal services,
C. Allow commercial and recreational activities that are in harmony with residential neighborhoods,
D. Minimize impacts of the automobile on architectural design,
E. promote pedestrian connections within Developments and between adjacent Areas; and
F. Provide opportunities for variation in architectural design and housing types.

Background
The Courchevel Condominiums are located at 2700 Deer Valley Drive East within the Deer Valley community portion of the Deer Valley Resort Master Planned Development (MPD). The Courchevel Condominium at Deer Valley record of survey was initially approved by the City Council on December 27, 1984 and recorded at Summit County on December 31, 1984 (See Exhibit B).

The Courchevel Condominiums at Deer Valley record of survey plat recorded 40 residential condominium units of 759 square feet each with 60 parking spaces in a shared underground garage. There are two (2) access driveways from the garage to Deer Valley Drive East. In November of 1989, an amended record of survey plat was approved and recorded increasing the number of residential condominium units to forty-one (41). (See Exhibit C).

In February of 2012, a second amendment record of survey plat was recorded. This second amendment converted 608 square feet of common attic area above each of Units B301 and B303, 1,216 square feet total, to private area. The only exterior changes during this second amendment were the addition of windows on the south side of Building B. (See Exhibit D).

Two of the three approved Courchevel buildings (Buildings B and C) were constructed beginning in 1984 and completed in 1988. Building A was never constructed. The second amendment mentioned on the paragraph above also reflected that Building A was not built and removed it from the record of survey. Currently there are 27 condominium units and 29 parking spaces. Each existing condominium unit contains 759 square feet, except for Units B301 and B303, which contain a total of 1,367 square feet for a grand total of 21,709 square feet and a developed unit equivalent (UE) of 10.86.

On March 29, 2012 the City received a complete application for a third amendment to the Courchevel Condominiums at Deer Valley record of survey (Exhibit E) requesting conversion of 470 square feet of common attic area above Unit B202 to private area for an additional bedroom and bathroom.

In January 2011, Courchevel Homeowners association voted to approve construction of the additional floor area and the transfer 470 square feet of common space to private space for units B202 (third amendment) and B304 (fourth amendment). On June 13th the Planning Commission conducted a public hearing on the Third Amendment and forwarded a positive recommendation to City Council. On June 28th the City Council conducted a public hearing and approved the Third Amendment to the Courchevel plat. The Third and Fourth Amendments are being processed as two applications because the Unit owners hired separate firms to prepare the plats and submit the applications.

On May 9, 2012, the City received a complete application for a fourth amendment to the Courchevel Condominiums at Deer Valley record of survey plat (Exhibit A). This current application requests conversion of 608 sf of common attic area above Unit B304 to private area for an additional bedroom and bathroom. The only exterior change proposed is the addition of a matching window on the south side of Building B.

The property is subject to requirements and restrictions of the Deer Valley Resort 10th Amended and Restated Large Scale MPD. The MPD originally allowed up to 20.5 UEs for the Courchevel parcel, under the unit equivalent formula. (See Exhibit F). The MPD was amended in 2001 to transfer seven (7) UEs as 14,000 square feet to the Silver Baron condominium project, adjacent to the north, leaving 13.5 UEs for the Courchevel property. At 2,000 square feet per UE, the total allowable residential square footage is 27,000 square feet. The existing residential square footage for the 27 condominium units is 21, 709 sf plus 470 sf proposed with the Third amendment (22,179 sf). The additional 608 sf of floor area, as requested by this application, would result in a total of 22,787 sf (11.39 UE) for the project.

On June 27, 2012, the Planning Commission conducted a public hearing and voted to forward to the City Council, a positive recommendation regarding this plat amendment. There was not public input presented at the meeting.

Analysis

The proposed amendment is consistent with the purpose statements of the district in that the use as residential condominiums is unchanged, the additional floor area is proposed within the existing structure minimizing site disturbance, preserving the existing natural open space, and minimizing impacts of development. The additional floor area exists as attic area and the only exterior change is the addition of a window on the south side of Building B.

Unit B304 would increase by 608 square feet from 759 square feet to 1,367 square feet. The total proposed Unit Equivalents for the project would be 11.39. As the current Deer Valley MPD allows 13.5 UE for Courchevel, these increases are allowed under the existing MPD (Exhibit F). Staff reviewed the proposal for compliance with the LMC as shown in the following table below:

	Permitted through MPD	Proposed
Height	Height allowed in the Deer Valley Master Plan for the Courchevel parcel is 35’ from existing grade.	No additional building height is proposed. All proposed construction is within the existing building envelope and roof. Building complies with the 35’ height allowance.
Front setback	Twenty feet (20’)	No construction is proposed into the existing 20’ front setbacks.
Rear setback	Fifteen feet (15’)	No construction is proposed into the existing 15’ rear setbacks.
Side setbacks	Twelve (12’)	No construction is proposed into the existing 12’ side setbacks.

Residential Unit Equivalents	Allowed: 13.5 UEs Existing: 10.85 UEs (11.09 UE with 3rd amendment) 25 units at 759 square feet and 2 units at 1367 square feet results in 21,709 square feet plus 470 for 3rd amendment for an existing total of 22,179 sf	Proposed increase of 608 square feet totaling 22,787 square feet. (11.39 UE). Unit B304 will be 1,367 square feet in area with approval of this plat amendment.
Commercial and Office uses Support uses	No commercial or office uses exist	No commercial or office uses are proposed.
Parking	Existing: 29 spaces for 27 units, 1 space per unit plus 2 spaces for the 2 enlarged units (2nd amendment) Adding 2 spaces in garage for total of 31 spaces (30 spaces required).	One space required for the additional square feet. No additional parking is required to be provided as there was 1 extra space provided with the Third Amendment. However the applicant will stripe one space on the driveway to the right of the main garage door for guest and drop off parking.

In reviewing the density and unit equivalent calculations, staff finds that there are currently 10.86 UEs, 11.09 UE if the Third Amendment is approved. The proposed plat amendment would increase the total residential floor area by 608 square feet to 22,787 square feet (11.39 UEs); therefore the request would not exceed the allowed 13.5 UEs (27,000 square feet) for the property.

There are 4,213 square feet (2.1 UE) remaining for future conversion of common area to private area. This could be 7 units adding 600 square feet or 6 units adding 700 square feet, etc. An additional parking space would be required for each unit that exceeds 1,000 sf unless a parking reduction is approved by the Planning Commission per LMC Section 15-3- 7 (see explanation of Parking below).

The building does not exceed the allowable 35' building height and there are no non-conforming setback issues. All construction is proposed within the existing building envelope.

<u>Parking</u>

Twenty-nine (29) parking spaces exist in the underground parking structure beneath the existing buildings. The Third Amendment proposes to add two (2) parking stalls by re-configuring and re-striping in the existing garage for a total of 31 spaces. The current number of units and the size of units pending approval with the two recent plat amendments, the Third and Fourth Amendments, require a total of 31 spaces.

Prior to the 1984 LMC one (1) parking space was required for each one bedroom unit. In 1984 the LMC required two (2) spaces per one (1) bedroom apartment not exceeding 1,000 square feet. The current LMC requires two (2) spaces for each of the amended units greater than 1,000 square feet and less than 2,500 square feet and allows the existing units to conform to the 1984 Code. Thirty-one (31) parking spaces will be required and thirty-one (31) spaces will exist within the parking garage. The applicant will stripe one exterior guest parking spaces on the driveway outside of the garage door (see Exhibit G) for one additional space, for a total of 32 spaces. The City Engineer and Fire Marshall have reviewed and approved this parking layout. The expanded unit would comply with the current code.

An additional parking space would be required for any future addition to any unit if the addition created more than 1,000 square feet of floor area, unless a parking exception is approved by the Planning Commission per LMC Section 15-3- 7.

There is undeveloped land on the property available for construction of additional off-street surface parking should it be necessary; however lack of parking for this property has not been an issue in the past and sufficient parking for the proposed addition to Unit B304 can be provided within the existing parking structure. The property is located at the base area for Deer Valley Ski Resort and on the Park City bus route. Given the relatively small unit size, it appears that the single parking space per unit is adequate.

Process

Prior to issuance of any building permits for these lots, the applicant will have to submit a Building Permit application. The approval of this plat amendment application by the City Council constitutes Final Action that may be appealed following the procedures found in LMC 1-18.

Department Review

This project has gone through an interdepartmental review. No additional issues were raised.

Notice

The property was posted and notice was mailed to property owners within 300 feet. Legal notice was published in the Park Record.

Public Input

Staff has not received any public input regarding this plat amendment.

Alternatives

- The City Council may approve the plat amendment for the Courchevel Condominiums at Deer Valley Fourth Amendment as conditioned or amended; or
- The City Council may deny the plat amendment for the Courchevel Condominiums at Deer Valley Fourth Amendment and direct staff to make Findings for this decision; or

- The City Council may continue the plat amendment for the Courchevel Condominiums at Deer Valley Fourth Amendment to a date certain.

Significant Impacts
There are no significant fiscal or environmental impacts from this application.

Consequences of not taking the Suggested Recommendation
The unit and attic would remain as is and no construction could take place across the existing lot lines or into the common area.

Recommendation
Staff recommends the City Council conduct a public hearing, discuss the request for a fourth amendment to the Courchevel Condominiums at Deer Valley record of survey plat, and consider approving the plat amendment based on the findings of fact, conclusions of law, and conditions of approval as found in the attached ordinance.

Exhibits
Ordinance
Exhibit A- Proposed Plat – Courchevel Condominiums Fourth Amendment
Exhibit B- Courchevel Condominiums record of survey plat
Exhibit C- Courchevel Condominiums Amended (sheet 2 of 3) plat
Exhibit D- Courchevel Condominiums Second Amended plat
Exhibit E- Courchevel Condominiums Third Amended plat
Exhibit F- Deer Valley MPD Density Chart
Exhibit G- Aerial and Site photographs
Exhibit H- HOA Letter
Exhibit I- Applicant letter

Ordinance 12-

AN ORDINANCE APPROVING THE COURCHEVEL CONDOMINIUM AT DEER VALLEY FOURTH AMENDMENT LOCATED AT 2700 DEER VALLEY DRIVE EAST, PARK CITY, UTAH.

WHEREAS, the owners of the property known as the Courchevel Condominiums, located within the Deer Valley Community of the Deer Valley Resort Tenth Amended and Restated Large Scale Master Planned Development, have petitioned the City Council for approval of a plat amendment to convert to private area the common attic area above Unit B304; and

WHEREAS, the property was properly noticed and posted according to the requirements of the Land Management Code; and

WHEREAS, proper legal notice was sent to all affected property owners; and

WHEREAS, the Planning Commission held a public hearing on June 27, 2012, to receive input on the proposed amendments to the record of survey plat;

WHEREAS, the Planning Commission forwarded a positive recommendation to the City Council; and,

WHEREAS, on July 12, 2012, the City Council held a public hearing on the proposed amendment to the record of survey plat; and

WHEREAS, it is in the best interest of Park City, Utah and consistent with the Deer Valley Resort 10th Amended and Restated Master Planned Development to approve the proposed amendment to the Courchevel Condominiums record of survey plat.

NOW, THEREFORE BE IT ORDAINED by the City Council of Park City, Utah as follows:

SECTION 1. APPROVAL. The above recitals are hereby incorporated as findings of fact. The Fourth Amended Courchevel Condominiums record of survey plat as shown in Exhibit A is approved subject to the following Findings of Facts, Conclusions of Law, and Conditions of Approval:

Findings of Fact:

1. The Courchevel Condominiums are located at 2700 Deer Valley Drive East within the Deer Valley Community portion of the Deer Valley Resort Master Planned Development (MPD).

2. The Courchevel Condominium at Deer Valley record of survey was approved by the City Council on December 27, 1984 and recorded at Summit County on December 31, 1984.
3. The Courchevel Condominiums at Deer Valley record of survey plat recorded 40 residential condominium units of 759 square feet each with 60 parking spaces in a shared underground garage.
4. There are two (2) access driveways from the garage to Deer Valley Drive East.
5. In November of 1989, an amended record of survey plat was approved and recorded increasing the number of residential condominium units to forty-one (41).
6. In February of 2012, a second amendment record of survey plat was recorded. This second amendment converted 608 square feet of common attic area above each of Units B301 and B303, 1,216 square feet total, to private area.
7. Two of the three approved Courchevel buildings (Buildings B and C) were constructed beginning in 1984 and completed in 1988. Building A was never constructed.
8. The second amendment reflected that Building A was not built and removed it from the record of survey.
9. On June 13, 2012, a third amendment record of survey plat was reviewed by the Planning Commission and approved by City Council on June 28, 2012. This third amendment proposes to convert 470 square feet of common attic area above Unit B202 to private area for an additional bedroom and bathroom.
10. Currently there are 27 condominium units and 29 parking spaces. The third amendment proposes to create 2 additional parking spaces within the existing garage for a total of 31 parking spaces.
11. Each existing condominium unit contains 759 square feet, except for Units B301 and B303, which contain a total of 1,367 square feet and Unit B202 is proposed to contain 1,229.
12. The property is subject to requirements and restrictions of the Deer Valley Resort 10th Amended and Restated Large Scale MPD.
13. The MPD originally allowed up to 20.5 UEs for the Courchevel parcel.
14. The MPD was amended in 2001 to transfer seven (7) UEs as 14,000 square feet to the Silver Baron condominium project, adjacent to the north, leaving 13.5 UEs for the Courchevel property.
15. At 2,000 square feet per UE, the total allowable residential square footage is 27,000 square feet. The existing residential square footage for the 27 condominium units is 22,179 square feet, including the pending 470 for Unit B202 subject to approval of the third amendment.
16. On May 9, 2012 the City received a completed application for a fourth amendment to the Courchevel Condominiums at Deer Valley record of survey requesting conversion of 608 square feet of common attic area above Unit B304 to private area for an additional bedroom and bathroom.
17. Unit B304 is located on the second floor of Building B.
18. In January 2011, Courchevel Condominium owner's association voted to approve construction of additional floor area and the transfer 470 square feet of common space to private space for unit B202 and 608 square feet for unit B304.

19. The only exterior change proposed is the addition of a matching window on the south side of Building B.
20. The proposed amendment is consistent with the purpose statements of the district.
21. Unit B304 would increase by 680 square feet from 759 square feet to 1,367 square feet and the total floor area would be 22,787 square feet.
22. The total proposed UE for the project, including the pending third amendment and this fourth amendment, would be 11.39 UE.
23. The current Deer Valley MPD allows 13.5 UE for Courchevel Condominiums. If this amendment is approved and recorded there will be 4,213 square feet (2.1 UE) of floor area remaining for future conversion of common area to private area. An additional parking space would be required for each unit that exceeds 1,000 square feet, unless a parking exception is approved by the Planning Commission per LMC Section 15-3-7.
24. The building does not exceed the allowable 35' building height and there are no non-conforming setback issues.
25. All construction is proposed within the existing building envelope.
26. The current LMC requires two (2) spaces for each of the amended units greater than 1,000 square feet and less than 2,500 square feet. The proposed fourth amendment complies with this requirement.
27. The current LMC would require one and half (1.5) spaces for each unit greater than 650 square feet and less than 1,000 square feet. The existing development would be short 12.5 parking spaces if developed under the current Land Management Code (LMC).
28. Thirty-one (31) parking spaces will be required and thirty-one (31) spaces will exist with approval of the third amendment and restriping of the garage.
29. There is undeveloped land on the property available for construction of additional off-street surface parking; however lack of parking for this property has not been an issue in the past and sufficient parking for the proposed addition to Unit B304, as well as B202, proposed with the third amendment, can be provided within the parking structure. One guest drop off parking spaces will be striped outside of the garage on the southern portion of the west entrance driveway.
30. The property is located at the base area for Deer Valley Ski Resort and on the Park City bus route.
31. The expanded unit would comply with the current parking code.

Conclusions of Law:

1. There is good cause for this record of survey.
2. The record of survey is consistent with the Park City Land Management Code and applicable State law regarding condominium plats.
3. As conditioned, the record of survey plat is consistent with the Deer Valley Resort MPD, 10th amended and restated.
4. Neither the public nor any person will be materially injured by the proposed record of survey.
5. Approval of the record of survey, subject to the conditions stated below, does not adversely affect the health, safety and welfare of the citizens of Park City.

Conditions of Approval:

1. The City Attorney and City Engineer will review and approve the final form and content of the record of survey for compliance with State law, the Land Management Code, and conditions of approval.
2. The applicant will record the record of survey at the County within one (1) year from the date of City Council approval. If recordation has not occurred within one (1) year's time, this approval for the plat will be void, unless a request for an extension is made in writing prior to the expiration date and an extension is granted by the City Council.
3. All construction requires a Building Permit and approvals from the Building and Planning Departments. No certificate of occupancy for the addition to Unit B304 shall be issued until this plat amendment is recorded. Residential fire sprinklers are required.
4. All conditions of approval of the Deer Valley Resort 10th Amended and Restated Large Scale MPD and the amended Courchevel Condominiums at Deer Valley record of survey plats shall continue to apply.
5. Recordation of this fourth amendment shall occur after recordation of the third amendment.

SECTION 2. EFFECTIVE DATE. This Ordinance shall take effect upon publication.

PASSED AND ADOPTED this _______ day of July, 2012.

PARK CITY MUNICIPAL CORPORATION

____
Dana Williams, MAYOR

ATTEST:

____
Jan Scott, City Recorder

APPROVED AS TO FORM:

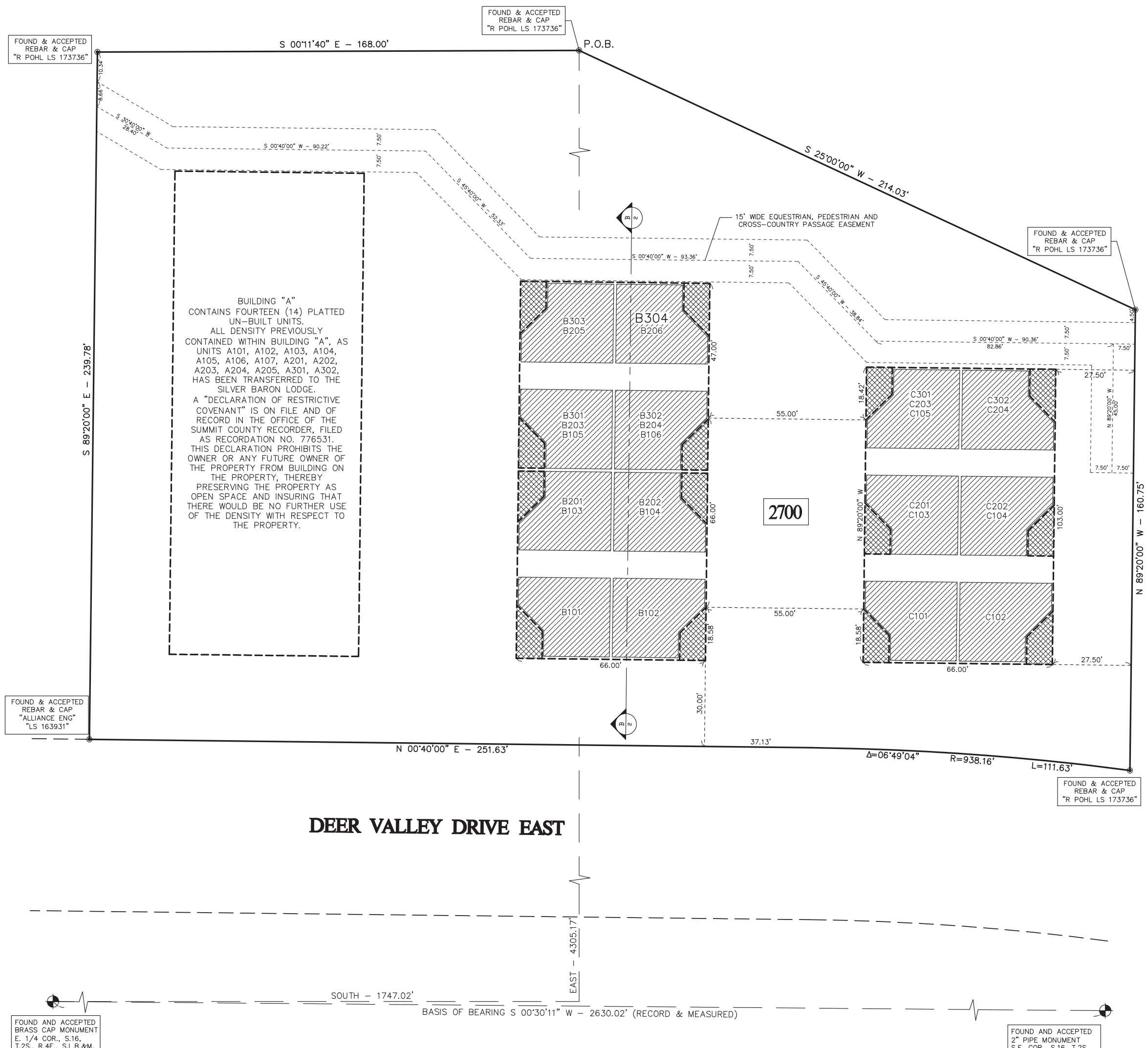
____
Mark Harrington, City Attorney

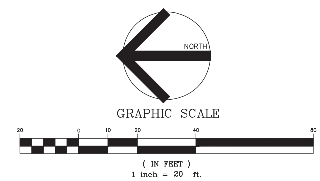
CONDOMINIUM PLAT

COURCHEVEL CONDOMINIUMS AT DEER VALLEY FOURTH AMENDED

– A UTAH CONDOMINIUM PROJECT –

A PARCEL OF LAND LOCATED WITHIN SECTION 15, TOWNSHIP 2 SOUTH, RANGE 4 EAST, SALT LAKE BASE AND MERIDIAN, PARK CITY, SUMMIT COUNTY, UTAH





SURVEYOR'S CERTIFICATE

I, GREGORY R. WOLBACH, OF PARK CITY, UTAH, CERTIFY THAT I AM A LICENSED PROFESSIONAL LAND SURVEYOR, AND THAT I HOLD LICENSE NO. 187788, AS PRESCRIBED BY THE LAWS OF THE STATE OF UTAH, AND THAT I HAVE PERFORMED A SURVEY OF THE HEREON DESCRIBED PROPERTY.

I FURTHER CERTIFY THAT THIS CONDOMINIUM PLAT IS A CORRECT REPRESENTATION OF THE LAND SURVEYED AND HAS BEEN PREPARED IN CONFORMITY WITH THE MINIMUM STANDARDS AND REGULATIONS OF THE LAW AND AS SPECIFIED IN SECTION 57-8-13 OF CHAPTER 8, CONDOMINIUM OWNERSHIP ACT. UTAH CODE TITLE 57. REAL ESTATE.

STATE OF UTAH · GREGORY R. WOLBACH · NO. 187788 · PROFESSIONAL LAND SURVEYOR

GREGORY R. WOLBACH DATE:

LEGAL DESCRIPTION

COURCHEVEL CONDOMINIUMS AT DEER VALLEY, ON FILE AND OF RECORD IN THE OFFICE OF THE SUMMIT COUNTY RECORDER, NO. 229039, MORE PARTICULARLY DESCRIBED AS FOLLOWS:
BEGINNING AT A POINT WHICH IS SOUTH 1747.2 FEET AND EAST 4305.17 FEET FROM THE EAST QUARTER CORNER OF SECTION 16, TOWNSHIP 2 SOUTH, RANGE 4 EAST, SALT LAKE BASE AND MERIDIAN; THENCE SOUTH 25°00'00" WEST 214.03 FEET; THENCE NORTH 89°20'00" WEST 160.75 FEET TO A POINT ON A 938.16 FOOT RADIUS CURVE TO THE LEFT, THE RADIUS POINT BEARS NORTH 82°30'56" WEST, OF WHICH THE CENTRAL ANGLE IS 06°49'04"; THENCE NORTHERLY ALONG THE ARC OF SAID CURVE 111.63 FEET; THENCE NORTH 00°40'00" EAST 251.63 FEET; THENCE SOUTH 89°20'00" EAST 239.78 FEET; THENCE SOUTH 00°11'40" EAST 168.00 FEET TO THE POINT OF BEGINNING;
CONTAINING 1.8226 ACRES, MORE OR LESS.

NOTES

1. THIS PLAT REPRESENTS AN AMENDMENT OF UNIT B304, "COURCHEVEL CONDOMINIUMS AT DEER VALLEY", ON FILE AND OF RECORD IN THE OFFICE OF THE SUMMIT COUNTY RECORDER, RECORDATION NUMBER 229039. THIS AMENDMENT CONVERTS EXISTING COMMON AREA ATTIC SPACE INTO PRIVATE AREA FOR UNIT B304. THE ATTIC SPACE IS ON LEVEL 5, AS NOTED AND SHOWN HEREON.
2. ADDITIONAL UNITS ARE SHOWN HEREON FOR REFFERENCE ONLY. FOR INFORMATION ON ANY UNIT OTHER THAN UNIT B304, PLEASE SEE "COURCHEVEL CONDOMINIUMS AT DEER VALLEY", RECORDATION NUMBER 229039 AND "COURCHEVEL CONDOMINIUMS AT DEER VALLEY, AMENDED SHEET 2 OF 3", RECORDATION NUMBER 315605, ON FILE AND OF RECORD IN THE OFFICE OF THE SUMMIT COUNTY RECORDER.
3. COVENANTS, CONDITIONS, RESTRICTIONS, REQUIREMENTS, EASEMENTS, OR ITEMS PREVIOUSLY ASSOCIATED WITH THE PROPERTY DESCRIBED HEREON REMAIN IN EFFECT. ALL REQUIREMENTS SET FORTH TO THIS AMENDMENT ARE IN ADDITION TO PREVIOUSLY ASSOCIATED ITEMS.
4. THE DEER VALLEY MASTER PLAN CONTINUES TO APPLY AS WELL AS ANY CONDITIONS ON THE COURCHEVEL CONDOMINIUM PLAT.
5. THE UNITS OF THIS CONDOMINIUM ARE SERVED BY A COMMON PRIVATE LATERAL WASTEWATER LINE. THE "COURCHEVEL CONDOMINIUMS AT DEER VALLEY OWNERS ASSOCIATION" SHALL BE RESPONSIBLE FOR OWNERSHIP, OPERATION AND MAINTENANCE OF ALL COMMON PRIVATE LATERAL WASTEWATER LINES.

AREA TABULATIONS

UNIT B304:

PRIVATE AREA:	1,367 SF
LIMITED COMMON AREA:	125 SF

HATCHING LEGEND

- COMMON AREA
- LIMITED COMMON AREA
- PRIVATE AREA

2700 **STREET ADDRESS**

OWNERS DEDICATION AND CONSENT TO RECORD - H.O.A.

KNOW ALL MEN BY THESE PRESENT THAT COURCHEVEL CONDOMINIUM OWNERS ASSOCIATION (THE "ASSOCIATION"), THE AUTHORIZED REPRESENTATIVE OF ALL OF THE UNIT OWNERS HOLDING AT LEAST A TWO-THIRDS OWNERSHIP INTEREST IN THE COMMON AREA AND FACILITIES OF THE PROJECT PURSUANT TO THE PROVISIONS OF SECTION 27 OF THE DECLARATION OF CONDOMINIUM OF THE COURCHEVEL CONDOMINIUMS AT DEER VALLEY, CERTIFIES THAT IT HAS CAUSED THIS SURVEY TO BE MADE AND THIS RECORD OF SURVEY TO BE PREPARED. THE ASSOCIATION, ON BEHALF OF ALL OF THE UNIT OWNERS, DOES HEREBY CONSENT TO THE RECORDATION OF THE PLAT.

COURCHEVEL CONDOMINIUM OWNERS ASSOCIATION
A UTAH NON-PROFIT CORPORATION

BY: ______________________________.
(name of document signer), (Title or Office)

ACKNOWLEDGMENT

STATE OF ______________.) ______________________, PRESIDENT
COUNTY OF ______________.) COURCHEVEL CONDOMINIUM OWNERS ASSOCIATION, A UTAH NON-PROFIT CORPORATION

ON THE ______________ DAY OF ________________, 2012, PERSONALLY APPEARED

BEFORE ME ______________________, WHOSE IDENTITY IS PERSONALLY KNOWN TO ME
(name of document signer)
(or proven on the basis of satisfactory evidence) AND WHO BY ME DULY SWORN/AFFIRMED, DID SAY

THAT HE/SHE IS THE ______________. OF COURCHEVEL CONDOMINIUM OWNERS ASSOCIATION,
(Title or Office) (Name of Corporation)
AND THAT SAID DOCUMENT WAS SIGNED BY HIM/HER IN BEHALF OF SAID *CORPORATION BY AUTHORITY

OF ITS BYLAWS, OR (RESOLUTION OF ITS BOARD OF DIRECTORS), AND SAID ________________.
(name of document signer)
ACKNOWLEDGED TO ME THAT SAID *CORPORATION EXECUTED THE SAME.

NOTARY PUBLIC ________________.
MY COMMISSION EXPIRES: ______________.
RESIDING IN ________________.
COUNTY, STATE

* Signing in a Representative Capacity: An authorized officer, agent, partner, trustee, member or other representative may sign on behalf of their representative business, be it a corporation, partnership, trust, limited liability company or other entity providing they have been given authority to sign in their representative capacity.
The notary must require the signer to present satisfactory documentary evidence and administer an oath or affirmation.

OWNERS DEDICATION AND CONSENT TO RECORD - UNIT B304

KNOW ALL MEN BY THESE PRESENT THAT WE, THE UNDERSIGNED OWNERS OF THE UNITS, COMMON AND LIMITED COMMON AREAS CONTAINED WITHIN THE HEREON DESCRIBED TRACT OF LAND, TO BE HEREAFTER KNOWN AS "COURCHEVEL CONDOMINIUMS AT DEER VALLEY FOURTH AMENDED", CERTIFY THAT WE HAVE CAUSED THIS SURVEY TO BE MADE AND THIS CONDOMINIUM PLAT TO BE PREPARED. WE DO HEREBY CONSENT TO THE RECORDATION OF THIS CONDOMINIUM AND CERTIFY THAT THE UNITS ARE AS SHOWN ON THIS AMENDED CONDOMINIUM PLAT.

BY: ________________., ________________. THE ARGO SUPERFUND
(name of document signer) (Title or Office)

ACKNOWLEDGMENT

STATE OF ______________.) ________________., ________________.
COUNTY OF ______________.) (name of document signer) (Title or Office)
ARGO SUPERFUND,

ON THE ______________ DAY OF ________________, 2012, PERSONALLY APPEARED

BEFORE ME ______________________, WHOSE IDENTITY IS PERSONALLY KNOWN TO ME
(name of document signer)
(or proven on the basis of satisfactory evidence) AND WHO BY ME DULY SWORN/AFFIRMED, DID SAY

THAT HE/SHE IS THE ______________. OF ARGO SUPERFUND
(Title or Office) (Name of Corporation or business)
AND THAT SAID DOCUMENT WAS SIGNED BY HIM/HER IN BEHALF OF SAID ARGO SUPERFUND, BY AUTHORITY OF ITS BYLAWS, OR (RESOLUTION OF ITS BOARD OF DIRECTORS), AND SAID ________________. ACKNOWLEDGED TO ME THAT SAID ARGO SUPERFUND EXECUTED THE SAME.
(name of document signer)

NOTARY PUBLIC ________________.
MY COMMISSION EXPIRES: ______________.
RESIDING IN ________________.
COUNTY, STATE

* Signing in a Representative Capacity: An authorized officer, agent, partner, trustee, member or other representative may sign on behalf of their representative business, be it a corporation, partnership, trust, limited liability company or other entity providing they have been given authority to sign in their representative capacity.
The notary must require the signer to present satisfactory documentary evidence and administer an oath or affirmation.

SHEET 1 OF 2
PLOT DATE: JUNE 13, 2012
DRAWING: CCAmend-B304.DWG

EXHIBIT A

Evergreen Engineering, Inc.
Civil Engineering * Land Surveying * Land Planning
1670 Bonanza Drive * Suite 104
P.O. Box 2861 * Park City * Utah * 84060
Phone: 435.649.4667 * Fax: 435.649.9219
E-mail: office@evergreen-eng.com

CITY ENGINEER
THIS PLAT IS IN CONFORMANCE WITH INFORMATION ON FILE IN THE OFFICE OF THE PARK CITY ENGINEERING DEPARTMENT ON THIS ________ DAY OF ______________ A.D. 2012.
CITY ENGINEER

SNYDERVILLE BASIN WATER RECLAMATION DISTRICT
REVIEWED FOR CONFORMANCE TO SNYDERVILLE BASIN WATER RECLAMATION DISTRICT STANDARDS ON THIS ______________ DAY OF ______________ AD 2012.
BY: SNYDERVILLE BASIN WATER RECLAMATION DISTRICT

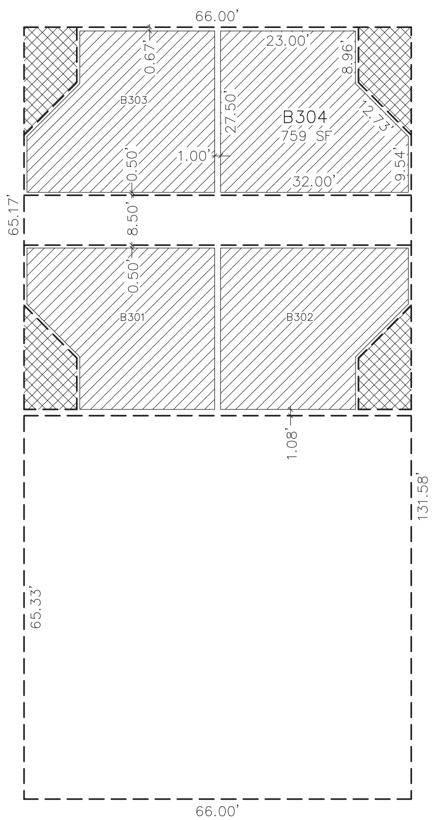
CITY PLANNING COMMISSION
APPROVED AND ACCEPTED BY THE PARK CITY PLANNING COMMISSION ON THIS ______________ DAY OF ______________ A.D. 2012.
CHAIRMAN

APPROVAL AS TO FORM
APPROVED AS TO FORM ON THIS ______________ DAY OF ______________ A.D. 2012.
CITY ATTORNEY

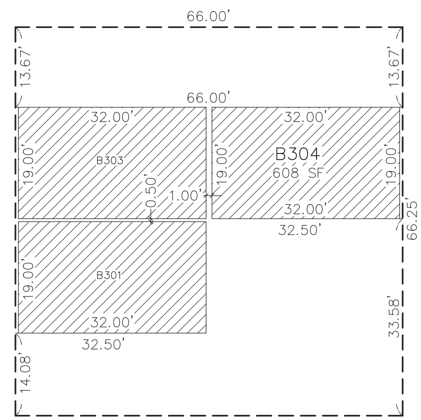
COUNCIL APPROVAL & ACCEPTANCE
APPROVAL AND ACCEPTANCE BY THE PARK CITY COUNCIL THIS ______________ DAY OF ______________ A.D. 2012
MAYOR

CERTIFICATE OF ATTEST
I CERTIFY THIS WAS APPROVED BY PARK CITY COUNCIL THIS ______________ DAY OF ______________ A.D. 2012
CITY RECORDER

RECORDED
Nº. ______________.
STATE OF ______________.
COUNTY OF ______________.
RECORDED AND FILED AT THE REQUEST OF:
COUNTY RECORDER



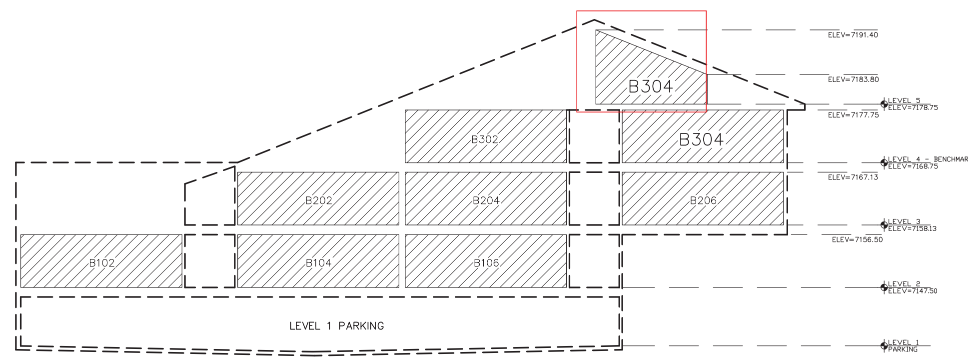
FLOOR PLAN - LEVEL 4
UNIT B304



FLOOR PLAN - LEVEL 5
UNIT B304

HATCHING LEGEND

- COMMON AREA
- LIMITED COMMON AREA
- PRIVATE AREA



B SECTION - BLDG. B

PLOT DATE: JUNE 13, 2012

RECORDED
NO.
DATE
STATE OF
CITY OF
RECORDED AT THE REQUEST OF
FEES
CITY RECORDER

Evergreen Engineering, Inc.
Civil Engineering • Land Surveying • Land Planning
1670 Bonanza Drive • Suite 104
P.O. Box 2861 • Park City • Utah • 84060
Phone: 435.649.4667 • Fax: 435.649.9219
E-mail: office@evergreen-eng.com

REVISIONS
DATE | BY | COMMENTS

STATE OF UTAH
GREGORY R. WOLBACH
NO. 187788
PROFESSIONAL LAND SURVEYOR

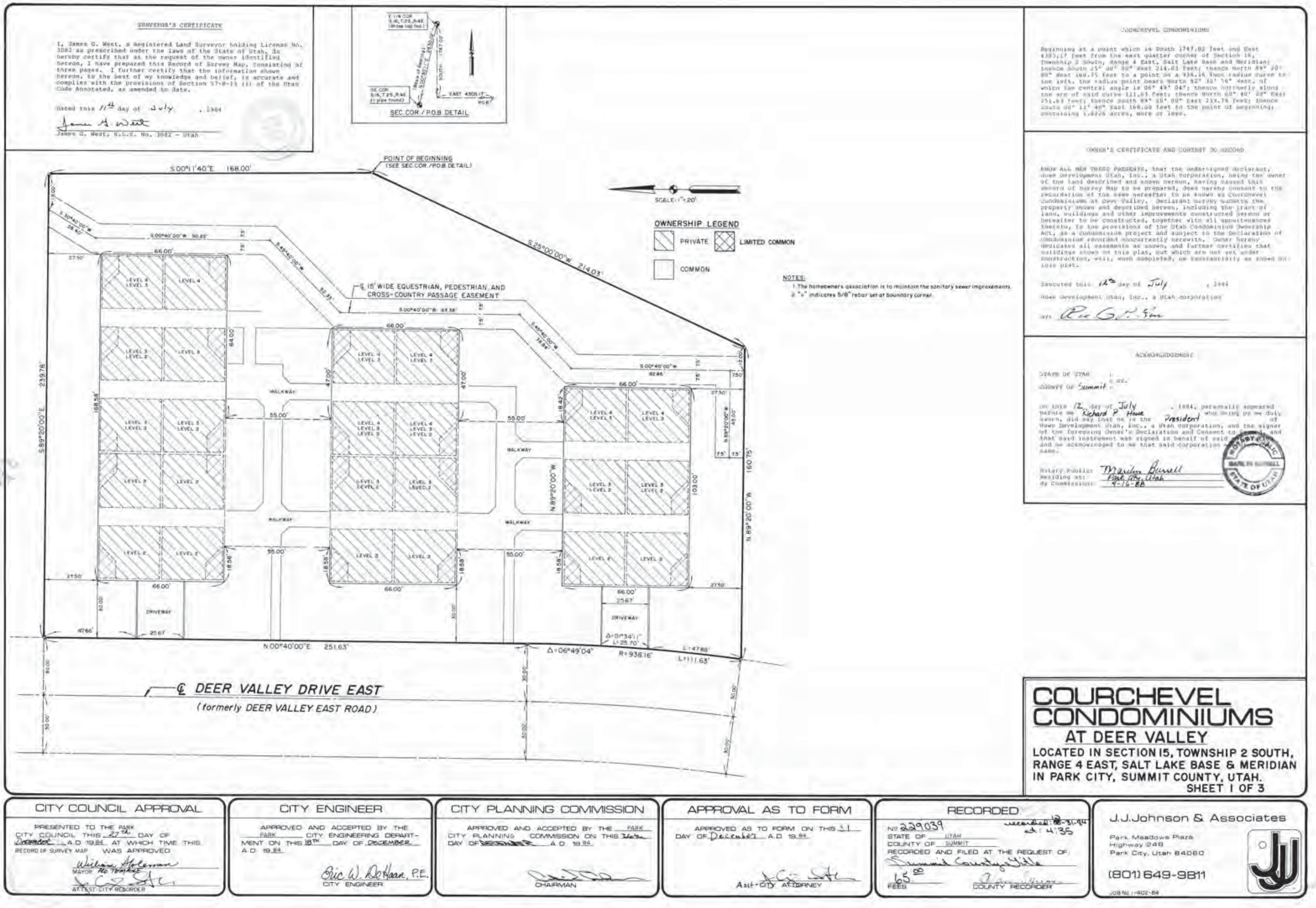
SURVEYED BY: GRW
DRAWN BY: GRW
CHECKED BY: ADM/GRW

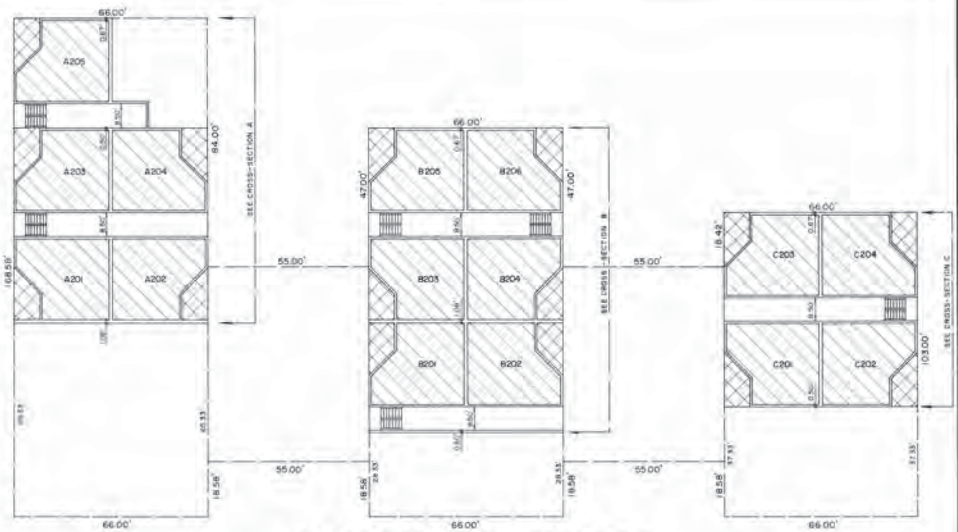
COURCHEVEL CONDOMINIUMS
AT DEER VALLEY
FOURTH AMENDED

JOB NO. 1127
DWG: CCAMEND-B304
FOR: GRAVITY CONSTRUCTION

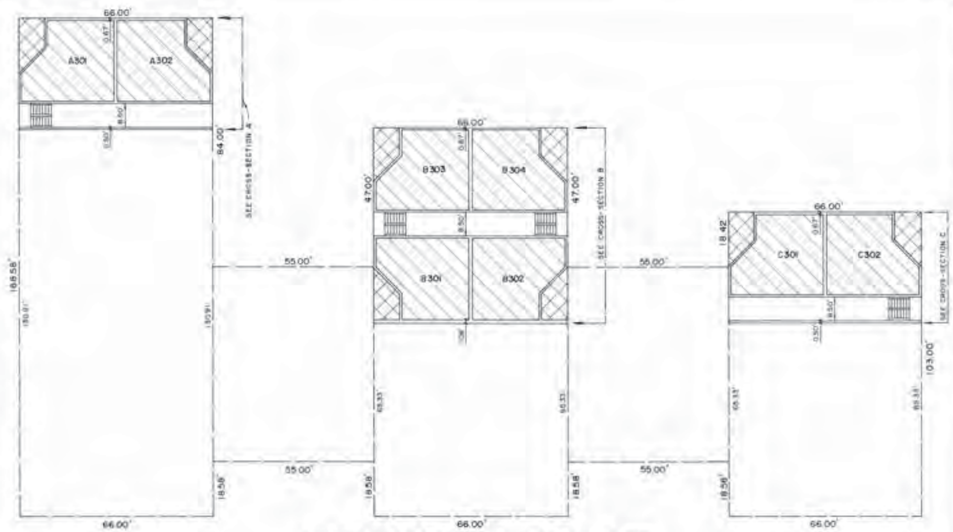
SHEET 2 OF 2

Exhibit B - Courchevel Condo plat

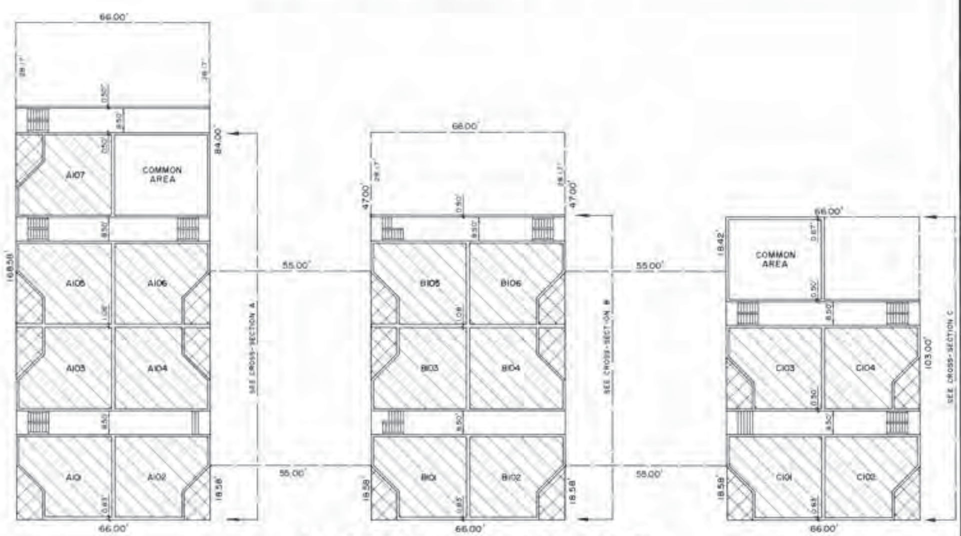




LEVEL 3 FLOOR PLAN SCALE: 1" = 20'



LEVEL 4 FLOOR PLAN SCALE: 1" = 20'



LEVEL 2 FLOOR PLAN SCALE: 1" = 20'

PRIVATE

COMMON

LIMITED COMMON

OWNERSHIP LEGEND

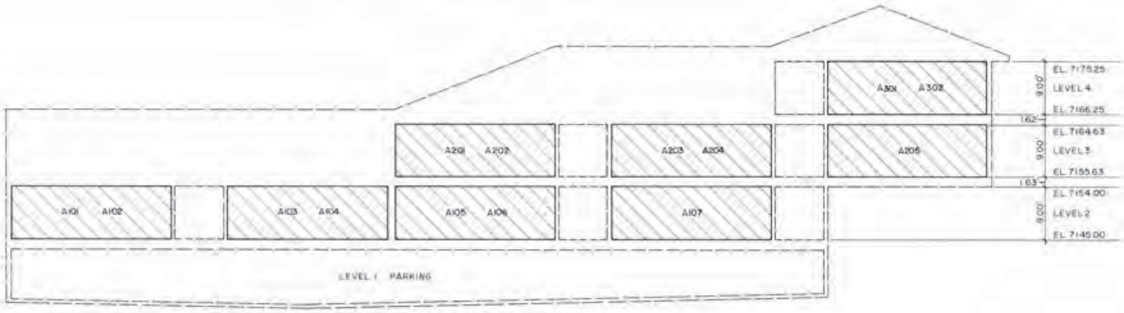
TYPICAL UNIT DETAIL

LEVEL 1 PARKING SCALE: 1" = 30'

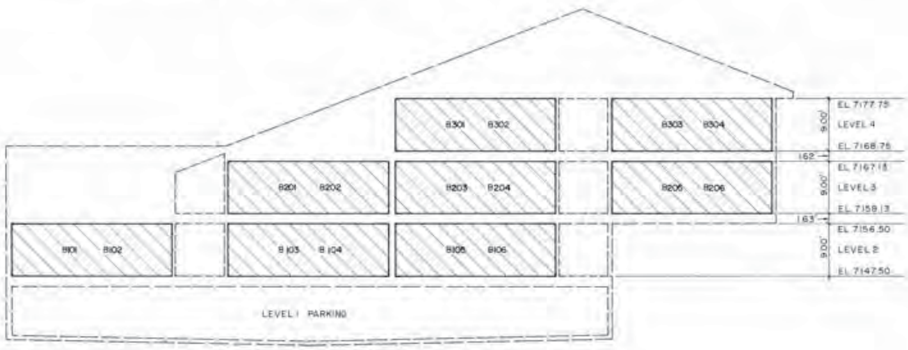
COURCHEVEL CONDOMINIUMS
SHEET 2 OF 3

RECORDED
№ 229039
STATE OF UTAH
COUNTY OF SUMMIT
RECORDED AND FILED AT THE REQUEST OF Summit County Title
FEES 65.00 COUNTY RECORDER

J.J.Johnson & Associates
Park Meadows Plaza,
Highway 248
Park City, Utah 84060
(801) 649-9811
JOB No. 1-402-84



CROSS-SECTION A SCALE 1" = 10'



CROSS-SECTION B SCALE 1" = 10'

CROSS-SECTION C SCALE 1" = 10'

OWNERSHIP LEGEND

PRIVATE

COMMON

BENCH MARK

TOP OF BRASS CAP IN MONUMENT BOX LOCATED AT THE INTERSECTION OF DEER VALLEY DRIVE EAST AND DOE PASS ROAD. ELEVATION: 7145.42

ODD NUMBERED UNITS – NORTH
EVEN NUMBERED UNITS – SOUTH

COURCHEVEL CONDOMINIUMS
SHEET 3 OF 3

RECORDED

Nº 229039 recorded 12-31-84 at 4:35
STATE OF UTAH
COUNTY OF SUMMIT
RECORDED AND FILED AT THE REQUEST OF:
Summit County Title
65.00
FEES
Alan Spriggs
COUNTY RECORDER

J.J.Johnson & Associates
Park Meadows Plaza,
Highway 248
Park City, Utah 84060
(801) 649-9811
JOB No. J-402-84

Exhibit C - Courchevel Condo Amended (sheet 2 of 3) plat

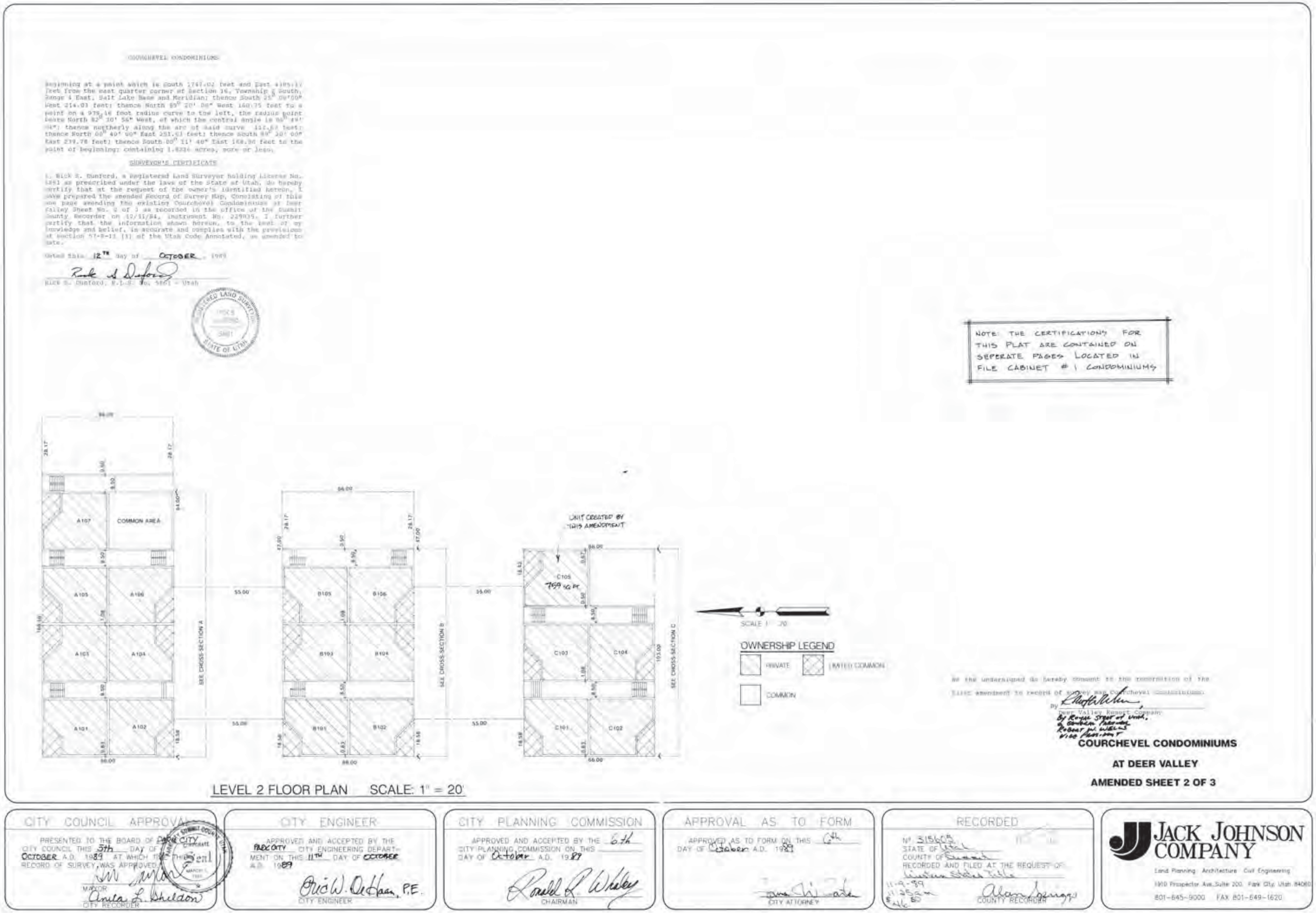


EXHIBIT C

Exhibit D - Courchevel Condo Second Amended plat

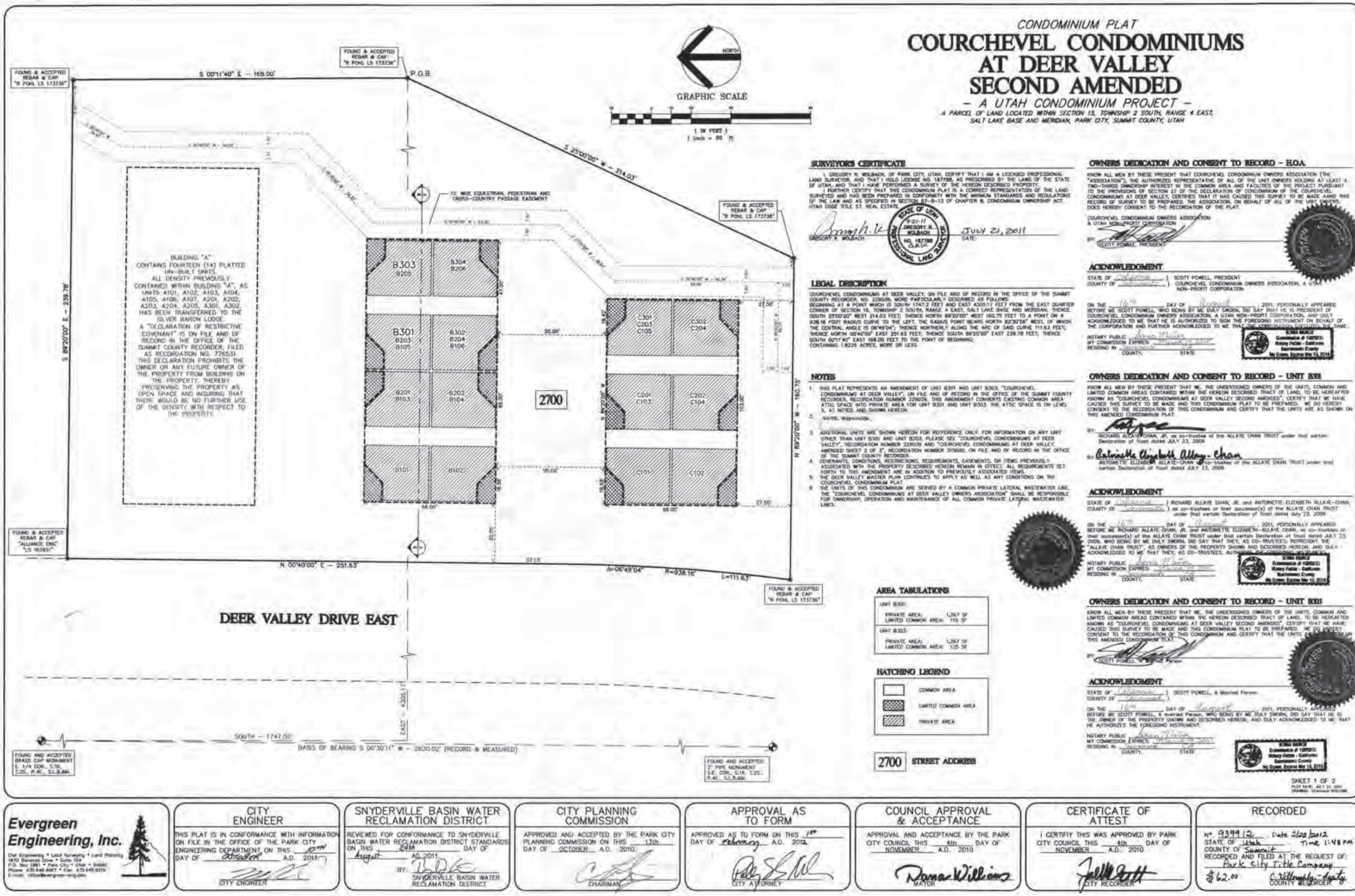
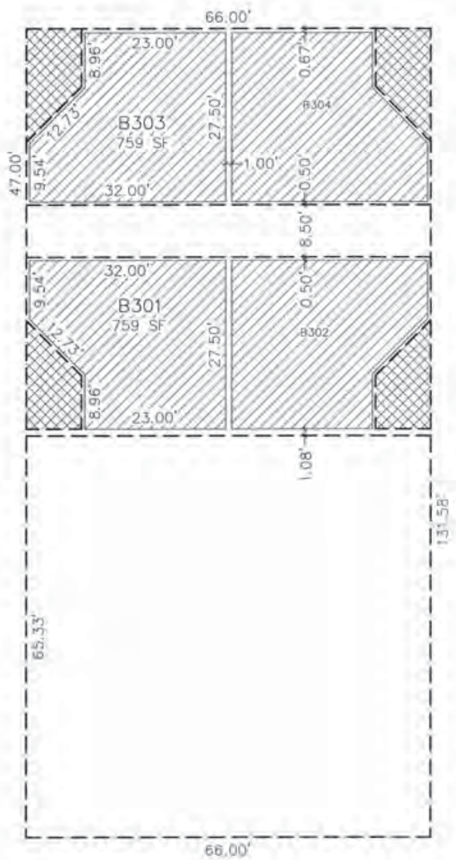
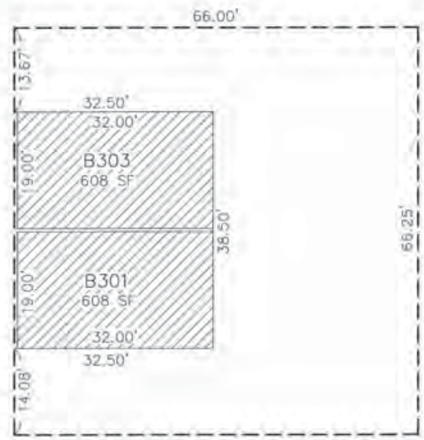


EXHIBIT D



FLOOR PLAN - LEVEL 4
UNIT B301 / UNIT B303

0 5' 10' 20'

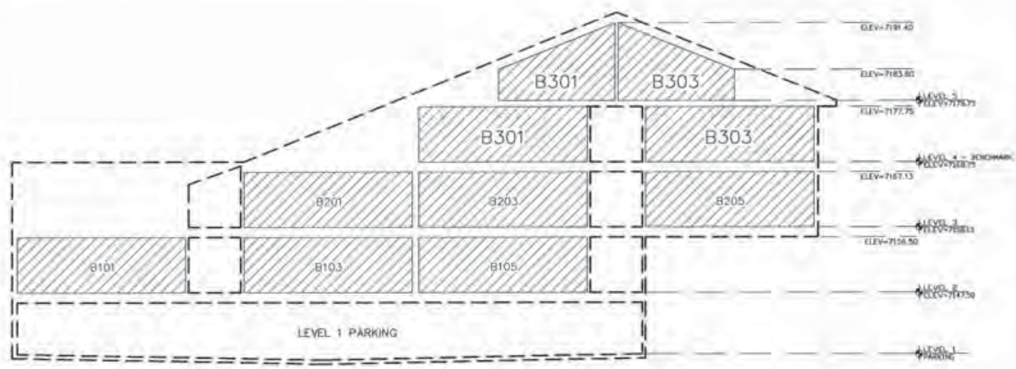


FLOOR PLAN - LEVEL 5
UNIT B301 / UNIT B303

0 5' 10' 20'

HATCHING LEGEND

- COMMON AREA
- LIMITED COMMON AREA
- PRIVATE AREA



B SECTION - BLDG. B

0 5' 10' 20'

NO. 939912 RECORDED Date 2/22/2012
DATE Time 1:48 PM
STATE OF Utah
CITY OF
RECORDED AT THE REQUEST OF Park City Title Company
$162.00 C. Willoughby - deputy
FEES RECORDER

Evergreen Engineering, Inc.

SURVEYED BY: GRW
DRAWN BY: GRW
CHECKED BY: ADM/CRW

COURCHEVEL CONDOMINIUMS AT DEER VALLEY SECOND AMENDED

RICHARD CHAN & SCOTT POWELL

CCAMEND-ROS

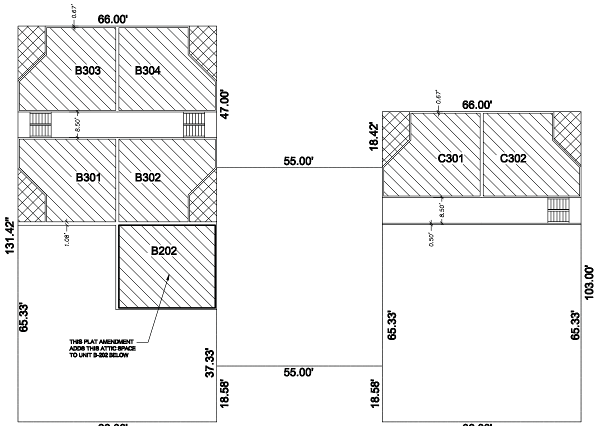
SHEET 2 OF 2

CONDOMINIUM PLAT

COURCHEVEL CONDOMINIUMS AT DEER VALLEY THIRD AMENDMENT

-A UTAH CONDOMINIUM PROJECT-

A PARCEL OF LAND LOCATED
IN THE SOUTHEAST QUARTER OF SECTION 15, TOWNSHIP 2 SOUTH, RANGE 4 EAST
SALT LAKE BASE & MERIDIAN, PARK CITY, SUMMIT COUNTY, UTAH



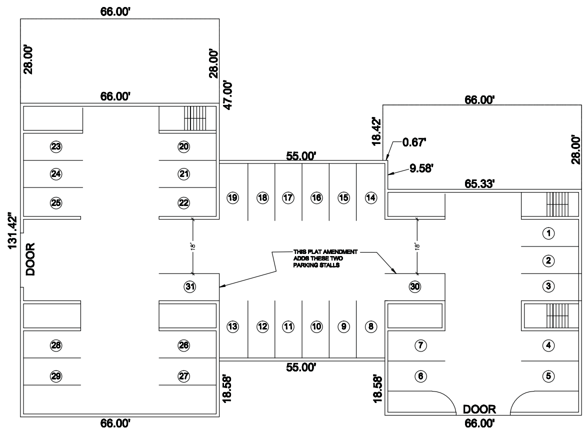
LEVEL 4 FLOOR PLAN
SCALE: 1" = 20'

OWNERSHIP LEGEND

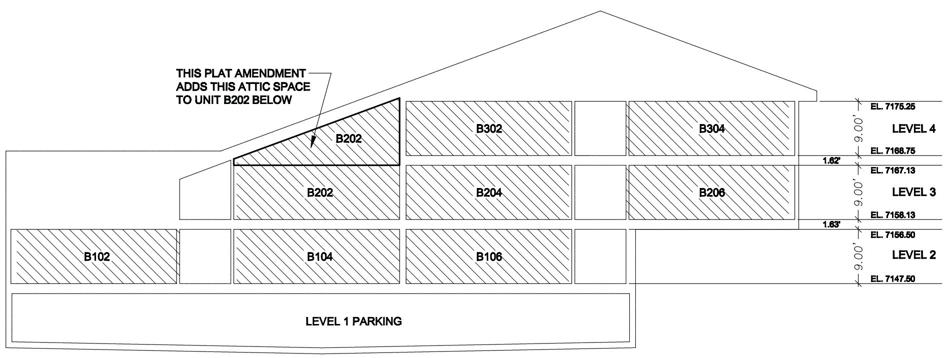
- PRIVATE
- LIMITED COMMON
- COMMON

TABULATIONS

UNIT B-202
PRIVATE AREA = 759 SQ.FT. ON LEVEL 3
PRIVATE AREA = 593 SQ.FT. ON LEVEL 4
LIMITED COMMON AREA = 124 SQ.FT.



LEVEL 1 PARKING
SCALE: 1" = 20'



CROSS-SECTION 'B' - SOUTH
SCALE: 1" = 10'

PLAT NOTES

1. THIS PLAT REPRESENTS AN AMENDMENT OF UNIT B-202 AT COURCHEVEL CONDOMINIUMS AT DEER VALLEY ON FILE AND OF RECORD IN THE OFFICE OF THE SUMMIT COUNTY RECORDER (RECORDATION NUMBER 229039.) THIS AMENDMENT CONVERTS EXISTING COMMON AREA ATTIC SPACE INTO PRIVATE AREA FOR UNIT B-202. THE ATTIC SPACE IS LOCATED ON LEVEL 4 AS NOTED AND SHOWN HEREON.
2. ADDITIONAL UNITS ARE SHOWN HEREON FOR REFERENCE ONLY, AND ARE NOT CHANGED WITH THIS DOCUMENT. FOR INFORMATION ON ANY UNIT OTHER THAN B-202, REFER TO "COURCHEVEL CONDOMINIUMS AT DEER VALLEY" WITH RECORDATION NO. 229039, AND "COURCHEVEL CONDOMINIUMS AT DEER VALLEY, AMENDED" WITH RECORDATION NO. 315605, AND "COURCHEVEL CONDOMINIUMS AT DEER VALLEY SECOND AMENDED" WITH RECORDATION NO. 939912, ON FILE AND OF RECORD IN THE OFFICE OF THE SUMMIT COUNTY RECORDER.
3. COVENANTS, CONDITIONS, RESTRICTIONS, REQUIREMENTS, EASEMENTS, OR ITEMS PREVIOUSLY ASSOCIATED WITH THE PROPERTY DESCRIBED HEREON REMAIN IN EFFECT. ALL REQUIREMENTS SET FORTH TO THIS AMENDMENT ARE IN ADDITION TO PREVIOUSLY ASSOCIATED ITEMS.
4. THE DEER VALLEY MASTER PLAN CONTINUES TO APPLY, AS WELL AS ANY CONDITIONS ON THE ORIGINAL COURCHEVEL CONDOMINIUM PLAT AND SUBSEQUENT AMENDMENTS.
5. THE UNITS OF THIS CONDOMINIUM ARE SERVED BY A COMMON PRIVATE LATERAL WASTEWATER LINE. THE COURCHEVEL CONDOMINIUMS AT DEER VALLEY OWNERS ASSOCIATION SHALL BE RESPONSIBLE FOR OWNERSHIP, OPERATION, AND MAINTENANCE OF ALL COMMON PRIVATE LATERAL WASTEWATER LINES .

LEGAL DESCRIPTION OF COURCHEVEL CONDOMINIUMS AT DEER VALLEY

THE COURCHEVEL CONDOMINIUMS AT DEER VALLEY, ON FILE AND OF RECORD IN THE OFFICE OF THE SUMMIT COUNTY RECORDER AS ENTRY 229039, AND MORE PARTICULARLY DESCRIBED AS FOLLOWS:
BEGINNING AT A POINT WHICH IS SOUTH 1747.2 FEET AND EAST 4305.17 FEET FROM THE EAST QUARTER CORNER OF SECTION 16, TOWNSHIP 2 SOUTH, RANGE 4 EAST, SALT LAKE BASE AND MERIDIAN; THENCE SOUTH 25°00'00" WEST 214.03 FEET; THENCE NORTH 89°20'00" WEST 160.75 FEET TO A POINT ON A 938.16 FOOT RADIUS CURVE TO THE LEFT, THE RADIUS LINE BEARS NORTH 82°30'56" WEST, OF WHICH THE CENTRAL ANGLE IS 06°49'04"; THENCE NORTHERLY ALONG THE ARC OF SAID CURVE 111.63 FEET; THENCE NORTH 00°40'00" EAST 251.63 FEET; THENCE SOUTH 89°20'00" EAST 239.78 FEET; THENCE SOUTH 00D11'40" EAST 168.00 TO THE POINT OF BEGINNING.
CONTAINING 1.8226 ACRES MORE OR LESS.

OWNER'S CONSENT TO RECORD – H.O.A.

KNOW ALL MEN BY THESE PRESENT THAT COURCHEVEL CONDOMINIUM OWNERS ASSOCIATION (THE ASSOCIATION), THE AUTHORIZED REPRESENTATIVE OF ALL OF THE UNIT OWNERS HOLDING AT LEAST A TWO–THIRDS OWNERSHIP INTEREST IN THE COMMON AREA AND FACILITIES OF THE PROJECT PURSUANT TO THE PROVISIONS OF SECTION 27 OF THE DECLARATION OF CONDOMINIUM OF THE COURCHEVEL CONDOMINIUMS AT DEER VALLEY, CERTIFIES THAT IT HAS APPROVED THIS PLAT AMENDMENT TO BE PREPARED, AND ON BEHALF OF ALL OF THE UNIT OWNERS DOES HEREBY CONSENT TO THE RECORDATION OF THE PLAT.

COURCHEVEL CONDOMINIUM OWNERS ASSOCIATION
A UTAH NON-PROFIT CORPORATION

BY: ______________________________.
SCOTT POWELL, PRESIDENT

ACKNOWLEDGEMENT

STATE OF UTAH
COUNTY OF SUMMIT

ON THIS ______ DAY OF ____________, 2012, PERSONALLY APPEARED BEFORE ME SCOTT POWELL, WHO BEING DULY SWORN, DID SAY THAT HE IS PRESIDENT OF COURCHEVEL CONDOMINIUM OWNERS ASSOCIATION, A UTAH NON-PROFIT CORPORATION, AND DULY ACKNOWLEDGED TO ME THAT HE IS AUTHORIZED TO SIGN THE FOREGOING INSTRUMENT ON BEHALF OF THE CORPORATION, AND FURTHER ACKNOWLEDGED TO ME THAT THE CORPORATION EXECUTED THE SAME.

____
NOTARY PUBLIC

SURVEYOR'S CERTIFICATE

I, BING CHRISTENSEN, DO HEREBY CERTIFY THAT I AM A LICENSED PROFESSIONAL LAND SURVEYOR, AND THAT I HOLD CERTIFICATE 145796 AS PRESCRIBED UNDER THE LAWS OF THE STATE OF UTAH. BY AUTHORITY OF THE OWNERS, I HAVE MADE A SURVEY OF THE PROPERTY SHOWN ON THIS PLAT AND DESCRIBED BELOW, AND HAVE AMENDED SAID CONDO UNIT B202 AS SHOWN HEREON. I FURTHER CERTIFY THAT THIS CONDOMINIUM PLAT AMENDMENT IS A CORRECT REPRESENTATION OF THE PROPERTY SURVEYED, AND HAS BEEN PREPARED IN CONFORMITY WITH THE MINIMUM STANDARDS AND REGULATIONS OF THE LAW AND AS SPECIFIED IN SECTION 57–8–13 OF CHAPTER 8 OF THE CONDOMINIUM OWNERSHIP ACT, UTAH CODE TITLE 57.

SURVEYOR'S SEAL

______________________ ______________
BING CHRISTENSEN *DATE*
PROFESSIONAL LAND SURVEYOR

OWNER'S CONSENT TO RECORD – UNIT B202

KNOW ALL MEN BY THESE PRESENT THAT I, THE UNDERSIGNED OWNER OF UNIT B–202 AT COURCHEVEL CONDOMINIUMS AT DEER VALLEY, CERTIFY THAT I CAUSED THIS PLAT AMENDMENT TO BE PREPARED, AND DO HEREBY CONSENT TO THE RECORDATION OF THIS PLAT.

BY: ______________________________.
ROBERTA ANN SLUSAR

ACKNOWLEDGEMENT

STATE OF UTAH
COUNTY OF SUMMIT

ON THIS ______ DAY OF ____________, 2012, PERSONALLY APPEARED BEFORE ME ROBERTA ANN SLUSAR, WHO BEING DULY SWORN, DID SAY THAT SHE IS THE OWNER OF UNIT B–202 AT COURCHEVEL CONDOMINIUMS AT DEER VALLEY, AND DULY ACKNOWLEDGED TO ME THAT SHE SIGNED THE FOREGOING INSTRUMENT.

____
NOTARY PUBLIC

Summit Engineering Group Inc.
55 WEST CENTER • P.O. BOX 176
HEBER CITY, UTAH 84032
P: 435–654–9229 • F: 435–654–9231

PROJECT NO.: L12–021
DRAWN BY: MPJ
REVIEWED BY: BC
APPROVED BY: BC
DATE: MARCH 21, 2012

PARK CITY PLANNING COMMISSION
APPROVED AND ACCEPTED BY THE PARK CITY PLANNING COMMISSION THIS ____ DAY OF __________, 2012.
CHAIR

PARK CITY ENGINEER
THIS PLAT IS IN CONFORMANCE WITH THE INFORMATION IN FILE IN THE OFFICE OF THE PARK CITY ENGINEERING DEPT. ON THIS ____________ DAY OF __________, 2012.
CITY ENGINEER

SNYDERVILLE BASIN WATER RECLAMATION DISTRICT
REVIEWED FOR CONFORMANCE TO THE SNYDERVILLE BASIN WATER RECLAMATION DISTRICT STANDARDS ON THIS _____ DAY OF __________, 2012.
SNYDERVILLE BASIN WATER RECLAMATION DISTRICT

PARK CITY ATTORNEY
APPROVED AS TO FORM ON THIS _____ DAY OF ____________, 2012.
CITY ATTORNEY

CITY COUNCIL APPROVAL
APPROVAL AND ACCEPTANCE BY THE PARK CITY COUNCIL ON THIS ____ DAY OF __________, 2012.
MAYOR

CERTIFICATE OF ATTEST
I CERTIFY THAT THIS PLAT AMENDMENT WAS APPROVED BY THE PARK CITY COUNCIL ON THE ______ DAY OF __________, 2012.
CITY RECORDER

RECORDER
ENTRY NO. __________, BOOK _____, PAGE _______.
STATE OF UTAH, COUNTY OF SUMMIT
DATE: __________.
RECORDED AT THE REQUEST OF ___________________.
SUMMIT COUNTY RECORDER

EX E

Deer Valley MPD Density Chart

DEER VALLEY RESORT
TENTH AMENDED AND RESTATED
LARGE SCALE MASTER PLANNED DEVELOPMENT PERMIT
EXHIBIT 1
DEVELOPMENT PARCELS
12-Aug-09

PARCEL NAME	PERMITTED DENSITY (UNITS)	DEVELOPED DENSITY (UNITS)	NOTES	HEIGHT (FEET)	PARCEL SIZE (ACRES)
DEER VALLEY COMMUNITY					
Stonebridge & Boulder Creek Multi-Family	50	54	1	28	10.23
Aspenwood Multi-Family	30	30		28	9.21
Pine Inn & Trails End Multi-Family	40	45	1	35	8.52
In The Trees (South Multi-Family) Multi-Family	14	14		28-45	2.87
Black Diamond Lodge (Snow Park Lodge Multi-Family)	29	27		28-75	5.70
Courcheval Multi-Family	13.5	27	1	35	1.82
Daystar Multi-Family	24	24		28	9.84
Fawngrove Multi-Family	50	50		28	12.05
Chateaux Fawngrove Multi-Family	10.5	11	2	28	Incl
Bristlecone Multi-Family	20	20		28	Incl
Lakeside Multi-Family	60	60		28	6.49
Solamere Single Family (includes Oaks, Royal Oaks & Hidden Oaks)	274	274		28	237.81
Pinnacle Multi-Family	86	86		28	36.80
Comstock Lodge (East Bench Multi-Family)	10.5	21	1	35	3.50
Red Stag Lodge	8.5	11	1	35	Incl
Powder Run Multi-Family	25	33	1	35	3.20
Wildflower (Deer Valley North Lot 1 Multi-Family)	11	14	1	28	1.04
Glenfiddich (Deer Valley North Lot 2 Multi-Family)	12	12		28	1.45
Chapparal (Deer Valley North Lot 3 Multi-Family)	15	20	1	28	1.44
Lodges @ Deer Valley (Northeast Multi-Family)(includes Silver Baron Lodge)	115	109	3	28-35	12.65
Snow Park Village (Snow Park Hotel & Parking Sites)	210.75	0	4	28-45	14.93
Total Deer Valley Community	1108.75				
AMERICAN FLAG COMMUNITY					
American Flag Single Family	93	93		28	83.04
LaMaconnerie Multi-Family	15	15		28	6.19
Total American Flag Community	108				
NORTH SILVER LAKE COMMUNITY					
Westview Single Family	15	1		28	40.69
Evergreen Single Family	36	36		28	27.60
NSL Homesite Parcel #1	1	1		35	1.90
Belleterre Single Family	10	10		28	11.42
Bellevue Townhomes (NSL Subdivision Lot 1)	24	14	10	28	4.62
Bellemont Townhomes (NSL Subdivision Lots 2A and 2A-1)	18	12	10	28	3.75
NSL Subdivision Lot 2B	54	0		45	5.96
BelleArbor Townhomes (NSL Subdivision Lot 2C)	43	21	10	28-35	8.25
NSL Subdivision Lot 2D Open Space Lot	0	0	5	0	4.03
Total North Silver Lake Community	201				
SILVER LAKE COMMUNITY					
Stag Lodge Multi-Family	50	52	6	28-35	7.34
Cache Multi-Family	12	12		28	1.77
Sterlingwood Multi-Family	18	18		28-35	2.48
Deer Valley Club	20	30	1	28-45	1.53
Double Eagle (SL East Parcel 2 Multi-Family)	18	18		28-35	2.26
Stein Eriksen Lodge Multi-Family	66.75	65	11	28-35	10.86
Little Belle Multi-Family	20	20		28	3.66
Chateaux At Silver Lake Lot 23 Deer Valley Club Estates Subdivision)	65	78	1	28-45	3.24
Sterling Lodge (Lot 2 Silver Lake East Subdivision)	14	14		28-45	0.61
Royal Plaza Multi-Family (Silver Lake Village Lot A)	7.6215	13	1	59 (A)	0.48
Mt. Cervin Plaza Multi-Family (Silver Lake Village Lot B)	7.5	7		59 (A)	0.54
Inn at Silver Lake (Silver Lake Village Lot C)	10	8		59 (A)	0.50
Goldener Hirsch Inn (Silver Lake Village Lot D)	6	20	1	59 (A)	0.35
Mt Cervin Multi-Family (Silver Lake Village Lot E)	16	15		59 (A)	0.53
Silver Lake Village Lot F	11	0		59 (A)	0.35
Silver Lake Village Lot G	11	0		59 (A)	0.38
Silver Lake Village Lot H	12	0		59 (A)	0.44
SL Knoll Condominiums	4	4		35	0.76
Knoll Estates Single Family	21	21		35	9.90
Black Bear Lodge (Lot 22 Deer Valley Club Estates Subdivision)	51	51		35	1.39
Knollheim Single Family	20	5	7	35	1.84
Alpen Rose Single Family	2	2		35	0.66
Silverbird Multi-Family	6	6		35	0.80
Ridge Multi-Family	24	24		35	2.34
Enclave Multi-Family	17	17		28-35	1.79
Twin Pines Multi-Family	8	8		28-35	1.33
Cottages Single Family	11	11		28	7.06
Alta Vista Subdivision	7	7		35	6.02
Woods Multi-Family	16	7	8	28-35	2.41

DEER VALLEY RESORT
TENTH AMENDED AND RESTATED
LARGE SCALE MASTER PLANNED DEVELOPMENT PERMIT
EXHIBIT 1
DEVELOPMENT PARCELS
12-Aug-09

PARCEL NAME	PERMITTED DENSITY (UNITS)	DEVELOPED DENSITY (UNITS)	NOTES	HEIGHT (FEET)	PARCEL SIZE (ACRES)
Trailside Multi-Family	9	9		28-35	1.46
Aspen Hollow Multi-Family	16	16		28-35	3.18
Ridgepoint Multi-Family	38	38		28-35	5.60
Total Silver Lake Community	614.8715				
BALD EAGLE COMMUNITY					
Bald Eagle Single Family	78	58	9	28	35.65
Total Bald Eagle Community	78				
TOTAL CONVENTIONAL UNITS	2110.6215				
EMPLOYEE HOUSING UNITS					
Little Belle	1				
Stag Lodge	1				
Sterlingwood	1				
Bald Eagle	2				
Mt. Cervin	1				
Deer Valley Club	1				
TOTAL EMPLOYEE HOUSING UNITS	7				

NOTES:

1. These projects have been approved under the Unit Equivalent Formula contained in Section 10.12 of the Code, resulting in a different developed density than base permitted density.
2. One small unit was separately permitted in this project using .5 unit of density.
3. This project has been approved under the Unit Equivalent Formula contained in Section 10.12 of the Code, resulting in a different developed density (132) than base permitted density (115). Additional phases consisting of 23 units are in process.
4. This parcel is required to use the Unit Equivalent Formula contained in Section 10.12 of the Code.
5. This parcel has been platted as open space, with the open space applying to the open space requirement of Lot 2B.
6. Two additional units were permitted in this project on land that was not a part of the Deer Valley MPD.
7. This parcel was originally permitted as 20 MF units but subsequently developed as 5 single family homesites.
8. This parcel was permitted as 16 units. Subsequently 9 of the unit development rights were acquired by the homeowners and dedicated as open space.
9. This parcel was originally permitted as a combination of single family and multi-family. The multi-family uses were converted to single family with a density reduction from 78 to 58 units.
10. The development density on these parcels is less than the original permitted density at the election of the developer.
11. The transfer of 1.75 Unit Equivalents to this parcel from the Snow Park Village parcel was authorized by the Planning Commission on June 28, 2006.

A. Lots in the Silver Lake Village Subdivision have a development height limitation tied to a base elevation of 8122' with peak of roof not to exceed elevation 8186'.

Joint City Council and Planning Commission Staff Report

PARK CITY 1884 PLANNING DEPARTMENT

Subject:	**Balanced Growth Management Study**
Author:	**Thomas Eddington, Planning Director**
	Katie Cattan, Senior Planner
Department:	**Planning**
Date:	**July 12, 2012**
Type of Item:	**Informational**

Topic/Description:
In October of 2011, the Park City Planning Department awarded a contract to czb,LLC (Charles Buki) and The Planning Center/DC&E (Ted Knowlton) for a Balanced Growth Management Study. Czb LLC completed the study in May 2012. The Park City Planning Department intends to utilize the study's results to help guide the implementation strategy contained within the new General Plan.

The Balanced Growth Study deliverables included documenting how current growth trends may impact the City's core values. During the 2009 visioning process, the four core values of Park City were identified as sense of community, natural setting, small town, and historic character.

During the preparation of the study, Charles Buki noted that current trends in Park City go beyond the Park City limits; influencing and impacting not only the City but also Summit County. He requested that the breadth of the study be expanded to include trends in Snyderville Basin with a recommendation toward regional growth management. The outcome was a comprehensive study of both Park City and Snyderville Basin and a strong recommendation for regional collaboration.

The Balanced Growth Strategy Outline (Exhibit A) is the final document produced by czb, LLC and The Planning Center/DC&E. Charles Buki will be presenting the findings of the study and subsequent recommendations during the Work Session.

The Park City Planning Commission and the Snyderville Basin Planning Commission held a joint meeting on May 30, 2012 to discuss the Study and prepare a strategy to address the growth challenges as outlined. The two (2) Commissions reviewed the findings of the Study in a session that was facilitated by Envision Utah and both Planning Department staff members. After breaking into small groups to discuss specific areas of the region and preferred growth strategies, the teams reported their collective thoughts. There was general consensus that the two (2) Commissions needed to understand the potential growth pressures of the entire region and that the two General Plans should be coordinated to address the growth challenges. In order to do so, both Commissions agreed that they needed to research what types of resources they could dedicate to a regional effort (staffing) and committed to meeting more regularly (the minutes are attached as Exhibit B). The next joint Planning Commission meeting will be in early August.

Quick Takeaways from the Study:

1. The Summit County region is expected to grow from a current population of about 36,000 people to nearly 70,000 in 30 years, a 90 percent increase. Growth is inevitable in both the City and the region; the challenge is where to put this pending growth – "how" to fit it into the region while fully protecting our natural resources and resort (e.g. experiential) economy.

2. Keeping Park City Park City cannot be achieved solely by acting inside the PCMC boundary – current or enlarged. A regional approach will be necessary to address anticipated growth.

3. There are very limited housing options in Park City for working families looking at housing valued in the range of $300k – $499k (the range achievable for families making 100% - 150% of Median Family Income). In fact, only 4% of the region's units (at this value) are located within Park City.

4. Only three (3) of the City's nine (9) neighborhoods have a majority of "primary" residential units: Park Meadows, Bonanza Park/Prospector, and Thaynes/Aspen Springs/McPolin Farm area.

5. The Median-Value-to-Median-Income for a "typical" household is three (3), e.g. the financial rule of thumb is that you can purchase a house that is approximately three (3) times the value of your gross income. The Median-Value-to-Median-Income for Park City in 2009 was nine (9), meaning that the a household earning the median family income (MFI) in Park City, $99,000, would have to spend nine (9) times their gross income to buy the median priced house in the City. In a post-Lehmann Brothers world, this is not achievable!

Recommendations in Study:

The Balanced Growth Management Study noted the following opportunities to manage future growth in the region:

- Strengthen the existing local Transfer of Development Rights (TDR) program – incorporate multipliers that accurately reflect market conditions.

- A regional Transfer of Development Rights (TDR) that could include Summit County (inclusive of Synderville Basin) and possibly Wasatch County. This would allow the transfer of development rights on an inter-jurisdictional scale. It should be noted that State law does not currently allow for this type of inter-jurisdictional cooperation. Such an endeavor would require Park City and our regional partners to lobby for a change to State code. The study also recommends that Park City partner with Summit and/or Wasatch County to create a County or Wasatch Back Development Rights Bank with specified urban growth boundaries.

- If there are lands that the City and/or County want to see preserved and protected from any development, the City/County should buy that property. This is the only sure way to protect entitled land from unwanted development.

- Consider ordinance revisions that allow for increased density and clustering options as a method to protect unnecessary sprawl within larger developments (primarily an option for the County).

Requests for Discussion:

1. The current Transfer of Development Rights system in Park City has not been utilized due to the lack of apples-to-apples multipliers. **Should the City hire an outside consultant to perform valuations on Sending and Receiving Zones to update the TDR ordinance with multipliers?**

2. Policy Discussion -- the study recommends regional planning efforts with Summit and Wasatch Counties. **Do the Planning Commission and City Council support this recommendation and support staff working with Summit and Wasatch counties on developing a strategic plan for regional planning?**

Exhibits:

A – Balanced Growth Management Study
B – Minutes from May 30, 2012 Joint Park City – Snyderville Basin Planning Commission meeting

Exhibit A

Balanced Growth Strategy Outline

Analysis and recommendations to the Park City Municipal Corporation
A Joint Project of czbLLC and The Planning Center|DC&E (TPC)

March 2012
czbLLC

czb

THE PLANNING CENTER DC&E

Park City, UT
Balanced Growth Strategy Outline :: czb/TPC for PCMC

Contents

INTRODUCTION

A sustained 30 year long effort by the residents of Park City to make it one of the truly great places in North America has been overwhelmingly successful. Creative and thoughtful actions from 1975-2005 taken by Park City Municipal Corporation - open space preservation, development of the arts, creative resort infrastructure investments - have protected the environment and views, while offering unparalleled community benefits..

- From anywhere in Park City, the views are breathtaking, equal or surpassing those found in Whistler, Jackson, Crested Butte, Point Reyes, Big Sur, Bar Harbor, Mount Mitchell, Fernie, Bolinas, or other such places. Park City has made preservation of views and open space a priority, and with incredible results.

- In terms of tax base, Park City virtually stands alone; only Aspen comes close, resulting in Park City simply being able to do more – having more – than nearly any other community in the United States. Streets are in pristine condition. Public transit is efficient and attractive. Public services and amenities are unparalleled. Upgrades occur continually. There are 26,407 high schools in the US; Park City High School is ranked 179th; 99 percent of students graduate, and 88 percent go on to college. Such are some of the results of continual reinvestment.

- Where most municipal governments in America beg for talent, Park City has a level of policy and program sophistication at the staff and commission level that acts like a magnet, attracting disproportionately high degrees of skill and experience to local government, ensuring a constant flow of policy innovation and creativity, from creative housing programs to development rights transfer initiatives.

- Corporations doing business in Park City have a locational sweet spot that allows them to tap into the regional strength of the Salt Lake market, rely on regional infrastructure, and yet make their home in an unsurpassed natural setting.

By continually reinvesting in itself, the Park City community has become ever stronger, the physical city ever more livable, the environment ever more protected, and investments ever more valuable. While the future for Park City is not without risks that have to be managed, it has come as close to cementing a positive and self-fulfilling reinvestment cycle – civic, social, economic, environmental, and cultural - as anywhere in the nation.

Yet if the core challenge the last three decades has been the work of *making* Park City into what it is today, the essence of tomorrow's challenge is to *Keep Park City Park City*. What specifically does this mean? What is required to Keep Park City Park City that is any different from what it took to make Park City great? The answer to this question centers around the fact that the net of the work done the last 30 years is that <u>Park City today is an extremely desirable place to live</u>. It is a place that is *in demand*.

What do we need to know about how Park City became Park City in order to plot a course for keeping Park City Park City?

First is that land is a key component of the cost of development. A finished product – whether a house, a hotel, a salt storage facility, a convenience store, or a resort – has three elements. The first is land. The second is the hard costs, or the expense of the bricks and mortar and labor to actually make the facility. The third are the soft softs: the expense of borrowing, the costs for a range of services like legal advice, insurance, and engineering. The sum is the total cost of development, or TDC.

$$L+H+S = TDC$$

If there are two sites under consideration for development, and at either site the exact same structure may be built, the difference in cost between the first site and the second will be the cost of land.

	Site 1	Site 2
Hard Costs	X	X
Soft Costs	Y	Y
Land Costs	100	200
TDC	x+y+z	x+y+2z

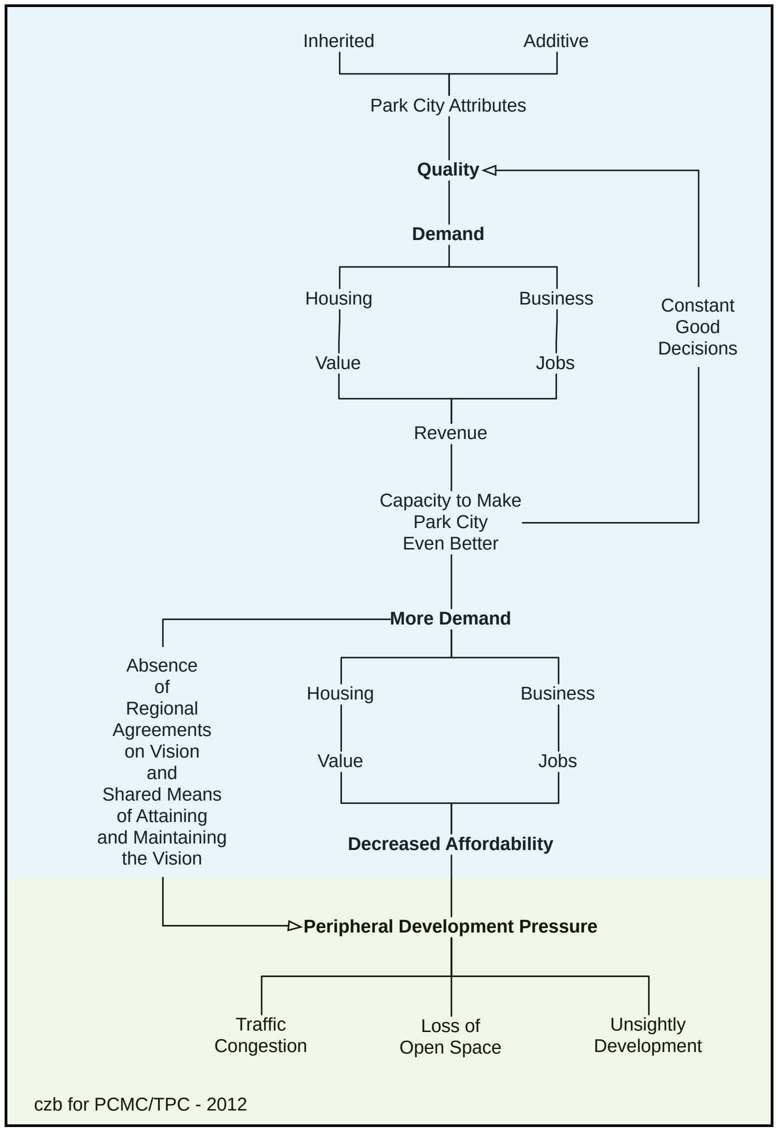
Developing Site #2 then, requires a flow of income from the finished site greater than what's needed from Site #1. This illustrates that land cost places pressure on cash flow requirements. In other words, rents (or mortgage payments) are higher.

Second is that land, a key component of development, derives its cost on the basis of many factors – but chief among them are three.

- What is allowed – this principally governs potential revenue, ie more development "rights" equate to more earning potential
- Where it is – this determines how desirable the site is compared to another potential site
- How much there is – this is a function of scarcity; the more land there is, all else being equal, the lower the unit cost, and vice versa.

Why are these rudimentary components of land cost relevant to a discussion about how to Keep Park City Park City? For starters, one of the principal reasons that Park City is so desirable a place to live and work is that it is beautiful. Few places in America are so situated. That means scarcity is a starting point for setting value. As there simply aren't a lot of such places, the few there are command higher prices. Next, beautiful Park City is located near Salt Lake City and all the amenities and infrastructure there. That means there is a very sizeable amount of demand within a very short distance. When there is a place of rare beauty (supply) in the proximity of a strong market like Salt Lake (demand), the baseline price for land becomes even higher.

And finally, in the effort to make Park City Park City the last 30 years, three specific actions further increased the cost of land in Park City, each serving to expand the imbalance between supply and demand.



1. The community worked hard at making Park City a fun and exciting place to live. Result? More and more people were attracted to these qualities. Demand rises. Supply is relatively finite. Prices keep rising.

2. The community worked hard to limit the amount and shape the kind of development that could occur inside Park City. Result? What could be developed was developed in appealing ways, adding to desirability. And the amount that could be developed was finite, adding to scarcity. Demand keeps rising. Supply does not keep pace. More fuel for rising prices.

3. The community worked hard to preserve the sense of entry into Park City, purchasing large amounts of open space. The effect? The supply of developable land immediately outside Park City was dramatically reduced, even as the demand to live in and if not in, then near Park City kept rising.

The end result? Unless supply keeps pace, the higher the demand, the higher the price. The higher the price, the lower the affordability. The lower the affordability, the greater the pressure to develop where the result can be relative affordability. The greater the pressure to develop, the higher the probability development will occur.

PARADOX OF SUCCESS AND RESULTING IMPLICATIONS

The paradox of success is that if the response to such pressures is in some way to limit development activity so as to protect the quality of what has been created (Keep Park City Park City), the very object of such efforts can actually become threatened.[1] For an inexorable reality of development pressure is that short of statutorily preventing growth in the wider region, such pressure *will be satisfied* - if not in Park City, then as close as possible to the engine of desirability. Consequently, the more the pressure to develop near, but -- because of cost -- *outside* the city, the greater the probability of congestion, diminished air quality, obstructed sight lines, and excessive water use.

What is the fuel for such pressure? Demand for housing.

The underlying narrative of success by Park City to become so desirable is that the economic dependencies upon which continued success is predicated – tourism, for example, hinges on $10-15/hr wages - pivot more than anything else on the cost of housing. Specifically, the median value of a home in Park City today is almost $800,000, a price that translates into an annual household income requirement of about $280,000 to purchase a home.

- A full time waiter at Windy Ridge Café will earn about $30,000 a year. If he is married to the assistant manager of the Rite Aid who earns $36,000, their combined home purchasing power is $184,000. The only home they can afford to buy will be a considerable distance outside of Park City, creating development pressure to respond to this housing demand.

- A veteran teacher at Park City HS earns $54,000 a year. She is single and can afford a $150,000 home. She too will only find a home in her price range outside of Park City, so she will commute, adding to development pressure outside of PCMC.

- A software company executive earns $300,000 a year. Her family could afford to live in Park City, but in Snyderville can afford much more house and still be within ten minutes of Main Street.

To meet such demand, land will be developed at locations and densities that make sense. When housing is developed, retail will follow. When both are developed – as they invariably will be – commuting and congestion are two results; additional land consumption of one sort (dense) or another (not dense) is a third. Kimball Junction is the most salient example of this. In effect, the more successful Park City is at remaining one of America's great places, the more significant the imperative to cooperate regionally to address he consequences of so much success.

Put another way, every rational ounce of desire by the wider market to be in Park City that is not satisfied inside Park City, *will be satisfied somewhere*. It may not be satisfied in the municipality but it will be satisfied, and that means as close to Park City as is affordable, thereby rendering the edges of Park City especially high value targets for the development community, and any jurisdiction that stands to gain from resulting tax revenue.

Such desires (demand) have been (and invariably will be) satisfied in ways (supply) that meet the twin key objectives of the market **– being near Park City but for less cost**. The best example of this is the growth of the Snyderville Basin. For many two-income families, the Snyderville Basin represents a best-of-both-worlds situation. Nearly a thousand families live in newly constructed homes off of Old Ranch Road. These are almost entirely two-income professional families unable to afford to buy in Park City, but who want the quality of life Park City offers, and who, in fact, think of themselves as being Park City residents.

Such pressures can sometimes result in development that Park City residents would embrace, and sometimes not. Regardless, and without cooperative regional agreements in place to shape development, Park City has little to no say so about what happens outside the Municipalities boundaries.

Therefore, obtaining a positive (attractive, low impact) outcome outside the boundaries of Park City requires at least one of two circumstances to be present: either the measures used by other jurisdictions (in this case Summit and Wasatch Counties) must be naturally in-sync with those used by Park City to smooth out qualitative and market value differentials, or there must be some sort of an intentional agreement among jurisdictions regarding development.

Short of one of these two conditions being met, the only way for Park City to "control" or otherwise shape what happens outside of Park City is, effectively, to enlarge the municipality through annexation far and wide and early enough to exert a level of land use control such that Park City is as close to self determinant as possible on the quality of life issues that matter to residents.

Absent so aggressive, costly, and politically unlikely a strategy as extensive annexation, the most "control" that Park City can exert is through a market-based system that compensates owners who have development rights as a means of procuring an agreement to not develop.

Such a system *buys down* the volume of what is otherwise allowed, in effect *trading* something (a "give", usually in the form of cash) to get less or no development). Within Park City itself, such 'buy-down' practices have been successfully used for years. And more recently, a development transfer system now exists in Park City (November 2011) to trade rights in one location for activity in another. While thoughtful and useful, these tools are insufficient to address the regional issues that may surface– and which are addressed here.

For when it comes to growth and how the region will look and feel and function in the future, there are but three pathways available.

1. **STATUS QUO.** The first would be to take the "do nothing different than is being done now" pathway, whereby Park City manages Park City, and leaves to Summit and Wasatch Counties and the State of Utah everything outside the municipality's corporate boundaries.

2. **AGGRESSIVE ANNEXATION.** The second is to annex as far as the eye can see – which for all practical purposes would mean Deer Valley to Kimball Junction and everything between 224 and 189/40.

3. **INTER-JURISDICTIONAL AGREEMENTS**. The third is to create and enter into a set of formal and informal agreements with neighboring jurisdictions that "get" for each party something appealing enough for them to agree to "give" something that of comparable cost.

This third option is examined in greater detail below.

From October 2011 to January 2012, czb and The Planning Center|DC&E (TPC) have evaluated the region and its anticipated trajectory.

The region is going to grow, and significantly so, placing great pressure on all of the jurisdictions in Summit County to plan wisely for housing demand and subsequent retail development, public services, environmental impacts, and the degrees to which various communities will be able to collaborate (education, police, fire, transportation, water, and other scarce resources). At the epicenter of all projections regarding the region's future is Park City – both geographically and emotionally. Park City is so desirable a place to live and work and recreate, that such demand will for many years fuel speculative relational development south all the way to Heber City, east along I-80, and in all of the square miles between.

Whether such development occurs, how it occurs, when it occurs, and with what impacts on Park City is, today, largely out of the control of Park City. In effect, this is the mandate that requires Park City to be as intentional in its effort to "keep Park City Park City" as it was in making Park City Park City.

Will required intentionality take the form of annexation? Will it take the form of cross-jurisdictional partnerships? How much will Park City be willing to "give" in order to "get" the kind of future it wants? What kind of a future does Park City want?

BASELINE

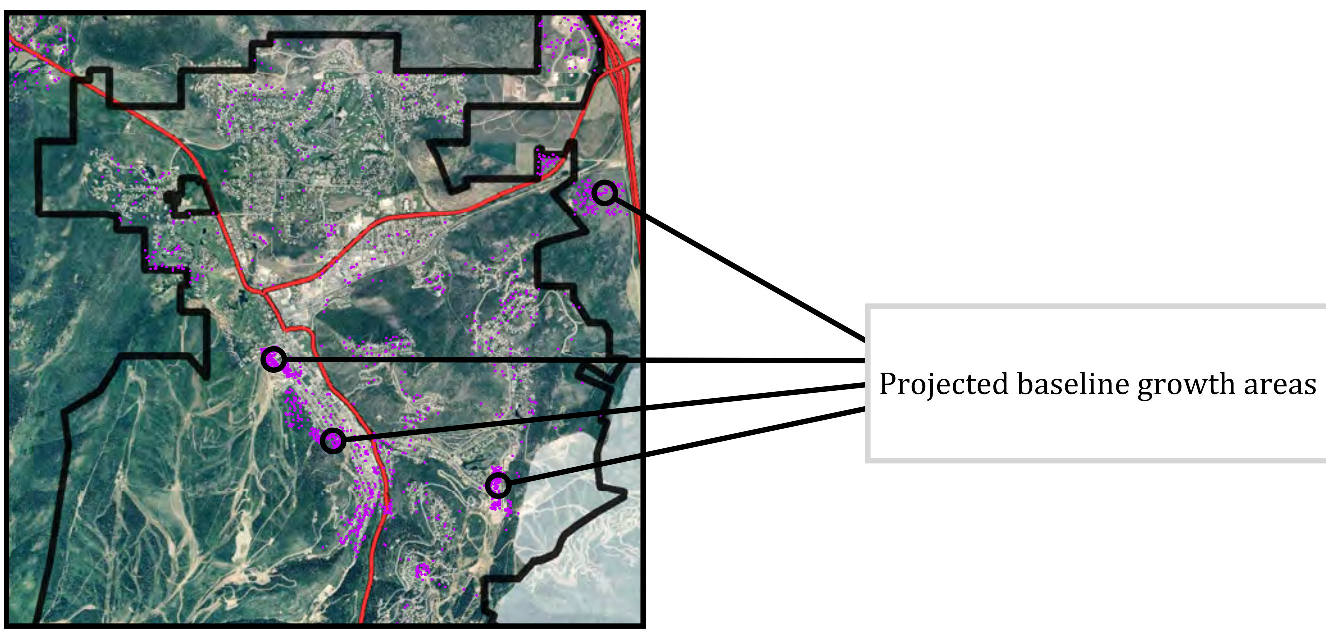
Analysis of regional growth trends and projections by TPC and czb[2] suggest the following:

1. The Wasatch "Back" will grow substantially in the next 20 years.

2. Summit County in particular will grow by nearly 30,000 people between 2012-2030.

3. Summit County will grow from a current population of about 36,000 to nearly 70,000 in 30 years, a 90 percent increase. Every month until 2040 roughly 90 more people will move into Summit County than will move out or pass into the ether. The demand for housing and jobs will be substantial. Where housing is developed in relationship to where the jobs are, and where families settle in relation to the amenities they seek and what they can afford will be largely a function of what kinds of agreements are in place now that shape land use and development.

4. Park City will grow to nearly 10,000.
    a. Deer Valley and Old Town will become even more dominated by seasonal owners.
    b. BoPa and LoPa will probably become denser, more heavily populated districts, with the base of PCMR receiving a large number of seasonal buyers.
    c. It will likely remain one of the most expensive housing markets in the US
    d. Demand from the region to "spend" tourist and related dollars in Park City will continue to grow



Probable consequences of projected growth include:

- **Economic Prosperity (+ + +)**
    - Gains in population in Summit County and in Park City will mean more demand for goods and services, more demand for housing – especially seasonal housing, and a growing tax base. This means job creation, and stable and rising wages. It means wealth through land value appreciation.

- **Environmental Pressures (- - -)**
    - Projected growth in the County and in Park City mean increased demand for scarce water resources.
    - Continuation of rising home values in an already high principle base region mean reduced affordability. This will translate into extended commuter traffic, which can diminish air quality.
    - New housing development with increased carbon footprint will reduce open space, and challenge the sanctity of wildlife corridors.

- **Equity Implications (- - -)**
    - Housing affordability will be a major pressure point, with substantial implications for the region directly correlated with what is affordable to HHs in the 100-250 AMI range.

- **Quality of Life (+++ - - -)**
    - Open space will be under pressure as will view corridors, affecting resident sense of place.
    - Congestion will increase affecting point to point travel times and sense of Park City being a small mountain resort .
    - Tourist and visitor services will attract more and more people, placing pressure on supportive infrastructure (public transit, parking, traffic routing, water) inside Park City.
    - Additional demand for more seasonal homes will further cement the influence of temporary residents on retail and community life (Park City may feel less and less like a community of year round residents).
    - A growing tax base will result in more economic capacity for PCMC (this will translate into continued ability to support high quality amenities for year round residents.

On balance, the economy will benefit. In turn this will enable PCMC to deliver and obtain continued if not expanded delivery of high quality public services, and the development of high quality public amenities, not otherwise affordable.

On the other hand, the pressures on the environment will be significant (experienced mainly through the consequences of resulting jobs-housing spatial mismatches), as will challenges to key quality of life indicators (small town feel, local character, scale). In effect, all of the inputs point towards the importance of channeling development pressure in ways that maximize public and private returns while minimizing environmental, quality of life, and equitability costs.

More specifically, growth as anticipated by czb/TPC suggest the following probabilities:

- Upper end professionals employed in Salt Lake and/or Park City, or as non-place-based consultants/contractors wanting to live near Park City but unable to afford to do so will settle in the Snyderville Basin. Much of their retail spending will be directed to Kimball Junction.

- Middle income families more grounded by employment to the region will also settle in the Snyderville Basin, but progressively aim to settle in greater percentages along Route 40 between Quinn's Junction and I-80. (see maps)

- Moderate and Low income families will travel greater distances when an affordable product has not specifically been developed near employment.

- Moderate and middle income seniors will constitute a larger share of demand, and seek smaller housing products that don't now exist and which will be constructed, most likely between Quinn's Junction and I-80 when not otherwise specifically designated to be in Park City or Snyderville.

- Very low-income (tourist/service sector) workers will seek designated housing, and compensate for high costs by doubling and tripling up and commuting greater distances.

Moreover, the amount of direct control over these probabilities that PCMR has is nominal. How, therefore all this likely to net out? How will it probably "feel"?

- There will likely be two moderate to medium-high density retail "town center" developments surrounding Park City by 2030: at Kimball Junction and at the intersection of I80 and Rt40, and considerable pressure to upzone at Quinn's Junction

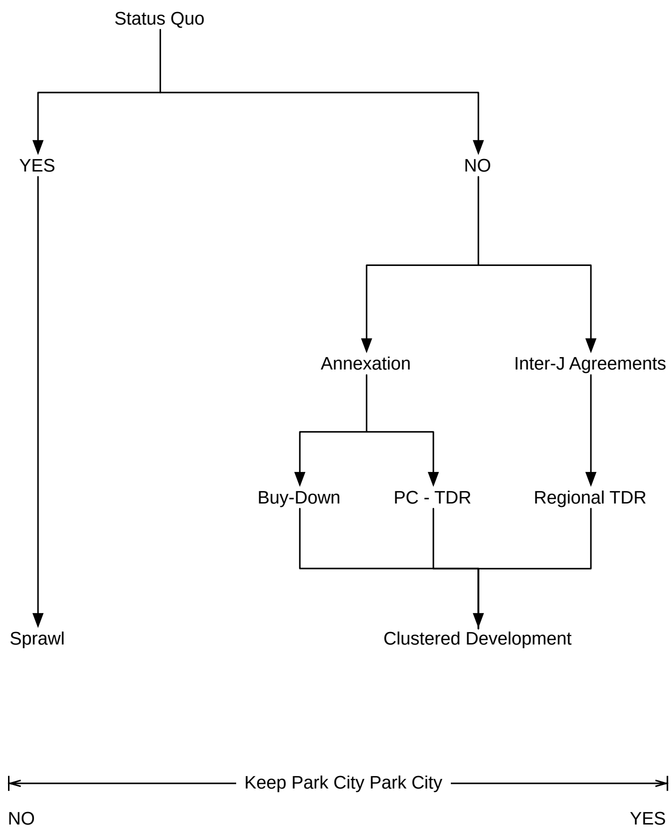
- Between Quinn's Junction and I80 there will be pressure to develop housing. For the most part residents of Park City will be insulated from the primary effects of sprawl, which Summit County will mainly have to contend with. Inside Park City, housing will become more expensive. Traffic will increase. And the percentage of those who work in Park City able to live in Park City will decrease.

- Year to year it not feel especially different, but by 2030
    - The Park City and Aspen housing markets will likely be indistinguishable, Snyderville will be built-out and be more of a large, dense, mixed use location all its own (and less an appendage to Park City), shrinking the *feel* of the open space buffer in and around the White Barn along the 224 entryway
    - For better or worse, Route 40 between Kearns and I80 will mirror today's 224 between "The Canyons" and Kimball Junction.

EVALUATING THE OPTIONS

The data shows quite clearly that the region is going to grow. This is a fixed reality. This portends several possible outcomes.

One outcome is that the amount of growth in the context of existing regional land use controls and existing regional development rights potential will mean a continuation of the dominant pattern of growth, whose chief elements are defined by low density, land consumptive, auto-dependent settlement and high levels of cost shifting in the form of jobs-housing spatial mismatches. This is the "status quo" trajectory. An alternative outcome could be obtained through aggressive annexation, whereby areas in the region would be merged; thereby enlarging Park City, and, therefore, shifting the essence of PCMR's control over regional land use and development activity from nominal to direct.



The former requires no fundamental changes by either PCMR or Summit County; continued case-by-case negotiations will determine what gets built where. In theory the latter path - annexation - would create a larger Park City by consolidating - or syncing - land management philosophies and regulations, or at least placing them under one roof. In practice, though, there would still be the issue of latent development rights, the resolution of which would hinge on some combination of continuing current PCMR "buy-down" practices, or modification of PCMR's new internal TDR system.

Notice however two subtle, though profound realities.

First, suppose the Park City community were to decide that the status quo - growth the next few decades much as the last few across the region - is not desirable.

What are the options?

There are two, as previously noted: annexation or the pursuit of inter-jurisdictional agreements.

Setting aside the political challenges of annexation, both alternatives to the status quo leave the community with the work of successfully managing a large volume of development rights in order to Keep Park City Park City.

Annexation places neighboring jurisdictions under one roof, but leaves in tact an assortment of development rights to be sorted out. Taking a course that does not include annexation leaves in place both the challenge of multiple jurisdictions that may or may not not share development and land use philosophies, and also exactly the same large volume of development potential. The takeaway: *Neither annexation nor inter-jurisdictional* *agreements removes existing development rights*. In other words, the path to Keep Park City Park City does not run through a no growth strategy. Instead, keeping Park City Park City means finding a way to manage demand to mutually acceptable outcomes across numerous interests.

Bear in mind that if PCMR were to pursue and be successful in an annexation battle - a highly questionable assumption - it would still have to address the issue of absorbing existing development potential. Were this to happen, PCMR would be essentially where it is now, only larger: with its buy-down approach on one hand as one tool, and its new TDR system (without an equivalency calculator) on the other. We would encourage PCMR - were it to pursue annexation, to revisit its TDR program and modify it to account for value differentials across its new geography.

Second, no matter which course PCMR adopts - the status quo, the annexation path, or pursuit of a range of inter-jurisdictional agreements tied together by a development rights bank with a values differential calculator (as presented in this document) - the aim of Keeping Park City Park City cannot be achieved solely by acting inside the PCMR boundary - current or enlarged. <u>Thinking that it can would be a mistake.</u>

What would be the motivation to look strictly inward? Why would doing so be a mistake?

The temptation only to try to manage growth *inside* Park City - rationally concluding that any inter-jurisdictional agreements would likely result in "sending" more development towards Park City than it might otherwise likely be compelled to absorb - would eventually run directly into several of the community's core values.

- A strictly inward-looking focus would not have much impact on sprawl and congestion, so the community's commitment to the environment would be scarified.

- Taking the same inward-looking only approach would also result in substantially reduced aesthetic qualities coming into the region and towards Park City. Many residents expressed in Visioning (2009) that view corridors - in and near Park City - are incredibly important to them.

- Finally, looking strictly inward would not likely achieve fundamental shifts in housing affordability, another of the important objectives residents expressed in Visioning.

How then to decide which course to pursue?

The baseline scenario previously described shows the large amount of growth that is projected, and possible impacts on the economy, the environment, social equity, and quality of life. To Keep Park City Park City, it is also important to take into account the impacts each of the potential paths might have on Park City's "small town feel", the "sense of community", the historic character", and the "natural setting", each critically important to the community.

In coming to the conclusion that inter-jurisdictional agreements make the most sense over the long term for the region to be in balance, czb/TPC evaluated the three paths, as follows:

		Future(s)		
		Status Quo	**Aggressive Annexation**	**Inter-Jurisdictional Agreements**
Core Values	Economic Prosperity	Improved	Improved	Improved
	Environmental Sustainability	Considerably Reduced	Reduced	Considerably Improved
	Social Equity	Considerably Reduced	Reduced	Considerably Improved
	Quality of Life	Reduced	Reduced	Improved
Elements of Keeping Park City Park City	Small Town Feel	Reduced	Improved	Neutral
	Sense of Community	Considerably Reduced	Improved	Improved
	Historic Character	Reduced	Improved	Neutral
	Natural Setting	Considerably Improved	Improved	Considerably Improved
Practical Feasibility		Probable	Unlikely	TBD
Net for Park City	+	Economic gains for existing landowners with development rights	Control over land use decisions coupled with likely gains towards Keeping Park City Park City	Increased social equity and environmental sustainability
	-	Area around Park City will become far more congested and less affordable	Near term cost for service delivery to areas now outside Park City	Development is not stopped, just shifted, sometimes into Park City from County
	net	Private gain at public expense in the form of low-moderate density sprawl around Park City	Uncertain timeline for benefits delivery, plus large scale public management complexity	Region “looks and feels” over time as much like it does today as possible with 10,000 new HHs next 20 years
Net for the Region/County	+	Economic gains for developers/owners proportional to proximity to Park City	Possibility for fair share distribution of negative externalities	Fair share distribution of negative externalities
	-	Emergent congestion and increased jobs-housing spatial mismatch	Shift in balance of power will be resisted by the County and could prove costly	Diffusion of “costs” is more equitable; as cos-shifting of negative externally decreases, every part of the region must do its part
	net	High sales tax revenues for county; Rt 224 and I 40 will more resemble the Rt 15 corridor	Region “looks and feels” over time as much like it does today as possible with 10,000 new HHs next 20 years	Region “looks and feels” over time as much like it does today as possible with 10,000 new HHs next 20 years
czb/TPC Observation		Not recommended	Recommended; but not likely	Recommended; and possible

ALTERNATIVE

If in considering these probabilities, the Park City community aspires to a different future, short of annexation, it will be necessary to have either or both a local and a regional mechanism in place not to limit growth, but to shape and channel it to outcomes mutually desired by Park City and its neighbors. The imperative to cooperate regionally is clear, thus requiring the Municipality and the County both to "give", in order that both may "get". This will mean shaping and channeling development pressures in ways that redistribute development activity that is both good for the economy and achieves net public gains for the community.

If Park City wants to do this, the best method for shaping and channeling such growth is to implement a trading system whereby development rights can be "sent" from some places and "received" by others, much like the internal TDR (transfer development right) system in place in Park City since November, but on a broader, regional scale.

When combined with a General Plan and correlating subarea or district plans that make clear how a place ought to feel, and with a Land Management Code that alerts owners and developers to what they specifically may do at what approximate price, trading systems can be very effective tools to facilitating balance. Such systems are in place in Montgomery County, Maryland; Boulder County, Colorado; and King County, Washington. Successful inter-jurisdictional TDR systems typically have some of the following ingredients:

- Agreement usually requires <u>partnership across jurisdictions</u>; at a minimum it rests on the system intentionally having the following characteristics:
    - Voluntary
    - Incentive-based
    - Market-oriented

- A key element to a successful trading system is the combination of a <u>large enough geography to contain a variety of sending and receiving areas. This ensures there is a robust market of buyers and sellers that increases the likelihood of successful transactions</u>.

- Another key is to have a <u>formula for equalizing development value in one location compared to another</u> (similar to an emission offset equivalency used in carbon trading).

- A third key element is the <u>participation of multiple jurisdictions</u> (for example in King County there are 39 sovereign local governments that participate, each functioning as both sending and receiving areas, and each using their own General Plans and Land Use Codes to provide clarity to owners and developers about what ultimate use is and is not locally desirable).

- <u>Creation of an "exchange"</u> must be established where TDRs can be recorded, bought and sold, or banked.

Development will occur given existing zoned property rights and ongoing demand. That means change *will* take place in Park City and around it. The development that can occur can either go forward without any intervention (highlighted earlier in the baseline scenario overview), it can be "bought down" with cash from PCMR, or it can be *sent* somewhere less problematic.

RECOMMENDATION

For Park City, czb/TPC recommend consideration being given to the following:

1. Creation of a Park City only "Development Rights Bank" (or exchange) that can
    a. Designate certain parts of Park City as sending districts and others as receiving districts, based on surplus rights and value determinations.
    b. Decide on a formula (updated regularly) for equalizing development value across different parts of the municipality, or region (i.e. a SF of real estate in Deer Valley is worth x SF in Quinn's Junction, so to remove some amount of possible units of development in Quinn's Junction, x would be permitted in Deer Valley).
    c. Capitalize the Bank with sufficient funds to purchase rights and bank them in the absence of a specific buyer (developer of property in a receiver area) (similar to a bridge lender).
    d. Facilitate and record exchanges.
    e. Buy and sell and own property for the purpose of channeling growth.

2. Aim to partner with Summit and/or Wasatch County to create a County or Wasatch Back-wide Development Rights Bank with all the abilities listed above plus the capacity to designate urban growth boundaries in the region that would serve to clarify sending and receiving areas on a regional basis

To evaluate the pluses and minuses of holding to the status quo, of staying with a "buy down" approach to addressing excess rights amid concerns about public benefit combined with the existing inside PCMR TDR system, or implementing a formalized development rights trading system aimed at achieving balance through redistribution, czb/TPC has prepared the following[3]:

- A narrative discussion of a Development Rights Bank (what it is and how it works).
- A draft formula for determining relative development value within and across Park City.
- A set of plausible scenarios that approximate realistic sending and receiving district valuations sufficient for sellers to be willing to transact, with sufficient public gains for the community to designate receivers.
- A narrative discussion of the process of implementing such a system with examples of the agreements that would need to be in place within Park City or across multiple jurisdictions.
- A discussion of how the General Plan and the LMC may need to be modified to sync with Bank operations.
- Data showing growth trends and projections
    - czb
    - TPC
- Reference
    - US CO2 Cap and Trade
    - Asian Development Bank Acid Rain Clearing House
    - Boulder County, CO TDR
    - SF Bay Area Emissions Banking System

HOW A REGIONAL EXCHANGE COULD WORK

Presently, redistribution of development rights in Park City has been explored assuming all sending and receiving activities occur within the City. Concerns about regional balance require a regional system. A regional system requires cooperation across all participating jurisdictions.

To have both a *willing* seller and a *willing* buyer of a development right, both must receive more financial benefit from the transaction than they would by doing nothing. That is, the benefits from a sale of rights must be better than the consequences of there being no sale (BATNA[4]). A challenge arises when the additional profit to be gained by an additional unit of development in the receiving area is substantially different than the reduction in development profit associated with one less unit that could be built in the sending area. If the profit to be gained by the additional receiving area unit is *much less* than the profit associated with the sending unit, the receiver will not be willing to offer enough for the sender to find the transaction acceptable. If the receiving unit is associated with much more profit than the sending unit, the transaction will likely occur, but in such a circumstance, Park City would be wasting the opportunity to transfer *even more* development intensity from the sending area.

	Receiving Areas				Sending Areas	
	Park City Mountain Resort	Deer Valley Specific Plan	Prospector Square	Kimball Junction	Treasure Hill	Quinns Junction
Approximate market value per square foot	$309	$338	$173	$170	$327	$125

Where inter-jurisdictional TDR systems are in place, as is the case in King County, Washington, transaction multipliers are frequently built into ordinances; in other words, a formula for equalizing development. The use of such a formula increases the likelihood that transactions actually occur, and overall it serves to maximize the program's underlying policy objectives.

A transaction multiplier ensures that a sender and a receiver will transact even though a development right in one area is worth much more than the other. The way it works is a municipality increases the number of receiving area credits to equalize the discrepancy in development right value. The use of transaction multipliers is especially important in Park City where the value of development in the City's prospective sending and receiving areas is so disparate.

To approximate and illustrate the use of transaction multipliers in Park City, we started by identifying the differences between real-estate values in different areas of the city, based on real-estate transactions over the last ten years.[5] Using this analysis, if real estate values for multi-unit condominiums in neighborhood A are three times the value of similar units in neighborhood B, the city would need to allow the landowner in area B to have the right to build three additional units for every one additional TDR unit that is purchased from an area A landowner. Based on an analysis of real estate values per square foot in various areas of the City, here are approximate transfer multipliers or ratios that would be necessary for buying and selling to occur between willing landowners.

X additional units in this area... / Y additional units in this area...	Park City Mountain Resort	Deer Valley Specific Plan	Prospector Square	Kimball Junction
Treasure Hill	1 : 1.1	1 : 1	1 : 1.7	1 : 1.7
Quinns Junction	1 : 0.4	1 : 0.4	1 : 0.7	1 : 0.7

Thus, 5 units would need to be allowed in Prospector square for every 3 units the Prospector landowner purchases from Treasure Hill in a system circumscribed within Park City.

$$3 \times 1.7 = 5.1$$

ALTERNATIVE GROWTH SCENARIOS

The following two scenarios explore how TDR might plausibly work while utilizing transfer multipliers.

- **Scenario A:** Explores transfers only within Park City; and
- **Scenario B:** Explores a Snyderville Basin-wide TDR system

These scenarios illustrate how a calibrated TDR system might work, approximately how much development could be geographically redistributed, and what the quality of life and sustainability impacts might be (two of the four Park City *values* levers: 'quality of life', and 'environment'). The scenarios are illustrative only and not intended as specific policy recommendations; they provide an opportunity for the Park City planning staff, Planning Commission, and City Council to consider the plausible consequences of implementing a TDR system that is designed to encourage a broad level of TDR trading. Both scenarios aim to be plausible by addressing the variability between development value in sending and receiving areas (i.e. there is a formula for equalizing development). Scenarios are a means to project the long-term consequences of a TDR program to determine how well the policy objectives (preservation of open space, for example; or reduced congestion owing to a reduced jobs-housing spatial mismatch) are met and the extent to which these benefits are worth the trade-offs for buyers and sellers.

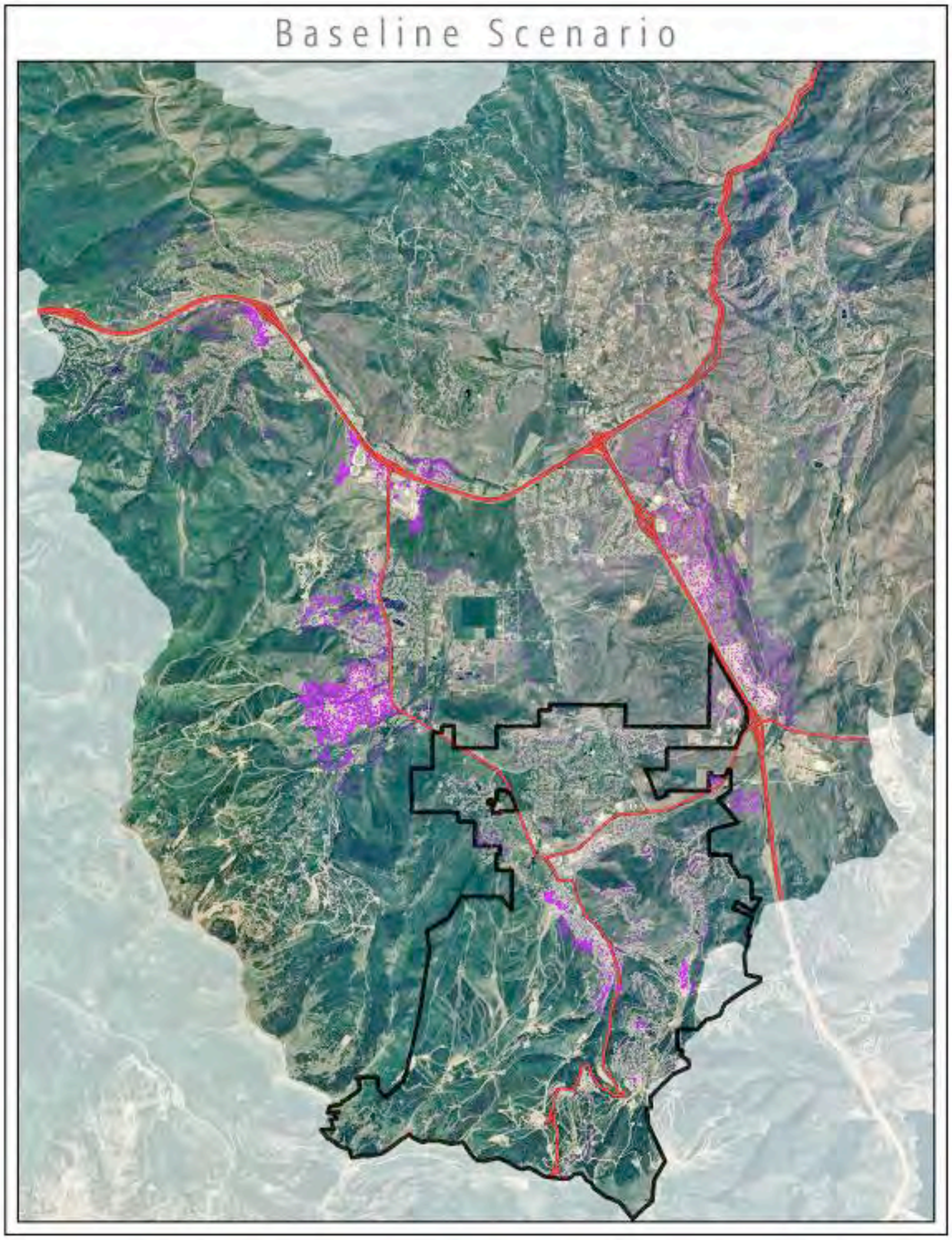
Scenario A: Redistribution within Park City

Scenario A illustrates one way that development value could be redistributed geographically <u>within</u> Park City. The primary policy objective with Scenario A is a reduction of future development intensity on the Treasure Hill Site. To accomplish this stated policy objective, development intensity must be increased elsewhere - there are a few strategic locations in the city where this is possible – each by about 20% over the currently contemplated buildout development intensity. Receiving areas include the currently vacant parking lots for both PCMR and Lower Deer Valley, and intensification within Prospector Square to roughly approximate the development intensity currently contemplated in the draft Bonanza Park plan (including incentives).

	Receiving Areas				Sending Areas	
	Park City Mountain Resort	Deer Valley Specific Plan	Prospector Square	Kimball Junction	Treasure Hill	Quinns Junction
Future 'built-out' building intensity (F.A.R.)						
Baseline Scenario	0.58	0.68	0.31	0.56	0.72	
Scenario A	0.70	0.80	0.50	0.56	0.32	
Scenario B	0.70	0.80	0.50	0.70	0.32	
Change in square footage from Baseline						
Scenario A	58,000	71,000	301,000	no change	(230,000)	
Scenario B	58,000	71,000	301,000	439,000	(230,000)	(478,000)
Change in unit equivalents from Baseline						
Scenario A	29	36	151	no change	(115)	no change
Scenario B	29	36	151	220	(115)	(239)
Change in Development Value from Baseline						
Scenario A	$ 17,944,925	$ 24,028,393	$ 52,051,971	no change	$ (74,666,210)	$ (94,025,289)
Scenario B	$ 17,944,925	$ 24,028,393	$ 52,051,971	$ 74,666,210	no change	$ (94,025,289)

[Cost to develop <u>is</u> shaped by such factors as tenant dislocation]

Overall, Scenario A dramatically reduces the Treasure Hill intensity; from 0.72 to a modest 0.32 —more than a 50% reduction in development intensity with minor use of public funds! This would dramatically improve the compatibility of Treasure Hill with Old Town, and would reduce potentially aggressive and unsightly hillside cut and fill. But to achieve these "gets", there are substantial trade-offs associated with this Scenario, as contemplating additional building intensity in the three receiving areas suggests. This in turn raises a host of question. For example:

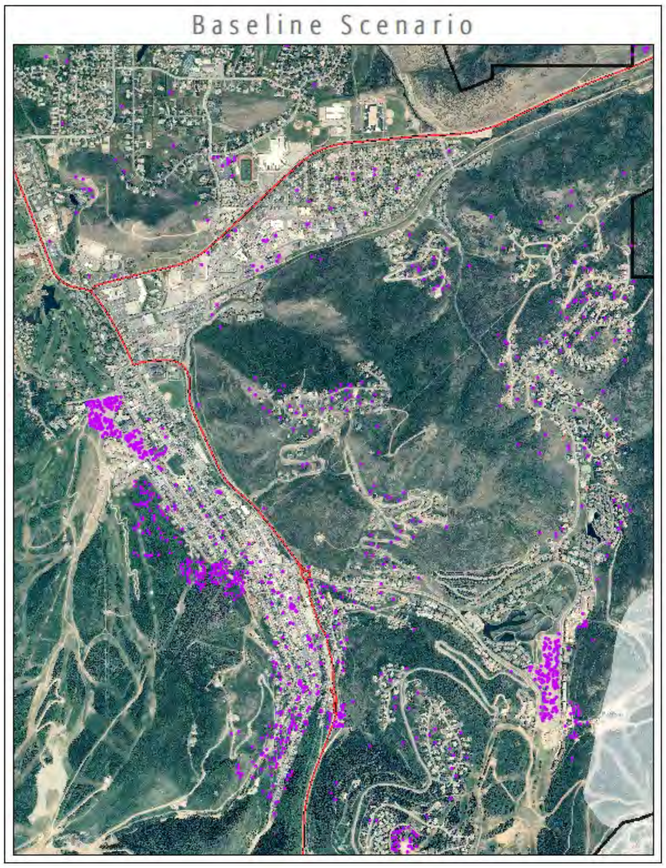


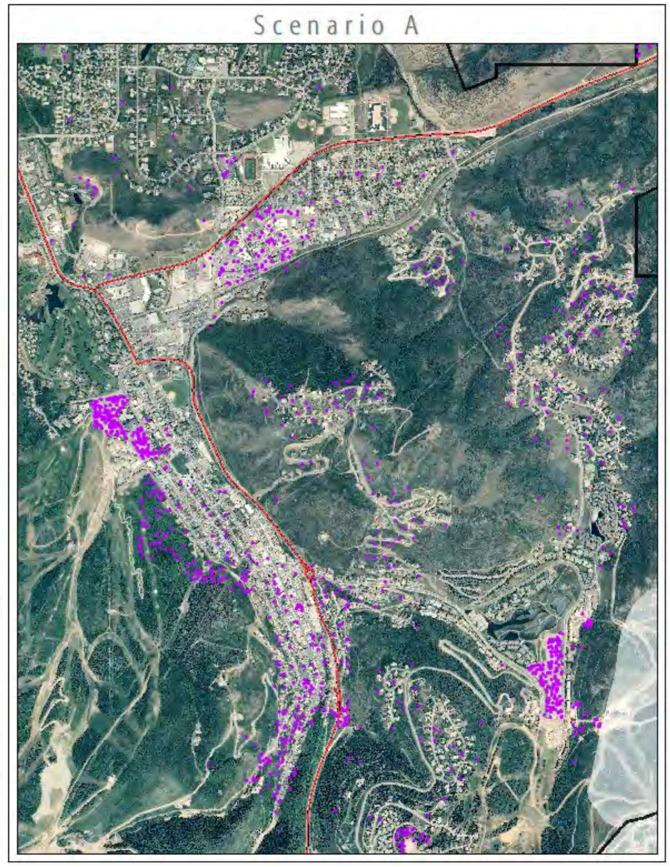
- Would it be worth it for the additional Deer Valley traffic through Old Town?
- Does Park City want to see Prospector Square follow BOPA's apparent lead?

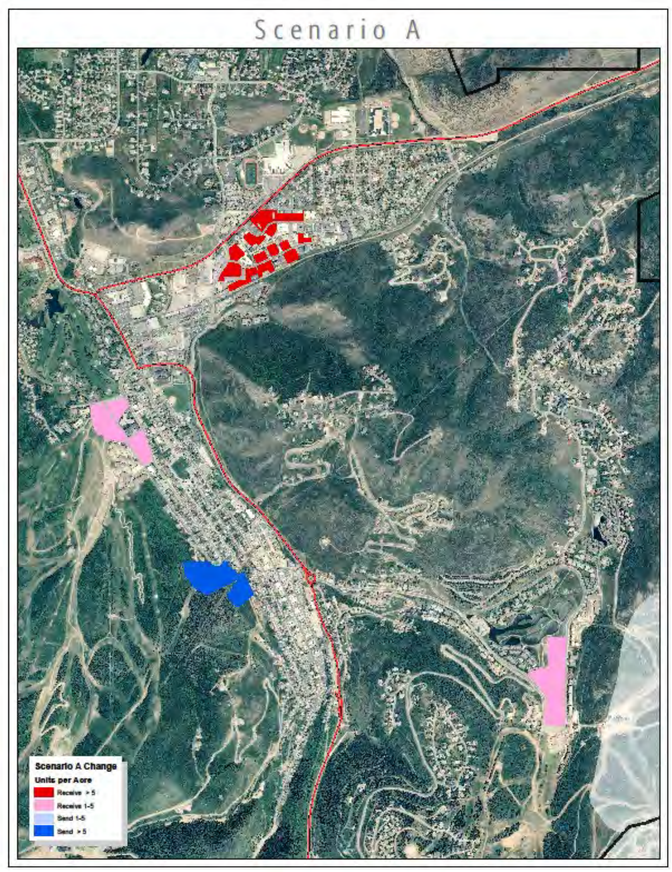
Further, because Prospector Square has substantially lower development value per unit than Treasure Hill, the total number of units in Park City increases by 66 even though the overall development value is approximately maintained. Mitigating growth on Treasure Hill then through a system where sellers and buyers are likely to come to an agreement, raises the total development volume in the City as well as redirects it.

There is, in other words, no free lunch.

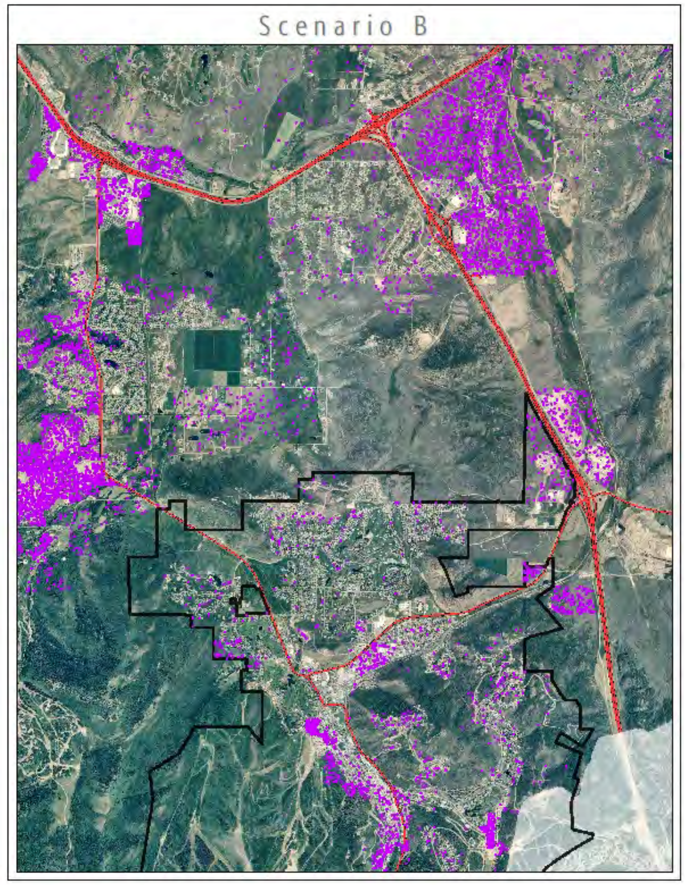
Baseline and Scenario A Side by Side

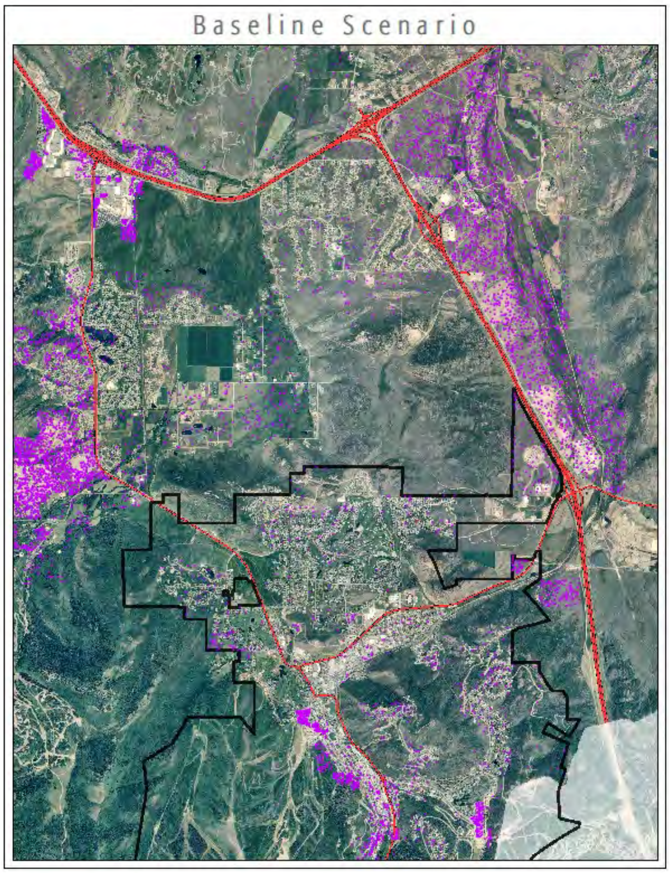


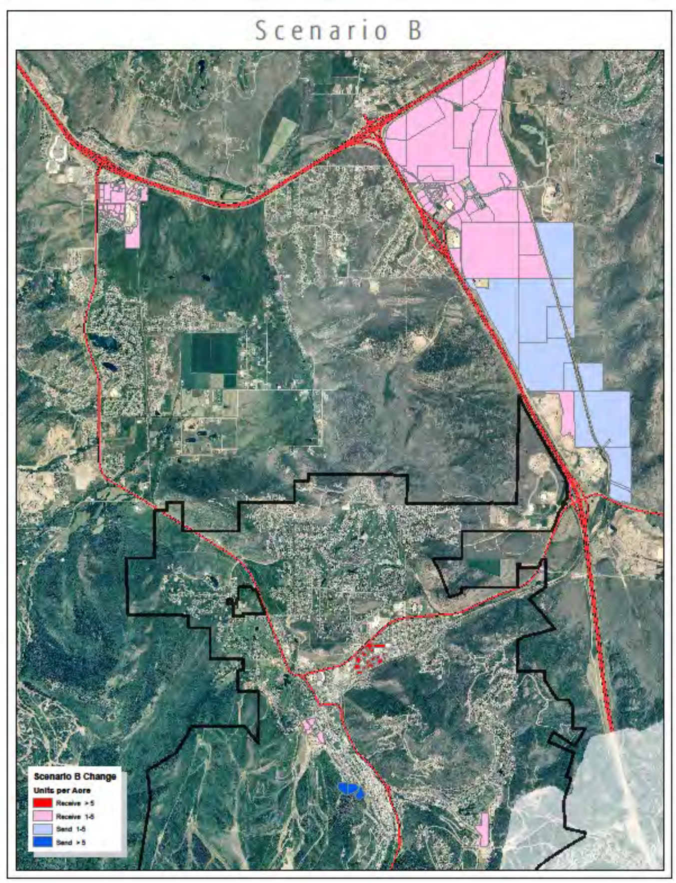




Baseline and Scenario B Side by Side







Receive > 5

Receive 1-5

Send 1-5

Send > 5

Scenarios A and B as shown above generate the following key sustainability and quality of life impacts associated. Shown below, Scenario A is compared against the Baseline Scenario, both assuming the long-term planning horizon has been reached.

	Scenario A compared to Baseline	
Local Traffic Congestion	worse	more units in town, more traffic through old town to access Deer Valley
Compatibility of Infill Development	worse	potential for controversy associated with increasing infill development
Compatibility of Views	better	scale of Treasure Hill dramatically reduced
Equity Considerations: opportunities for more permanent residency and affordable housing	better	Prospector Square (PS) growth is an opportunity for affordable units
Improved Walkability of Existing Communities	better	opportunity to improve PS similar to draft BOPA plan
Environmental Pressures: impacts on land, water, and energy	better	more regional growth occurs through infill/ redevelopment and in higher residential densities that
Appeal of City Entry Corridors		

Scenario B: Snyderville Basin Geographic Redistribution
Scenario B illustrates one way that development value could be redistributed geographically within and between Park City and Summit County (here, the discussion is limited to the Snyderville Basin).

The primary policy objectives within Scenario B, from the City's perspective are a reduction of future development intensity on the Treasure Hill Site *and* a reduction or clustering of development activity along U.S.-40.

To accomplish these policy objectives, development intensity is increased in the same locations as scenario A, but with additional intensification within Kimball Junction. Ostensibly, then, Summit County also 'pays' through additional development intensity for two interchangeable 'gets':

1. Treasure Hill, where achieving development compatibility could *potentially* be considered a regional benefit given the immense relative importance of Old Town on how the Basin as a whole is viewed by visitors. Old town is the emotional heart of Summit County and ensuring that it remains the area's icon of livability positively reflects on the overall Basin.
2. A more thoughtful development pattern along the key US-40 corridor. While this is a key gateway for Park City municipality, it also reflects on the basin as a whole. A sprawling development pattern along heavily traveled corridors damages the view of the basin as a well-planned, resort-recreational destination.

Again, these two gets, one in the city, and one in the county, would be achieved by 'gives' in both the city and the county (receiving areas in both jurisdictions). An agreement is more likely to be reached if there is 'give and take' from both (all) participating parties.

Here are the approximate benefits of Scenario B *in addition* to the benefits that stem from Scenario A:

Scenario B compared to Scenario A

Local Traffic Congestion	better	less growth along U.S. 40
Compatibility of Infill Development		
Compatibility of Views		
Equity Considerations: opportunities for more permanent residency and affordable housing		
Improved Walkability of Existing Communities	better	potential to collaborate with county to affect future development along U.S. 40
Environmental Pressures: impacts on land, water, and energy		
Appeal of City Entry Corridors	better	shift of development away from U.S. 40 corridor

ADMINISTRATION

Park City – only TDR System

A Park City-only TDR program must be formalized into city plans and ordinances: the General Plan, correlating subarea or district plans that make clear how a place ought to feel, and with modifications to the Land Management Code that alert owners and developers of their land development options including the use of TDRs.

Factors that can lead to a TDR program failure or success

1. **Clear identification of TDR policy objectives**. What does Park City want to achieve with the TDR system? Is it worth the trade-offs based on projected impacts projected from implementation of a realistic TDR program design? While overall policy questions can, and should be revisited periodically over time, care must be taken to avoid judging *each individual* transfer as a referendum on the value of the TDR system as a whole. The objective is not to right any specific looming development wrong; rather it is to achieve balanced development through trades that in turn result in balance of community values.

   A proper balance of sending and receiving sites. Supply receiving areas development credit capacity (while considered multiplier ratios) should be sufficient to achieve the desired program objectives (a substantial reduction in development intensity in sending areas). Further, a robust market of buyers and sellers that increases the likelihood of successful transactions.

2. Ensuring developer demand for density in receiving areas.
   a. Receiving area developer must find that the higher density is desirable (and are thus willing to pay for it)
   b. If the receiving area developer can gain this additional density increase without TDR (e.g., through 'free' upzoning), then there will likewise not be a willingness to buy a development credit.
   c. If the receiving area developer must navigate an additional discretionary development review process with an uncertain outcome it will reduce the value of the additional density. Thus, the receiver will be less likely to engage a seller and will be less likely to pay an otherwise market-based purchase price. Likewise, the Planning Commission and the City Council should exercise restraint in not overloading the receiving area developer with additional unrelated requirements above what would otherwise be asked of him if he pursued status quo (pre-TDR) development.

3. Sufficient economic motivation for both sending- and receiving-area landowners
   a. Appropriate multipliers to equalize disparities in land values
   b. Clarity on how the value of a TDR credit was determined. From a developer's perspective, if revenues equal cost plus a reasonable profit margin (e.g., 13%), the project is said to be financially feasible. If project revenues exceed costs and yield profit higher than 13 percent, we assume some of this additional profit can be used for the purchase of TDRs.

4. **Multiple options** exist to permit sending-area landowners and receiving-area developers to execute density transfers. These include:
    a. Receiving-area developers seek sending-area landowners in the private marketplace and purchase their TDRs directly
    b. Receiving-area developers can make a cash payment in lieu of retiring actual TDRs. This option is typically referred to as a "Density Transfer Charge" or DTC. The City can use proceeds generated by DTC to accomplishing the goals of the TDR program either by engaging in transactions directly or by providing DTC funds to a TDR Bank if one is created. A DTC removes the need for a buyer to find a willing seller and removes the process of negotiation. By reducing these barriers it increases the likelihood that receiving area landowners will participate in a TDR program. The DTC would be set initially by a market analysis determining how much receiving-area developers are willing to pay for each additional unit (which can vary by receiving area). (Here we have used assessed values for the purpose to generating an internal PCMC discussion)
    c. A "bank" or other intermediary institution established by the City buys TDRs from sending-area landowners and holds them until they can be sold into the receiving area. Such a bank would be helpful but not essential to the success of the TDR program.

5. Use of banks, exchanges, and other "market-making" mechanisms
    a. May be integrated with Purchase of Development Rights (PDR)/open space purchasing programs/development credit buy-down initiatives
    b. Capitalize the Bank with sufficient funds to purchase rights and bank them in the absence of a specific buyer (developer of property in a receiver area) (similar to a bridge lender)
    c. Separate policy making and system administration. While a periodic review of progress in achieving policy goals is warranted, a clear line should exist between these functions to ensure that *administrators* don't attempt to weaken or strengthen policy goals *through* their administrative actions. The goal of ensuring transactions occur/ that the 'market' is functioning can be in conflict with policy goals. Techniques to keep them separate include use of a third-party to administer the program.

Review of Existing Park City TDR Ordinance

Park City currently has a TDR ordinance. We have reviewed the existing ordinance and have the following recommendations.

1. Currently, there is a lack of Transferring Multipliers. As we've detailed extensively above, this will dramatically reduce the willingness of parties to transact ultimately reducing the likelihood that policy objectives will be met.) If TDRs are to be utilized, if a transaction is to occur, there simply must be consideration given to equalizing the disparate value of an additional development right in areas that have dramatically different land values. While a more detailed market analysis is beneficial to refine the multiplier ratios, the multipliers below are a useful starting point that are appropriate for inclusion in ordinance modifications.

X additional units in this area...		Y additional units in this area...			
		Park City Mountain Resort	Deer Valley Specific Plan	Prospector Square	Kimball Junction
	Treasure Hill	1 : 1.1	1 : 1	1 : 1.7	1 : 1.7
	Quinns Junction	1 : 0.4	1 : 0.4	1 : 0.7	1 : 0.7

2. Provide as much certainty as you can to the participating landowners. **Adding additional development review/ discretion can act as a major obstacle to landowner participation in a TDR program thereby limiting the value of the TDR sys**tem itself.
    a. 15-2.24-7 Receiving Site Procedures: As regards (A)(2): "any development requesting higher density than the base zoning must be reviewed by the Planning commission as a Master Planned Development" If use of a Master Planned Development is a more stringent requirement of the post-TDR landowner than he would be subject to with base zoning it will act as a distinct disincentive to utilize the TDR system or will reduce the value of the credits. This will reduce the amount of development that can successfully be 'sent away' from sending areas.

3. Consider a cash-in-lieu system. A cash payment in lieu of purchasing actual TDRs can be a very enticing option to a receiving area landowner. This removes the need for a buyer to find a willing seller and removes the process of negotiation. By reducing these barriers it increases the likelihood that receiving area landowners will participate in a TDR program. A cash-in-leiu or Development Transfer Charge (DTC) works best when there is a bank or exchange to administer held DTCs. Note

that a DTC system may be more conspicuous to state level policy makers who have scrutinized TDR in the past.

4. Analyze regulatory obstacles to achieving additional development intensity that would be purchased through TDR.
   a. For example, allowing a greater FAR in an area may not be a strong incentive to purchase development credits if corresponding development regulations such as height limits or parking standards are not also adjusted.
   b. 15-2.24-7 Receiving Site Procedures: As regards (A)(4): "development credits shall be required and the height limitation for the Site may be increased from the Base Zoning limits through an approved MPD"
   c. We recommended clearly identifying upfront when and how height limits are adjusted, by receiving area, both here and in the corresponding base zoning text. A table should be inserted in both locations.
   d. Parking should be analyzed to understand the degree to which additional heights only result in substantially more development intensity through more costly structured parking configurations. To the extent this is the case, the additional development intensity has less value to the developer because of the increased construction costs per unit (that stems from very expensive parking construction costs). Less value per unit means a lower purchase price for TDR or less willingness to transact – either means fewer program goals are achieved. Therefore, a corresponding minor reduction in required parking supply – together with the height increase - may increase the desirability of purchasing development credits (and increase the purchase price).

ADMINISTRATION

Park City – Snyderville Basin or Summit County TDR System

Basis for a Shared System

Multi-jurisdictional TDR systems are in place in Montgomery County, Maryland; Boulder County, Colorado; and King County, Washington. Generally a multi-jurisdictional system works when there is one of two conditions in place:

1. There are “shared values” between the two jurisdictions, especially about land conservation, that the TDR program helps promote. In other words, both jurisdictions and their constituents must believe that there is something culturally or ecologically significant about the sending areas.
    a. In Boulder, city residents value open space in the surrounding county.
    b. In the pending TDR program in Santa Barbara, a similar sense of connection exists between the City and the nearby coastal area to be preserved.
    c. In Montgomer County, Maryland the shared value is housing affordability.
    d. If Summit County and Park City joined together to build a TDR system, the pivotal question is whether both sufficiently value the importance of reduced future development in the sending areas. Asking the following kinds of questions helps reveal the challenges at hand.
        i. Does Park City care about open space preservation outside the city even if it is adjacent to the city’s border?
        ii. Will Summit County care about reduction of development intensity on Treasure Hill?
    e. Generally speaking, the collective experience is that the sending area should be in close proximity to the receiving area, though this does not necessarily have to be the case. The sending area could be farther away, yet have some compelling connection. It may serve as a drinking water source, for example; or simply represent such a compelling area that the receiving-area residents believe strongly in its preservation. In this sense, perhaps Summit County agrees to add Kimball Junction as a receiving area (to potentially take credit from sending sites both within and outside Park City), if it also has sending areas, such as along US-40.

2. There is a clear financial incentive for the receiving-area jurisdiction. If the receiving county or city can obtain funds that are unavailable any other way, they will be more receptive to accepting the added density. This has been proven in King County, where the County has gained receptivity for inter-jurisdictional agreements through its amenity funding for a receiving area. In the Puget Sound, the experience in existing TDR programs suggests that additional amenity funding and transit projects are the most attractive incentives for participation. In other words, there has to be a “give” sufficient to induce a “get”. This is more likely to occur in Summit County through an ‘inside-out’ transaction: e.g., a city like Kamas being willing to accept development credits as a receiving area if there are payments sent to them from receiving areas to pay for infrastructure or cover other needs otherwise unaffordable to Kamas.

A shared willingness to engage in a joint TDR system may be initially explored first at the through a joint council meeting. A joint planning document can be developed after that point to identify shared conservation values and to negotiate key components of a system.

Factors in Determining Multi-Jurisdictional Success

Overall, successful city-county (or more multi-jurisdictional) TDR systems typically benefit from the following key ingredients:

1. **Formal Inter-jurisdictional agreements.** Although inter-jurisdictional agreements are not always used, replaced by voluntary agreements between two local governments, a more formal agreement is often essential to a successful TDR program; they help strengthen the long-term commitment of the participating jurisdictions. It is fundamentally difficult for a city to continue implementation if they do not trust their counterpart jurisdictions to do the same thing. A formal agreement helps establish higher levels of trust._Inter-jurisdictional agreements in the context of a regional TDR program are rare, primarily because regional programs usually fall into one of two categories: Either they are linked to a mandatory regional land-use regulatory system (as in Lake Tahoe) and therefore inter-jurisdictional agreements are unnecessary; or they are designed to assist and facilitate local programs (as in the Central Pine Barrens on Long Island) and therefore do not really operate regionally.

2. **A clear regulatory path** for TDR participants. Participants are informed of the availability of TDRs in long-range plans, ordinances, and any small area plans. They can also clearly understand the regulatory context without and with the use of TDRs. They have a clear picture of how to engage in a transaction.

3. **Transparent Market Information**. Transparent information refers to information about market conditions – who the prospective buyers and sellers are and what recent transactional activity has occurred. Such information is typically provided through some kind of *information clearinghouse.* While there is not a clear inter-jurisdictional quasi-governmental body (with paid staff) that naturally fits this role in Summit County there are a few options that could be pursued. For example, a new non-profit organization may be formed, with shared funding from participating entities to cover staff time. Similarly, a commission could be formed and staffed to be independent of any one participating jurisdiction. Potentially a COG could be formed with staffing provided through Mountainland AOG, similar to the staffing given to the Salt Lake COG via WFRC. *The TDR staffing expenses through Mountainland would likely necessitate some shared funding by participating jurisdictions (Park City and Summit County).*

   Instead of a new third party organization, either the City or County staff could administer the program, especially in the short-term. In the long-term, this can lead to concern over favorable treatment in administration that benefits one partner over the other.

4. **An effective (and efficient) administrative framework**. The third-party entity that would of course also oversee the administrative framework that addresses how TDRs are actually transferred. Options include direct buyer-seller exchange or public/ private third party mechanisms that include a bank and a registry.

5. **Active Transactional Players**. Active transactional players are required in order for the program to result in successful TDR transfers. This group begins with a core set of landowners with TDR certificates and developers <u>who are building projects</u>. Realtors, brokers and private investors can also participate. Frequently a TDR bank is created to facilitate market transactions. It is not clear whether there is presently a basis for a Summit County Bank. This should be determined.

A Regional TDR Bank

Most successful inter-jurisdictional TDR programs use TDR banks, including the New Jersey Pinelands, New Jersey; Central Pine Barrens, Long Island, New York; and King County, Washington.

A TDR bank is simply an entity assigned by the sponsoring agency to buy, sell and hold TDRs.

While some programs permit any private investor to engage in this same activity, most successful TDR programs have established and capitalized an official bank – operated by either a government agency or a nonprofit entity – for the purpose of helping to "make" (establish) the TDR market at the beginning and manage it over time.

In a multi-jurisdictional situation such as a prospective Snyderville Basin TDR System, the bank **must have the capacity to operate at the regional level**, rather than being confined to a single locality.[6]

Examples of a TDR bank's ability to navigate the market include instances in which:

- The bank makes "offerings" to sending-area landowners to buy their credits at a discounted price;
- The bank purchases credits from small-size lot owners that often hold the minimum allocation;
- The bank is a buyer of "last resort" when a sending area landowner cannot find willing buyers in the open market;
- The bank purchases credits to preserve a key piece of property; and
- The bank sells credits for a large catalytic project that needs a large number of TDR without having to negotiate with multiple certificate holders.

The Regional Housing Market as the Driving Context

Several important relationships define the nature of regional settlement. How much a family earns in a year determines what amount of housing they can afford – their *ability to pay*. The relative quality of a place – that is how desirable a place is in the context of the set of options nearby is a major factor in determining the cost housing, as cost reflects the relationship of supply and demand, which is the net of ability to pay in the context of *willingness to pay*. Resulting demand as expressed by housing cost then becomes a major factor in determining the magnitude of a family's commuting expenses. The two central factors in settlement are the location of jobs, and the location of housing opportunities in relationship to the location of jobs. In short, the nearer housing is to jobs where the cost of the former is affordable based on the salaries of the latter, the less congested a region will be, and the more economically diverse a region will be. In other words, to the extent that low levels of congestion and economic diversity are key elements of sustainability, the spatial relationship of job centers to housing is paramount.

According to the Department of Housing and Urban Development, Summit County's median family income in 2011 was $99,000. A family at 30% of that median – or $29,700 – had an income slightly above the average wage in Zip Code 84060 (Park City), Summit County, and Wasatch County in 2009; a family at 50% of that median – or $49,500 – had an income roughly equivalent to the average wage in Salt Lake County in 2009.

Geographies	Average Wage in 2009
Park City (Zip Code 84060)	$22,867
Summit County	$25,172
Wasatch County	$25,093
Salt Lake County	$40,727

Sources: County Business Patterns 2009, czbLLC

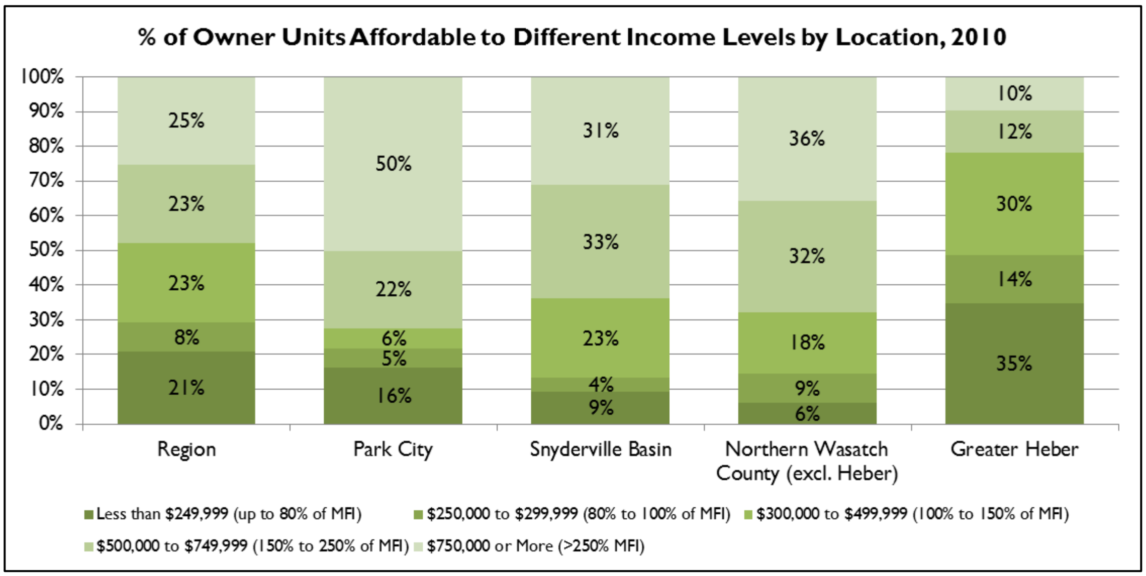
Assuming that an "affordable" home value is equal to roughly three times household income, the following figures were used to represent the most expensive value affordable to households in each income bracket:

Sources: HUDUser.org, czbLLC

Summit County HUD Income Limit	Income	Approx. Affordable Value
30% of MFI	$29,700	$90,000
50% of MFI	$49,500	$150,000
80% of MFI	$79,200	$250,000
100% of MFI	$99,000	$300,000
150% of MFI	$148,500	$500,000
250% of MFI	$247,500	$750,000

As of 2010, just one-fourth (27%) of Park City's owner-occupied units were valued at levels affordable to households below 150% of the median family income (or with incomes up to roughly $150,000). What is the most obvious reason to focus on this? If 73% of the owner-occupied units in Park City require no less than $150,000 in annual family income, even a two-professional income family who might be working in Park City (hotel manager, accountant, school teacher, planner, store manager) will not be able to live in Park City. What they will do is live as close to Park City as they can afford, imposing, as mentioned throughout, resulting development pressures in the region, as well as commuting impacts. This same story was true of three-fourths (79%) of owner units in Greater Heber.

At the other end of the spectrum, fully half of the city's owner units were valued at $750,000 or higher, affordable only to households above 250% of the median family income (or with incomes over $250,000). Nearly three-quarters of Park City owner units and two-thirds of Snyderville Basin and Northern Wasatch County owner units are valued above $500,000 – affordable only to households over 150% of the median family income.[7]

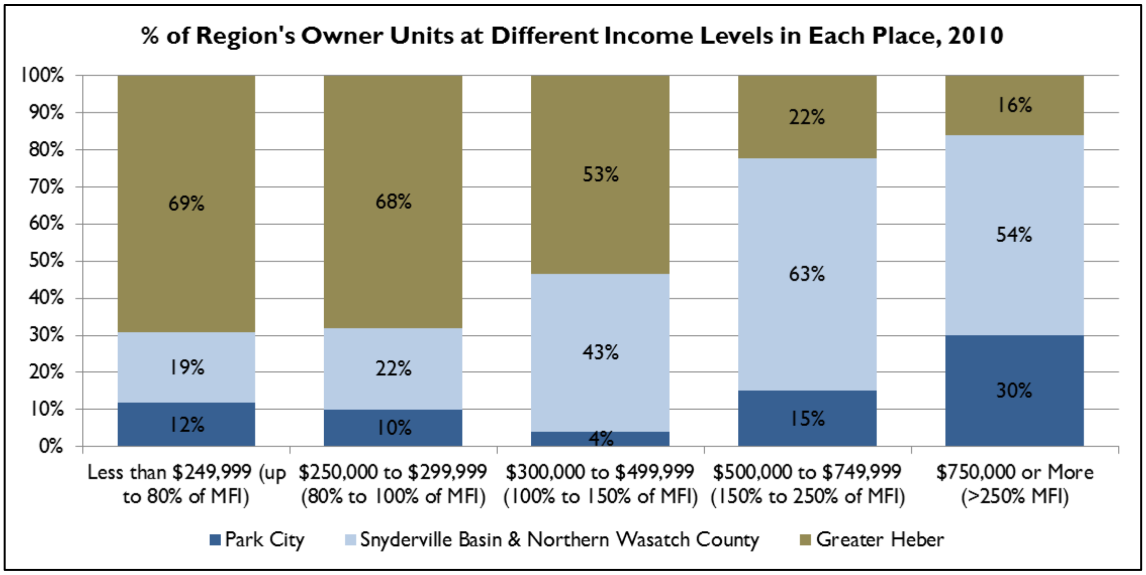


Sources: 2006-2010 American Community Survey 5-Year Estimates, czbLLC.

Note: "Snyderville Basin" is defined as the portion of the Park City County Subdivision outside of Park City; "Northern Wasatch County" is defined as the Northern Wasatch County Subdivision; "Greater Heber" is the combination of three county subdivisions – Heber City East, Heber City South, and Heber City West. The "Region" includes all of these areas.

As a result, Park City, Snyderville Basin, and Northern Wasatch County, are home to the bulk of the region's most expensive housing. Three-quarters (78%) of the region's units valued between $500,000 and $749,999, and 84% of all units valued at $750,000 or higher, are in these areas. At the same time, Greater Heber is home to the region's more moderately-priced housing: roughly 70% of the region's units valued below $300,000, and 53% of all units valued between $300,000 and $499,999, in 2010.

Of all price points, Park City provides the least housing for households at 100% to 150% of the median family income. Just 4% of the region's owner units valued between $300,000 and $499,999, were in Park City in 2010.



Sources: 2006-2010 American Community Survey 5-Year Estimates, czbLLC.

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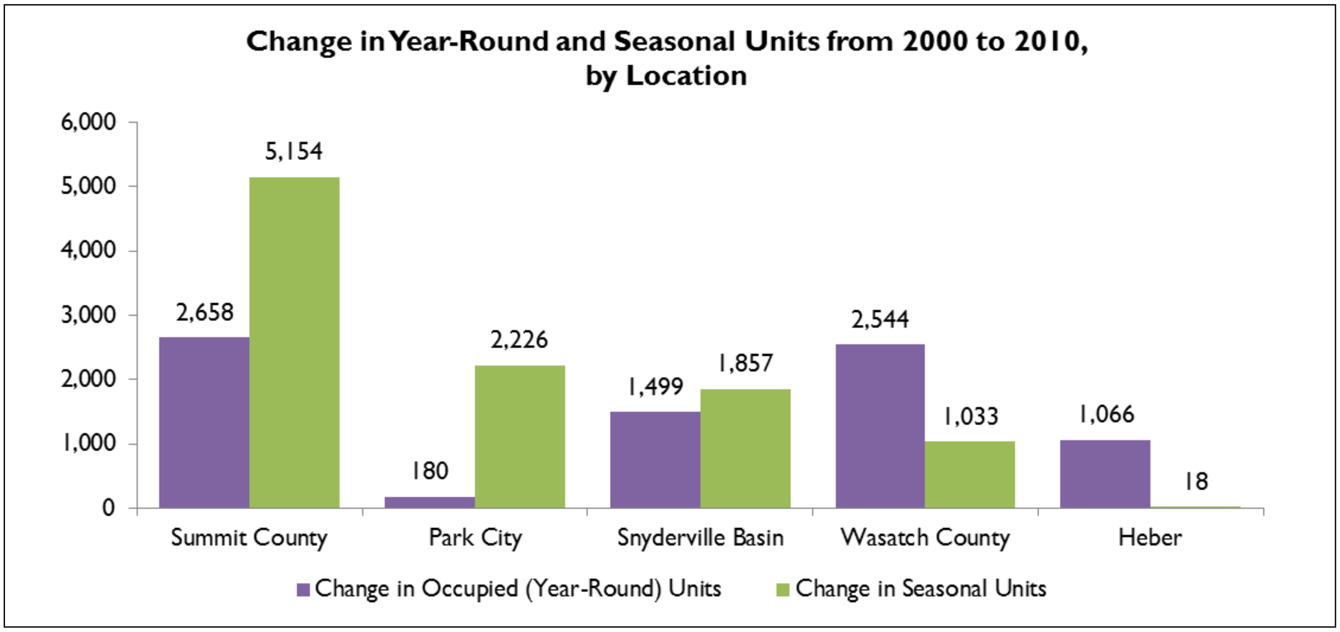
Settlement patterns, current values, and sales trends suggest the current division of responsibility (reliance on portions of the region for lower-cost housing (Heber, eg) and other portions for higher-cost housing (Park City)) is likely to only accelerate in the future. This will be due to price appreciation owing to land scarcity, and an ongoing influx of seasonal owners, combined with land use trends in the counties that encourage low-density development.

Over the last ten years (between the 2000 and 2010 Censuses), Park City had a net gain of just 180 year-round residential units – in contrast to its 2,226-unit increase in seasonal units, a 12:1 ratio. This goes a long way towards explaining the frustration many in Park City have expressed to czb about *how the community feels different*.

Year-round residences instead went into Snyderville Basin (which added 1,499 units) and elsewhere in Summit County (which added 979 units outside of Park City and Snyderville Basin), as well as into Wasatch County (which added 2,544 year-round units), including in places like Heber (which, alone, added 1,066 year-round units). In the case of Snyderville, that is 1,499 units of housing largely occupied by middle and upper middle income professional households who represent tremendous value (purchasing power) most of which will be captured by Summit County in the form of an opportunity cost to Park City.



Sources: 2000 and 2010 Census, czbLLC.

Because the needs of Park City's current and potential residents are served (to a certain degree) by the region, Park City is advised to think regionally to successfully meet its affordable housing and environmental protection goals and also explicitly ensure that the roughly 3,000 housing units we expect the city to add by 2040 (or at least a substantial portion of them) help Park City "catch-up" as well as "keep-up" with its affordable housing objectives (since the private market is unlikely to do so without strong financial or developmental incentives). Not only is development occurring primarily outside Park City's boundaries, those units affordable to the typical Park City worker or family are primarily located outside Park City's boundaries.

Park City can look to incorporate more of the regional housing market into its own through annexation. Annexing Snyderville Basin and Northern Wasatch County, for example, would bring 19% of the region's owner units valued under $250,000, 22% of the region's owner units valued between $250,000 and $299,999, and fully 43% of the region's owner units valued between $300,000 and $499,999, under the Park City umbrella.

Annexing Snyderville Basin and Northern Wasatch County would have the added benefit of giving Park City more control over what is expected to be a substantial amount of development in the coming years, and of giving Park City the ability to tap the demand for that development to meet community priorities. For example, when demand exceeds supply, rising values create an opportunity to transfer development rights into affordable housing and environmental offsets.

As a result of substantial increases expected in the area's population, The Planning Center and Arthur Nelson estimate that Park City can and will absorb approximately 3,000 units of housing by 2040. At the same time, our partners estimate that the remainder of Summit County can and will absorb roughly 13,000 housing units, and Northern Wasatch County, including Greater Heber, could absorb as many as 26,000 new housing units during this same time period. (Northern Wasatch County, excluding Greater Heber, now accounts for roughly 10% of all occupied units in this portion of the county. Assuming it will add a comparable share (10%) of new growth, 2,600 units are likely to be absorbed in just the northern-most section of Wasatch County.)

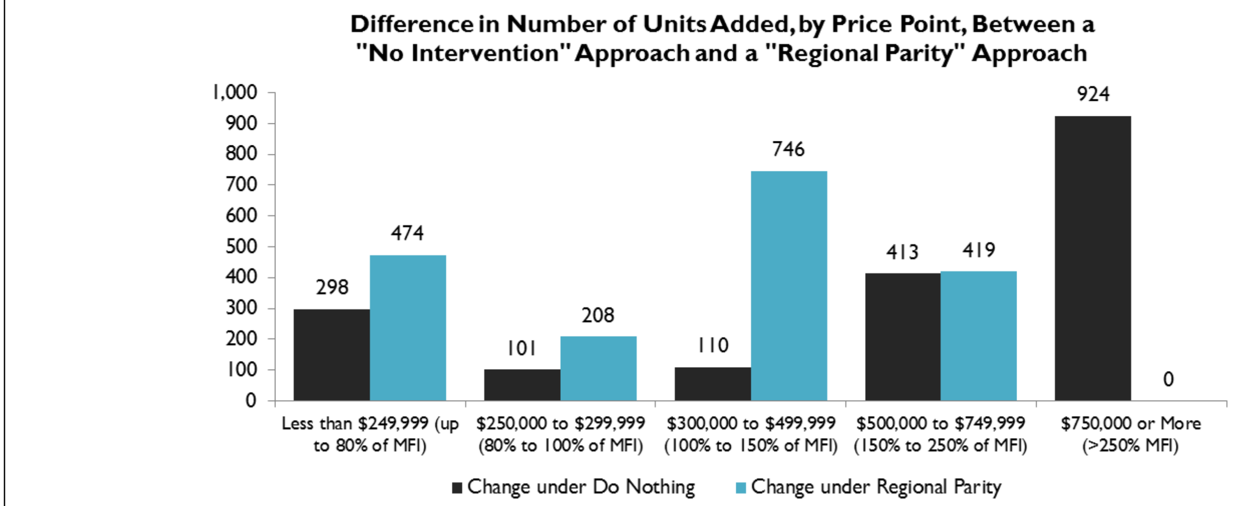
Not all of these new units will be owner-occupied units. To estimate the portion that would be, czb assumed that the homeownership rate among new units would be the same as the homeownership rate among all existing units in each geography. As a result, we expect Park City to add 1,846 owner units (roughly 62% of 3,000); Snyderville Basin to add 10,432 owner units (80% of 13,000 units); and Northern Wasatch County to add 1,498 owner units (58% of 2,600 units).

If current market trends continue (in other words, if owner units are distributed across price points affordable to different income levels in 2040 the same way they are in 2010), two-thirds of the units added to Park City, Snyderville Basin, and Northern Wasatch County, will be valued over $500,000; 34% will be valued at $750,000 or more.

Value Range	Park City Development (No Intervention)	Snyderville Basin Development	Northern Wasatch Development
Less than $249,999 (up to 80% of MFI)	298	975	90
$250,000 to $299,999 (80% to 100% of MFI)	101	404	128
$300,000 to $499,999 (100% to 150% of MFI)	110	2,394	265
$500,000 to $749,999 (150% to 250% of MFI)	413	3,408	483
$750,000 or More (>250% MFI)	924	3,251	533
Total	1,846	10,432	1,498

Sources: 2006-2010 American Community Survey 5-Year Estimates; The Planning Center and Arthur Nelson, University of Utah;Woods & Poole for 2025 and 2040; czbLLC.

If Park City hopes to create a "housing ladder" less skewed toward the highest end of the market, and more in line with what the region as a whole provides today, far more lower-priced, and far fewer higher-priced, owner units will have to be built.



Sources: 2006-2010 American Community Survey 5-Year Estimates; The Planning Center and Arthur Nelson, University of Utah; Woods & Poole for 2025 and 2040; czbLLC.

Value Range	Park City Development (No Intervention)	Park City Development (Regional Parity)	Difference
Less than $249,999 (up to 80% of MFI)	298	474	176
$250,000 to $299,999 (80% to 100% of MFI)	101	208	107
$300,000 to $499,999 (100% to 150% of MFI)	110	746	636
$500,000 to $749,999 (150% to 250% of MFI)	413	419	6
$750,000 or More (>250% MFI)	924	0	-924
Total	1,846	1,846	0

Sources: 2006-2010 American Community Survey 5-Year Estimates; The Planning Center and Arthur Nelson, University of Utah; Woods & Poole for 2025 and 2040; czbLLC.

These calculations suggest that there is not enough demand within Park City alone to subsidize the development of owner units affordable to households below 150% of MFI. (Even if developers were required to build one affordable units for each high-end units developed, Park City would still be well away from achieving regional parity, which requires that no units over $750,000 be built and that each unit valued between $500,000 and $749,999 support the development three and a half units valued below $500,000.) Again, there isn't enough demand within Park City to leverage for the development of affordable housing in the volumes needed to achieve regional balance.

Only regional demand is strong enough to support sufficient affordable housing development within Park City. If current tenure and cost trends continue, projections suggest that Snyderville Basin and Northern Wasatch (excluding Heber) will add close to 3,900 owner units valued between $500,000 and $749,999, and another nearly 3,800 units valued at $750,000 or higher. These 7,675 higher-end units could go a long way toward subsidizing the 1,428 units of lower-cost housing (474 affordable to households below 80% MFI, 208 affordable to households between 80% and 100% MFI, and 746 affordable to households between 100% and 150% MFI) Park City would need to build to move closer to regional parity.

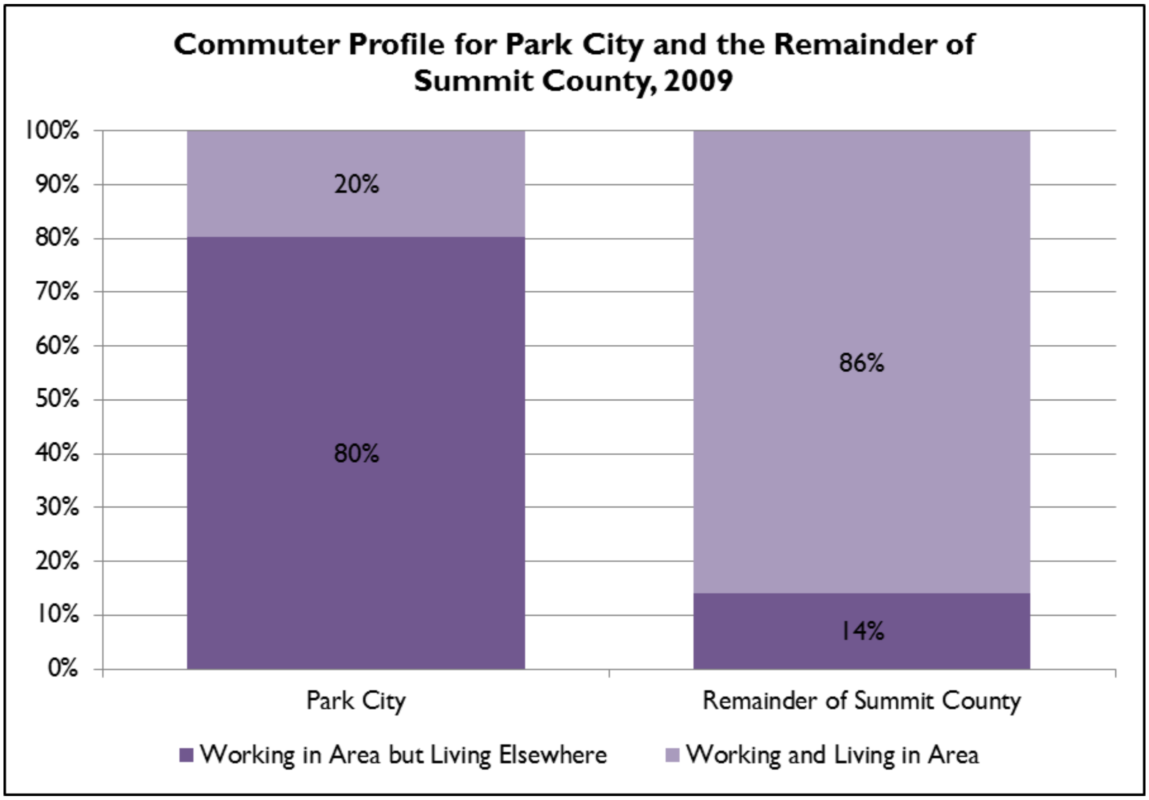
Value Range	Snyderville Basin Development	Northern Wasatch Development	Combined
Less than $249,999 (up to 80% of MFI)	975	90	1,064
$250,000 to $299,999 (80% to 100% of MFI)	404	128	532
$300,000 to $499,999 (100% to 150% of MFI)	2,394	265	2,659
$500,000 to $749,999 (150% to 250% of MFI)	3,408	483	3,891
$750,000 or More (>250% MFI)	3,251	533	3,784
Total	10,432	1,498	11,931

Sources: 2006-2010 American Community Survey 5-Year Estimates; The Planning Center and Arthur Nelson, University of Utah; Woods & Poole for 2025 and 2040; czbLLC.

This would require that every five high-end units produce one affordable unit. And if Park City allows the development of the 924 high-end units likely to be built to proceed, these, coupled with the high-end units in Snyderville Basin and Northern Wasatch County, would bring this ratio to six-to-one.

Beyond affordability objectives, Synderville Basin and Northern Wasatch County and their existing properties and residents also represent a significant amount of potential tax revenue for Park City, even in advance of future development. Plus, recognizing the development pressure in these areas, it will be hard for Park City to achieve several key community goals – particularly around environmental protection and sustainability – if the city does not control much of the open space lying directly in the path of this development pressure, most of which lies beyond the city's current borders.

Working Inside Park City Boundaries In Pursuit of Regional Balance
The influx of people into Park City, the rest of Summit County, and the nearby sections of Wasatch County, has already begun. This is both the cause and effect of a tremendous amount of commuter "churning" – daily commuting into and out of Park City and the Snyderville Basin for work. This is especially pronounced for Park City workers: of the nearly 10,500 individuals working in Park City, just 2,066 (or 20%) also live in Park City. In contrast, of the roughly 8,500 individuals working in the rest of Summit County (outside of Park City), 7,345 (or 86%) also live within that portion of the county.



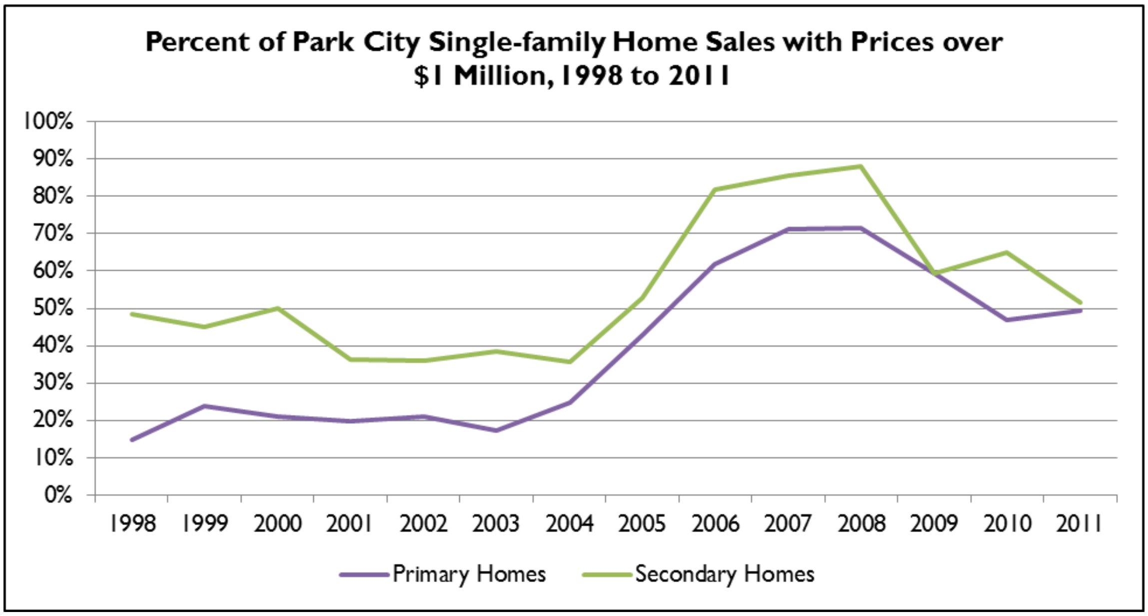
Sources: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics 2009, czbLLC

2009	Park City		Remainder of Summit County		Summit County	
	# of Workers	% of Workers	# of Workers	% of Workers	# of Workers	% of Workers
Working in Area but Living Elsewhere	8,370	80%	1,189	14%	9,559	50%
Working and Living in Area	2,066	20%	7,345	86%	9,411	50%
Total Working in Area	10,436		8,534		18,970	

Sources: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics 2009, czbLLC

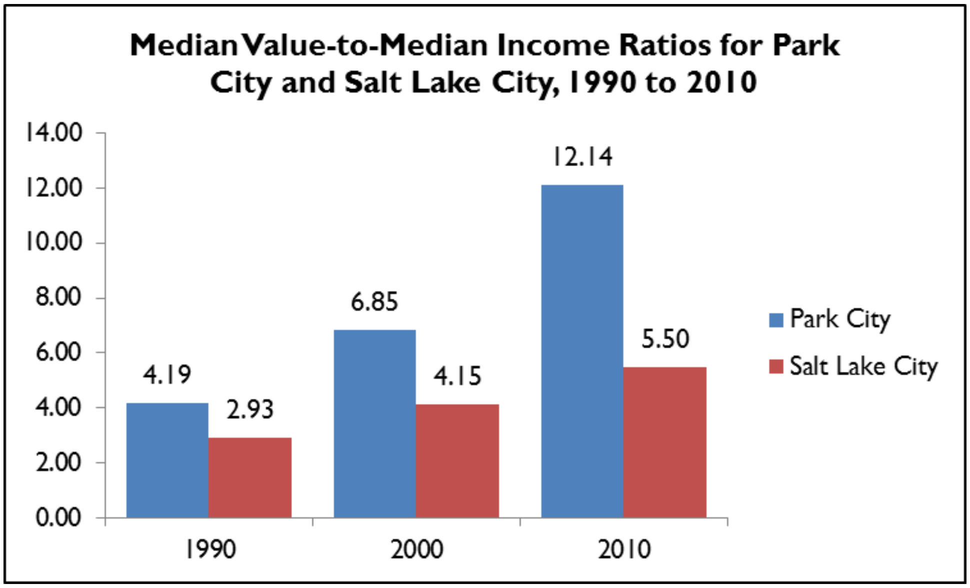
This "churning" is largely caused by the high cost of Park City housing. Park City has a very strong housing market: a growing share of local single-family homes and condominiums are now selling for at least $1 million. These very high prices originally started in the seasonal subset of the market, in developments and neighborhoods designed for second-home buyers. Yet they are now more reflective of the market as a whole (for primary and second homes). This is at least partially true because seasonal or second homes, as of the 2010 Census, account for most (59%) of Park City's residential units. The prevalence of second homes has pushed all prices up and made the primary and second home markets one-in-the-same.

According to the 2006-2010 American Community Survey, one-third (36%) of Park City's roughly 1,900 owner-occupied units are valued at $1 million or more. (Seasonal units are not included in this figure because the Census considers them to be "vacant.") Without accounting for seasonal units, Park City even had more million-dollar homes than Salt Lake City (682 versus 616). Among specifically single-family homes on the market (selling to primary or second home buyers), half were priced over $1 million in Park City in 2011. (This is up from roughly 20% of primary homes and roughly 40% of second homes in the early 2000s.)



Sources: MLS, Park City, czbLLC.

Not surprisingly, Park City housing prices are rising far faster than the incomes of Park City residents. Between 1990 and 2010, the median house value-to-median income ratio in Park City nearly tripled: in 1990, the median value of owner-occupied units was equal to 4.19 times the median household income; by 2010, the median value was equal to 12.14 times the median household income. In addition, the ratio rose by a much larger amount between 2000 and 2010 than between 1990 and 2000. In contrast, the median value-to-median income ratio in Salt Lake City was just 5.50 in 2010, and rose minimally between 2000 and 2010.



Sources: 1990 and 2000 Census, 2006-2010 American Community Survey 5-Year Estimates, czbLLC.

As Park City's housing market becomes increasingly skewed, the city (unwittingly or not) is increasingly relying on its surroundings to fill in the gaps (as the previous discussion on the regional housing ladder makes clear).

The extreme to which it does begins to illustrate the aggregate (both "catch up" and "keep up") numerical affordable housing challenge facing Park City; the degree to which it results in commuter "churn" begins to illustrate the serious regional transportation-congestion-air quality consequences of the current situation.

<u>Whether Park City chooses to annex its surroundings or not, the city must be very intentional about meeting environmental and affordability goals within its borders. Most importantly, the city must ensure that the roughly 3,000 housing units it expects to add by 2040 (or at least a significant number of them) help it both "catch up" and "keep up" with its affordable housing objectives.</u>

To do so, the city must push against strong forces inflating housing prices and tipping neighborhoods toward majority-seasonal residents.

As of 2010, one-third (36%) of Park City's owner units were valued at $1 million or higher; fully half were valued at $750,000 or higher. Since permanent residents are increasingly priced out by seasonal buyers, seasonal owners have started "taking over" previously year-round residential neighborhoods. Citywide, the percentage of single-family homes selling to temporary residents increased from one-in-four (23%) in 1998 to one-in-two (47%) by 2011. This shift has been particularly felt in certain neighborhoods – Old Town and The Aerie – which are rapidly switching from majority-permanent to majority-seasonal ownership. These neighborhoods are trending toward the nearly entirely seasonal communities (Park City Mountain Resort, Lower Deer Valley, and Upper Deer Valley).

This leaves just three city neighborhoods – The Farm, Thaynes & Aspen Springs; Park Meadows; and Bonanza Park & Prospector – with a current majority of year-round residents.

Neighborhood	Pop. 2010	% Vacant, Seasonal	% Owner	Category
The Farm, Thaynes & Aspen Springs	418	30%	91%	1
Park Meadows	2,604	31%	77%	1
Bonanza Park & Prospector	2,543	30%	44%	2
Park City Mountain Resort	97	91%	65%	4
Old Town	1,284	57%	43%	3
The Aerie & Sunny Slopes	267	51%	64%	3
Lower Deer Valley	239	84%	83%	4
Upper Deer Valley	88	91%	74%	4
Quinn's Junction	4	0%	67%	N/A

Sources: Park City, Census Bureau, czbLLC.

But here's the "rub": Most of the city's buildable residential land is in largely seasonal neighborhoods. Lower Deer Valley includes 277.6 acres of vacant residential land (that could become as many as 450 units) and Upper Deer Valley has 118 acres (that could become up to 190 units). More than 400 units are also allowed (but not yet built) in Park City Mountain Resort; and more than 800 are allowed in Old Town.

Neighborhood Name	Zone	# of Vacant Parcels	Total Acres	Unbuilt Vested Units
The Farm, Thaynes & Aspen Springs	Residential	47	46.1	99
Park Meadows	Residential	99	76.9	117
Bonanza Park & Prospector	Residential	34	36.7	60
Park City Mountain Resort	Residential	2	6.5	403
Old Town	Residential	240	68.0	806
The Aerie & Sunny Slopes	Residential	72	79.9	69
Lower Deer Valley	Residential	100	277.6	450
Upper Deer Valley	Residential	93	118.0	190
Quinn's Junction	Residential	3	6.0	545
Total	**Residential**	**690**	**715.7**	**2,739**

Sources: Park City, Census Bureau, czbLLC.

Outside of Old Town, while this potential development could be tapped to subsidize permanent and/or lower-priced units elsewhere in the city, it is unlikely that any of it will serve a year-round market or fill existing gaps in the city's housing ladder. For example, between 2006 and 2011, all but two of the 149 single-family homes sold in Lower and

Upper Deer Valley sold for $1 million or more (98.6%), as did over half (51%) of those sold in Old Town. And nearly two-thirds (62%) of all single-family homes and condominiums sold during the last five years in Lower and Upper Deer Valley and Park City Mountain Resort went for at least $1 million.

Neighborhood	# of Sales (2006-2011)		Average Sale Price (2006-2011)	
	Condo	Single-family	Condo	Single-family
Park City Mountain Resort	268	0	$939,884	N/A
Old Town	263	198	$470,783	$1,315,063
Lower Deer Valley	246	70	$948,269	$2,121,293
Upper Deer Valley	344	79	$2,098,289	$4,127,180

Sources: Park City, MLS, czbLLC.

We concluded that Lower Park and Deer Valley - the areas of Park City with land but with a resort focus - don't constitute viable sites to pursue a "full housing ladder". By contrast, and as an example, Bonanza Park is the City's low-hanging fruit in this regard. City planning staff, residents, and stakeholders, are re-envisioning Bonanza Park and its 86.5 centrally-located acres. This area has the potential to accommodate a large portion of the 3,000 units Park City is expected to absorb over the next 30 years – far more than the 60 unbuilt vested units or even the roughly 300 units that would bring the total units in the table above to 3,000.

Bonanza Park as an Illustration of Sending and Receiving
If some of the potential growth in Lower and Upper Deer Valley, Park City Mountain Resort, Old Town, and even Quinn Junction, were redirected to Bonanza Park, Park City could increase densities in core areas while preserving open space on the fringes and maintain more control over the "audience" for new units (year-round versus seasonal, middle-income versus wealthy, etc.). This is a good illustration of internal sending and receiving decisions aimed at achieving a balance of overlapping and sometimes competing values. Each distinct Park City neighborhood can be evaluated similar to the way we have evaluated and here illustrate Park City in terms of sending and receiving.

Bonanza Park currently serves several vital functions for Park City: it is where all Park City residents purchase everyday goods and services (like groceries and car repairs); it is where the city's Hispanic population is largely concentrated; and it is a year-round (as opposed to seasonal) housing market that is majority-rental.

Many Park City residents and stakeholders feel that Bonanza Park is currently visually challenged, and that improvements to the neighborhood's architectural form, streetscape, and pedestrian and traffic flows are necessary.

There is overwhelming consensus on two points: 1) that the neighborhood performs (economically speaking) at a fraction of its potential, and 2) that its current locally-oriented character must be a part of the city's future.

Without careful planning and strategic interventions in the market, "fixing" the former may make the latter impossible. (The highest values will not only displace current residents but put the neighborhood out of reach of area residents, prompting another neighborhood's shift from year-round to seasonal occupancy.) By definition, the more tomorrow's Bonanza Park remains affordable for Park City families earning 80% to 150% percent of the area's median family income (defined as $99,000 in 2011 by the Department of Housing and Urban Development), the more "local" it will be.

It's crucial to point out that the rental units there now are meeting the needs of some of Park City's lowest-income households: as of 2000 (the last year income data was available at the Census block level), one-third of Bonanza Park households had incomes below $50,000 (or below roughly 80% of the area's median family income in 2000, which was $68,300); another third had incomes between $50,000 and $74,999 (or between 80% and nearly 120% of MFI). Nearly half (45%) of the neighborhood's Hispanic households had incomes below $35,000 (or less than 50% of MFI).

While the buildings serving these lower-income households may be "tired," and the area surrounding them may lack elements of design prioritized in future plans for the neighborhood, today these complexes are meeting an important economic, equity, and environmental need, and are doing so effectively (they are safe and consistently almost entirely occupied, neither of which would be true if they were poorly managed or socially dysfunctional environments).

Moreover, the importance of affordable rental opportunities in Park City cannot be overstated: as of 2010, more than two-thirds (69%) of Park City renter households had incomes below $50,000. Of these households, 82% had unaffordable rents

Renter Household Income	**% with Unaffordable Rents**
Less than $10,000	100%
$10,000 to $19,999	100%
$20,000 to $34,999	83%
$35,000 to $49,999	71%
$50,000 to $74,999	0%
$75,000 to $99,999	4%
$100,000 or more	0%

Sources: 2006-2010 American Community Survey, czbLLC

Bonanza Park therefore represents a key "battleground" in Park City's efforts to achieve its vision for itself – to be a community with a strong economy, sustainable environment, sense of equity, and high quality of life. And it does so for several reasons: 1) because Bonanza Park is already a locally- (as opposed to seasonally-) oriented neighborhood; 2) because it is already meeting key housing affordability objectives; and 3) because it represents a centrally-located, substantial grayfield (as opposed to greenfield) development opportunity.

Without strategic intervention, though, the private market is likely to create a much different outcome – a much different place – than residents and stakeholders may be hoping for in Bonanza Park.

The necessary strategic intervention comes in two forms.

First is setting the right development rules. We encourage consideration of a zoning ordinance that allows the right uses and discourages or disallows the wrong ones, and that demands the right form (building height and bulk that will create a human scale and walkable streetscape and a high quality public realm). In our view this includes an updated street grid to better link different parts of the neighborhood, encourage increased densities, and further improve walkability.

Second is setting the right development incentives. This helps transform what the market wants to create into what both the market wants and what the community is aiming for. By "giving" a little (in additional building height or lot area coverage), Park City can "get" a lot, in the form of additional green space, affordable housing units, or other community facilities – either on-site or in another appropriate part of the city (and the larger the city the more transfer opportunities there will be). It is essential that the community tally what it wants (how much park space, how many units at which price points and for owners or renters, which types of community facilities, eg) so that, collectively, the developers of new properties provide the appropriate mix of community benefits.

As czb's affordability analysis makes clear, development incentives should "give" in order to "get" new owner units priced below $500,000, particularly between $300,000 and $500,000 (geared toward households between 100% and 150% of MFI) and below $250,000 (geared toward households below 80% of MFI), as well as rental units for households below 80% of MFI.

Value Range		**Park City Development (Regional Parity)**
Affordable Units	Less than $249,999 (up to 80% of MFI)	474
	$250,000 to $299,999 (80% to 100% of MFI)	208
	$300,000 to $499,999 (100% to 150% of MFI)	746
Market-rate Units	$500,000 to $749,999 (150% to 250% of MFI)	419
	$750,000 or More (>250% of MFI)	0
Total		1,846

To reach "Regional Parity" in housing cost - a central tenet of a region in balance - Park City will have to add approximately 475 owner units valued below $250,000, approximately 200 valued between $250,000 and $299,999, and approximately 750 valued between $300,000 and $499,999. These 1,428 "affordable" units – about half of the total units Park City expects to add – could all be accommodated in Bonanza Park.

Assuming Park City will maintain its current homeownership rate, the city can also expect to add 1,154 rental units (on top of 1,846 owner units). While the city's lowest-income renter households face housing cost burdens (pay more than 30% of their income on rent), to its credit, Park City actually well mirror's the regional distribution of rentals at different price points. As of the 2006-2010 American Community Survey, one-fourth (26%) of Park City rentals had gross rents below $750 (affordable to households below 30% of MFI) and another 40% had gross rents between $750 and $1,249. (The comparable percentages for the region were 22% and 43%, respectively.)

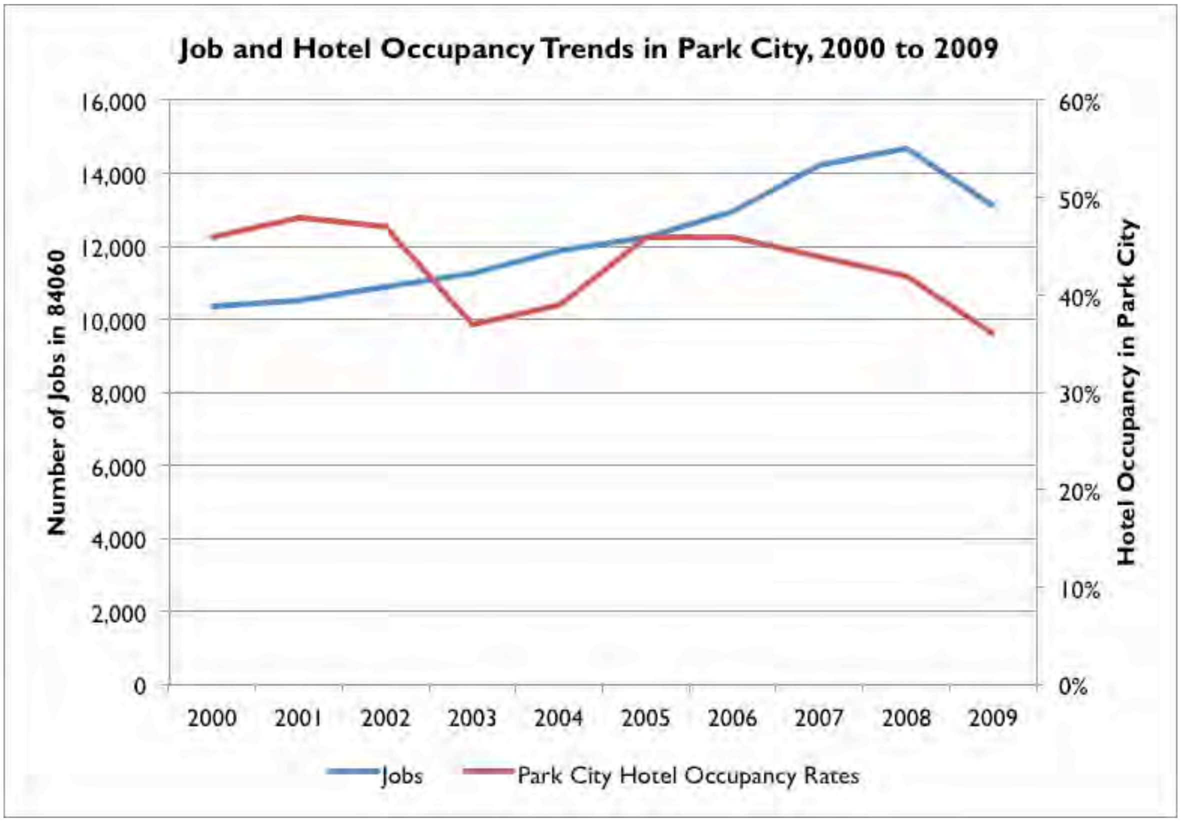
To maintain its current array of rentals across various price points, and to ensure that rentals continue to account for 38% of all units, Park City will need to add 300 units affordable to households below 30% of MFI, nearly 460 affordable to households between 30% and 50% of MFI, roughly 350 affordable to households between 50% and 80% of MFI, and 49 affordable to households over 80% of MFI.

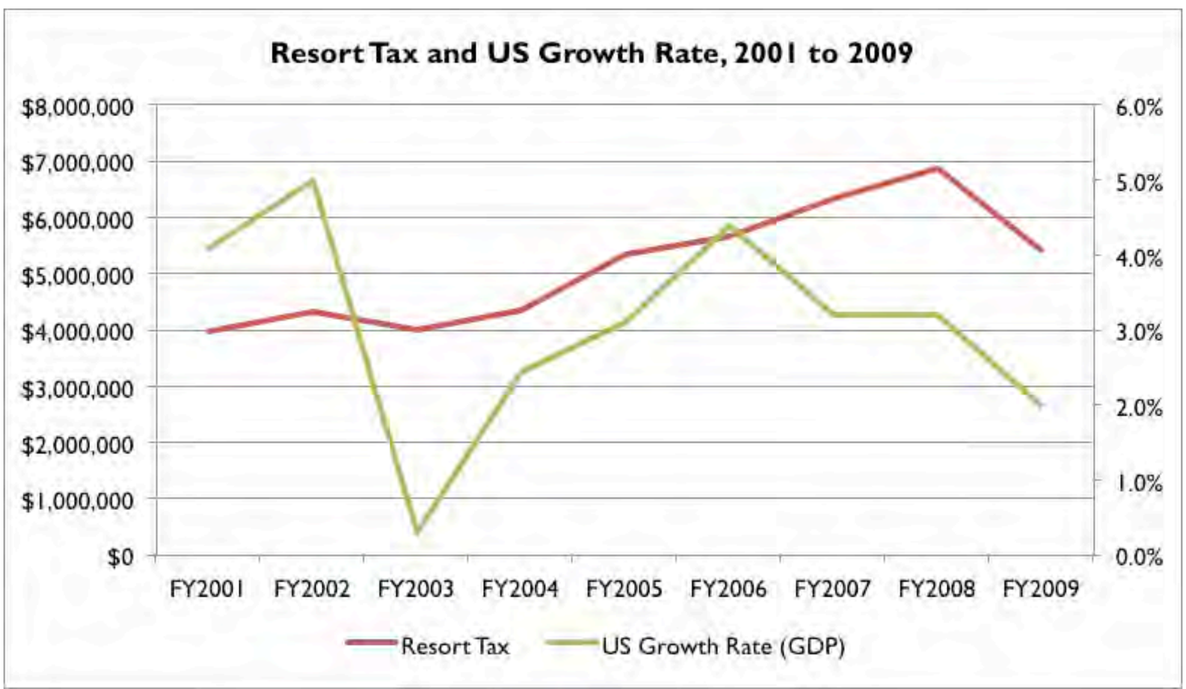
Rent Level	**Park City (Current)**		**Park City (New)**	
Less than $750 (up to 30% of MFI)	364	26%	300	26%
$750 to $1,249 (30% to 50% of MFI)	556	40%	458	40%
$1,250 to $1,999 (50% to 80% of MFI)	421	30%	347	30%
$2,000 or More (>80% of MFI)	59	4%	49	4%
Total with Cash Rent	1,400		1,154	

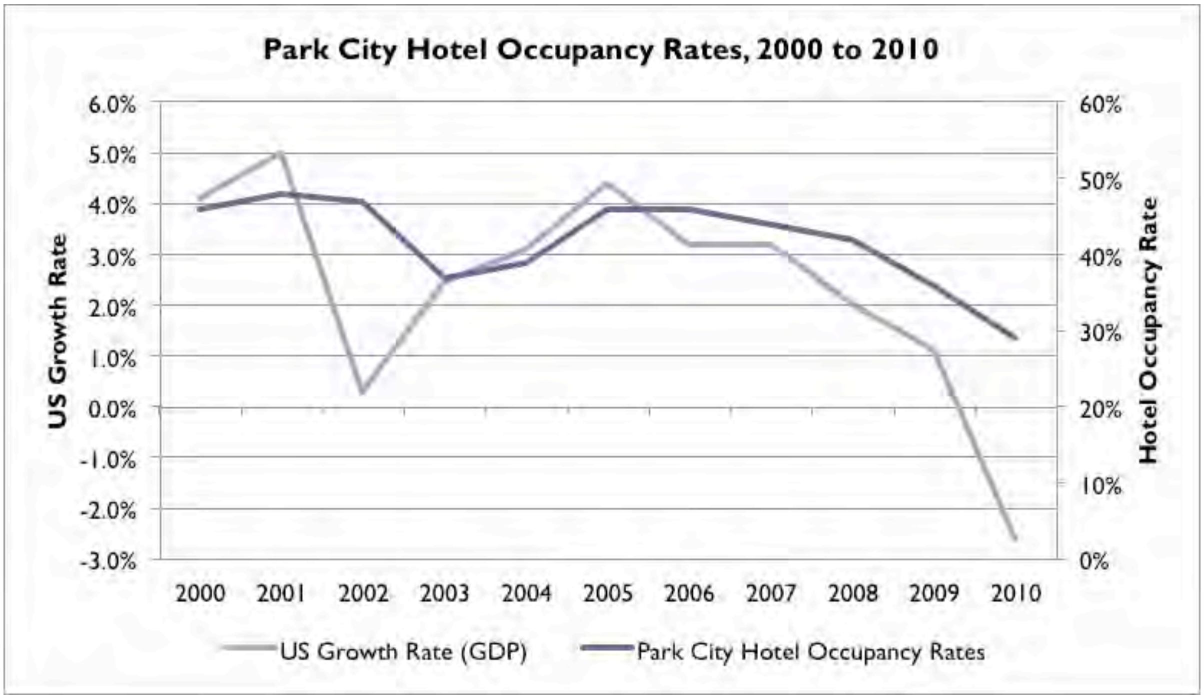
Sources: The Planning Center and Arthur Nelson, University of Utah; Woods & Poole for 2025 and 2040; HUDUser.org; 2006-2010 American Community Survey, czbLLC

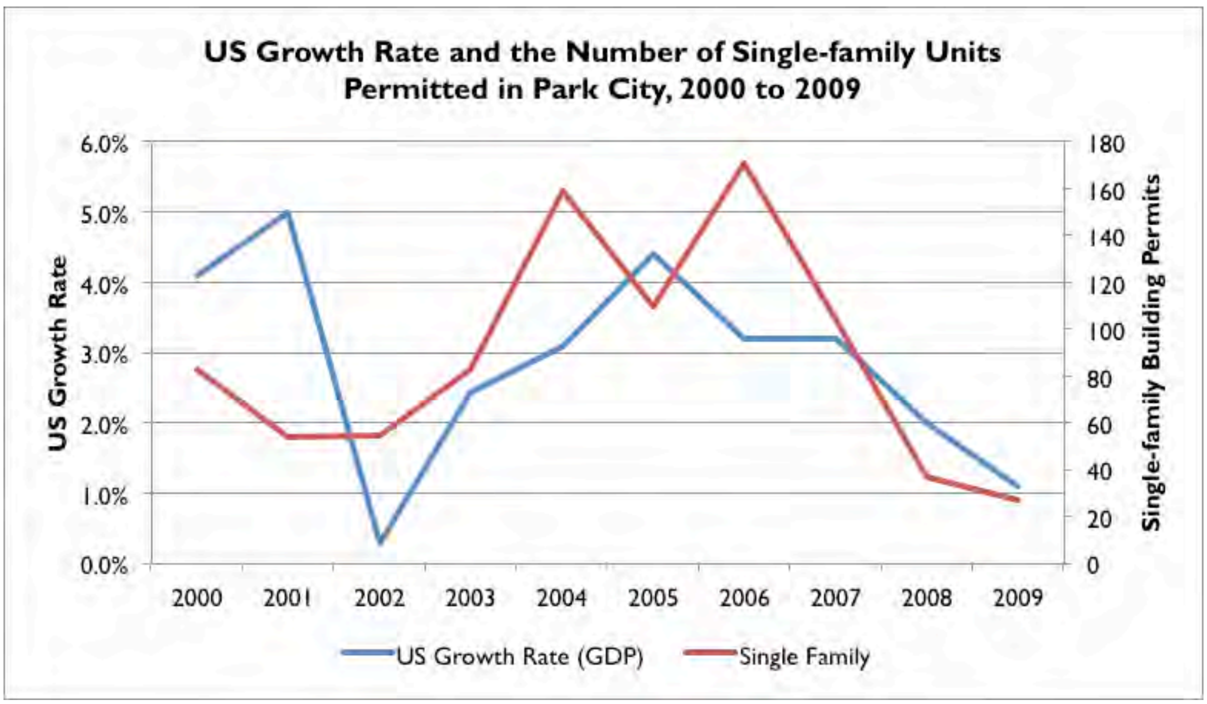
It is likely that a many (if not all) of the 760 new rental units at rents affordable to households below 50% of MFI could also go in Bonanza Park.

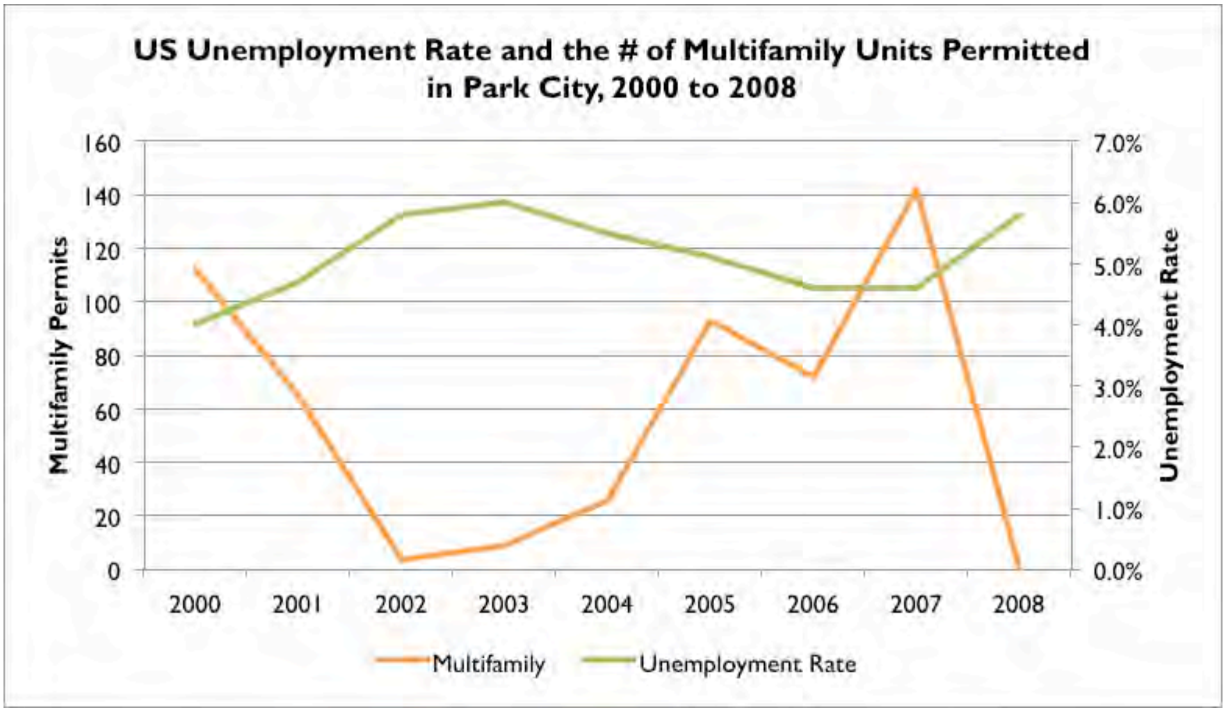
Understanding Demand in Park City

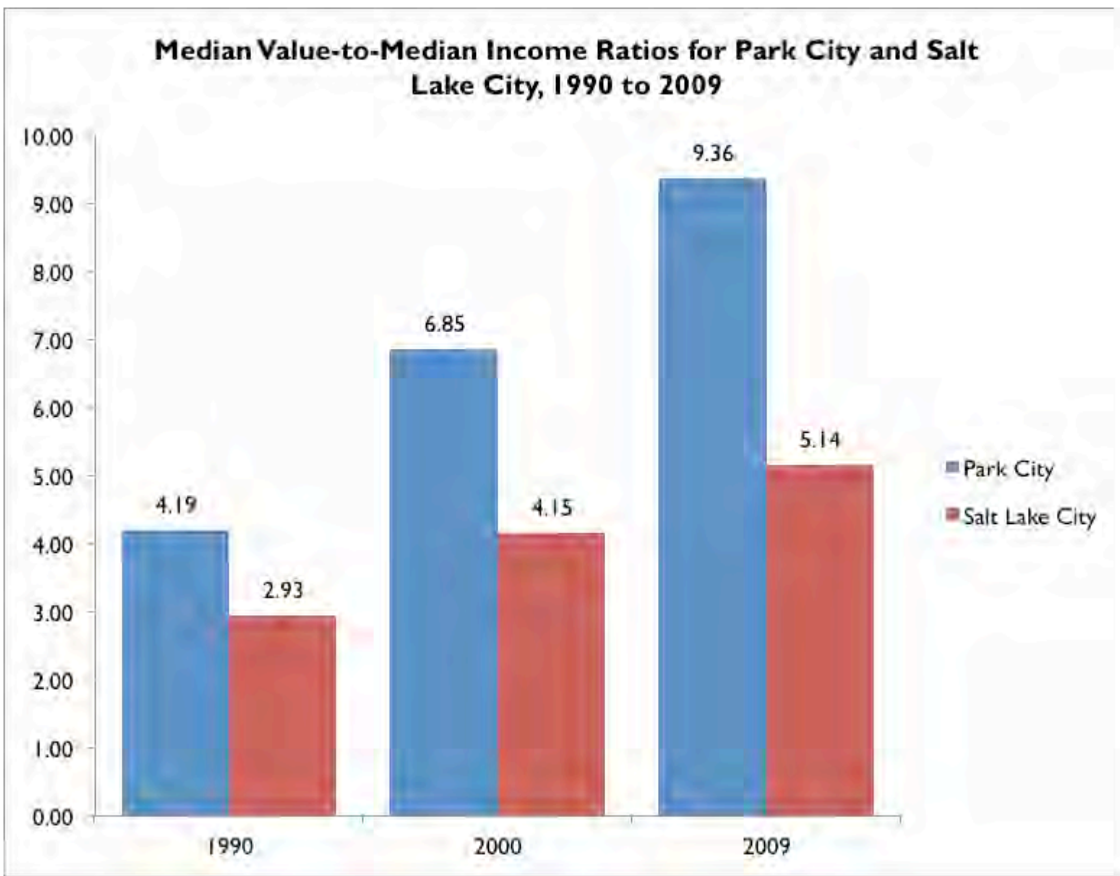


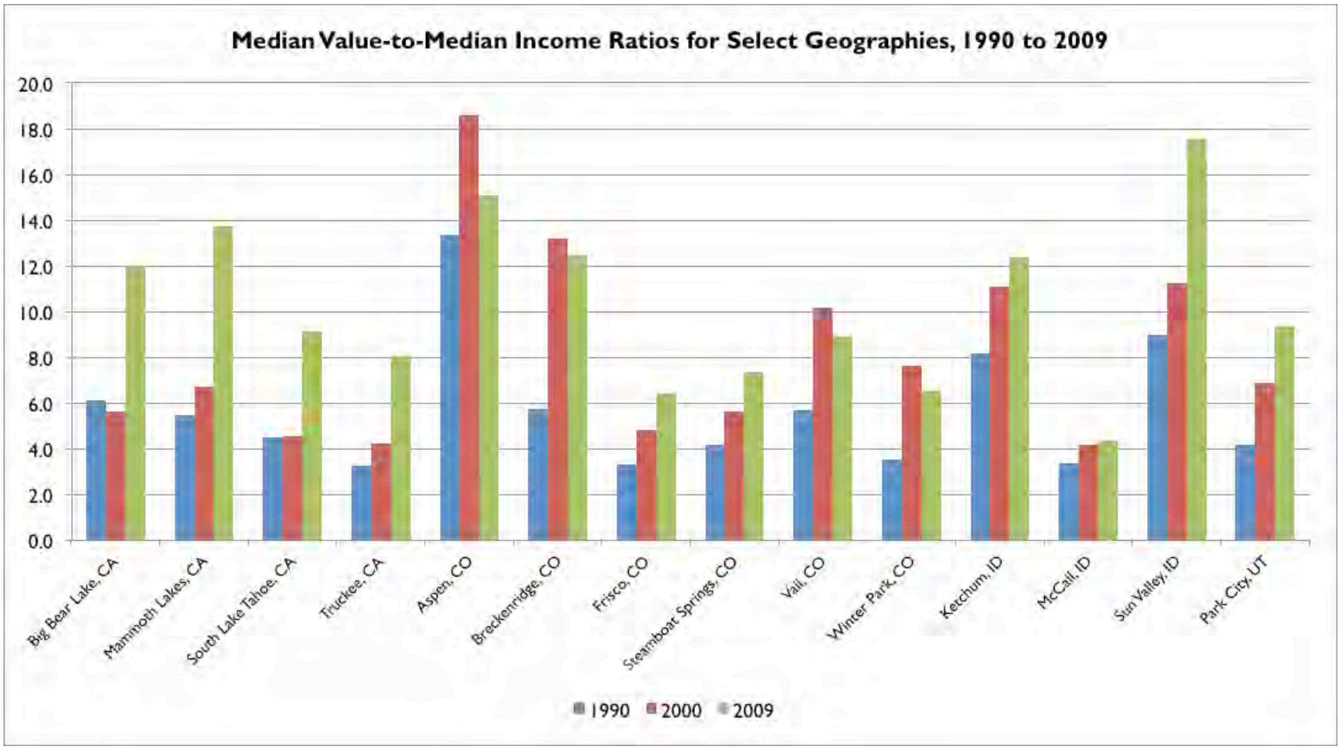


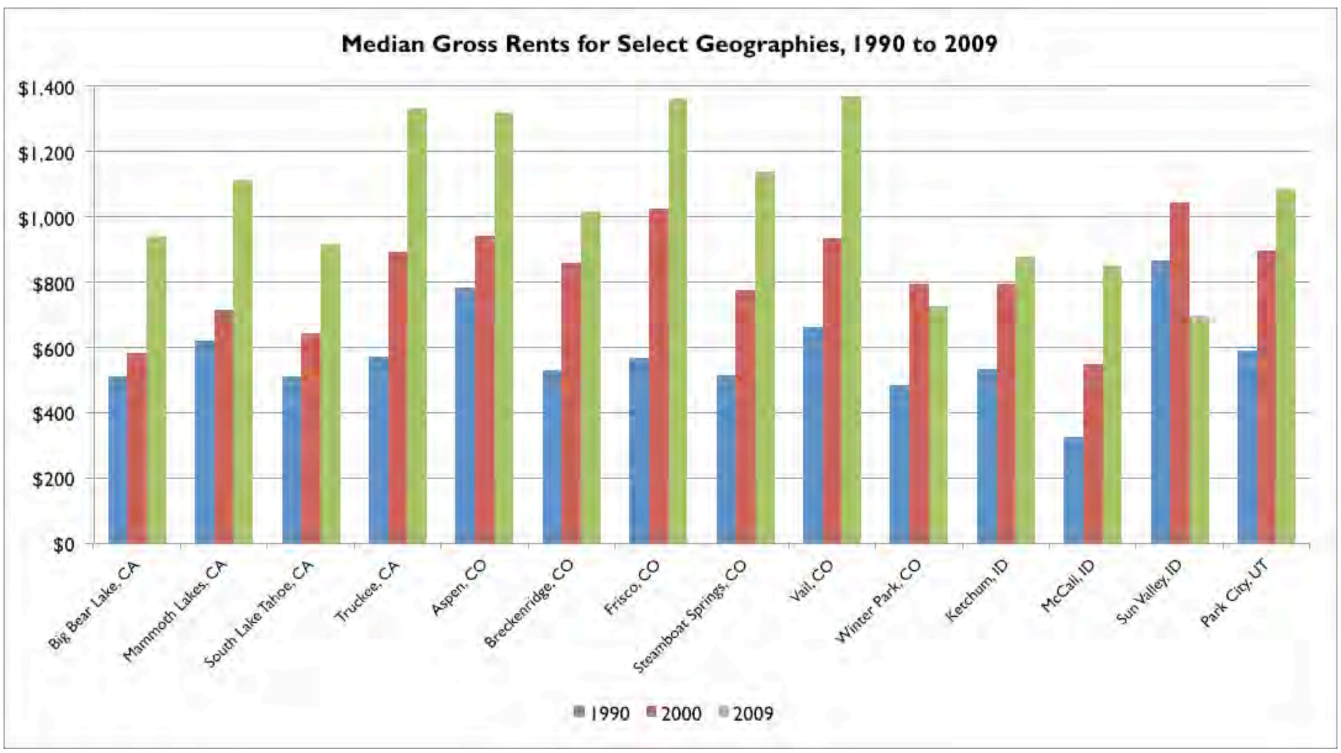

Park City Hotel Occupancy Rates, 2000 to 2010
US Growth Rate
Hotel Occupancy Rate
6.0%
5.0%
4.0%
3.0%
2.0%
1.0%
0.0%
-1.0%
-2.0%
-3.0%
60%
50%
40%
30%
20%
10%
0%
2000
2001
2002
2003
2004
2005
2006
2007
2008
2009
2010
US Growth Rate (GDP)
Park City Hotel Occupancy Rates

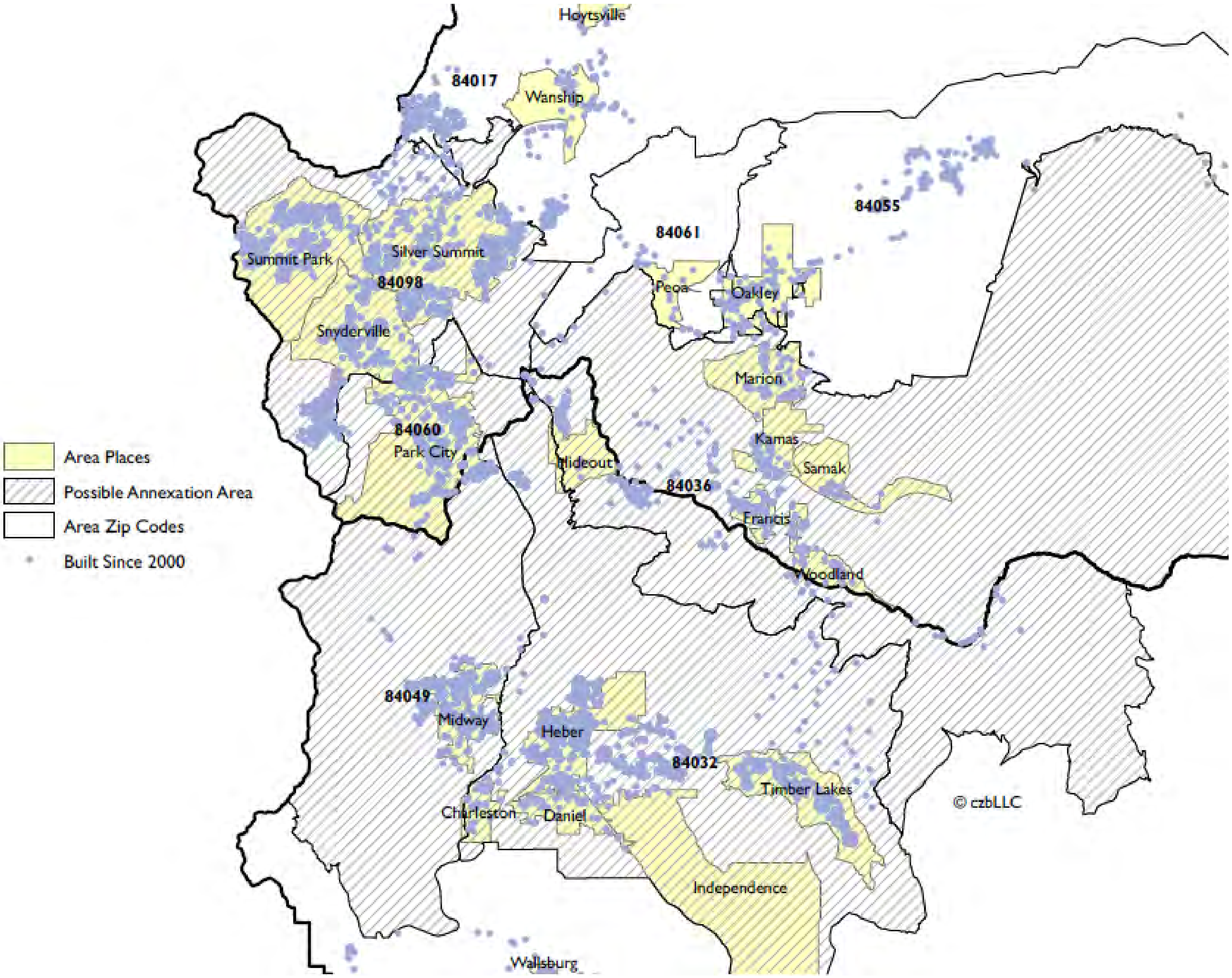

US Growth Rate and the Number of Single-family Units Permitted in Park City, 2000 to 2009
US Growth Rate
Single-family Building Permits
6.0%
5.0%
4.0%
3.0%
2.0%
1.0%
0.0%
180
160
140
120
100
80
60
40
20
0
2000
2001
2002
2003
2004
2005
2006
2007
2008
2009
US Growth Rate (GDP)
Single Family


US Unemployment Rate and the # of Multifamily Units Permitted in Park City, 2000 to 2008
Multifamily Permits
Unemployment Rate
0
20
40
60
80
100
120
140
160
0.0%
1.0%
2.0%
3.0%
4.0%
5.0%
6.0%
7.0%
2000
2001
2002
2003
2004
2005
2006
2007
2008
Multifamily
Unemployment Rate


Median Value-to-Median Income Ratios for Park City and Salt Lake City, 1990 to 2009
0.00
1.00
2.00
3.00
4.00
5.00
6.00
7.00
8.00
9.00
10.00
4.19
2.93
6.85
4.15
9.36
5.14
1990
2000
2009
Park City
Salt Lake City

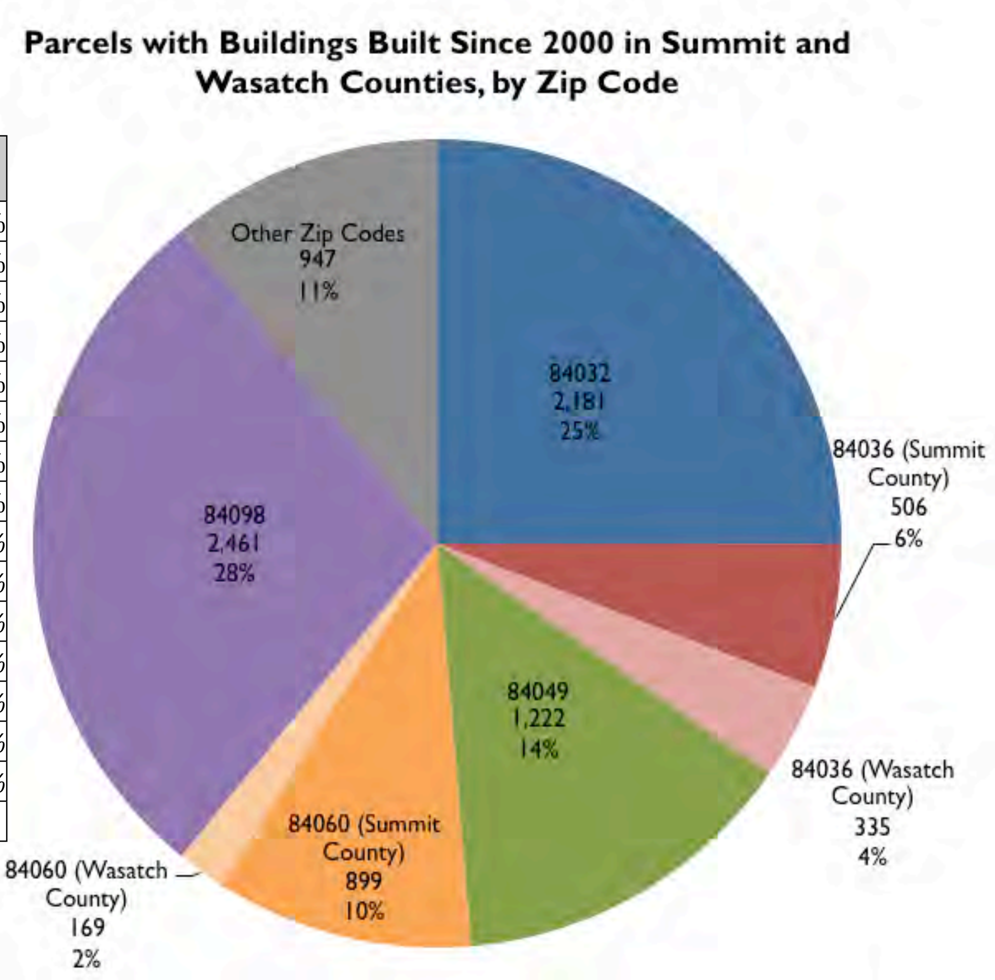

Median Value-to-Median Income Ratios for Select Geographies, 1990 to 2009
20.0
18.0
16.0
14.0
12.0
10.0
8.0
6.0
4.0
2.0
0.0
Big Bear Lake, CA
Mammoth Lakes, CA
South Lake Tahoe, CA
Truckee, CA
Aspen, CO
Breckenridge, CO
Frisco, CO
Steamboat Springs, CO
Vail, CO
Winter Park, CO
Ketchum, ID
McCall, ID
Sun Valley, ID
Park City, UT
1990
2000
2009


Median Gross Rents for Select Geographies, 1990 to 2009
$1,400
$1,200
$1,000
$800
$600
$400
$200
$0
Big Bear Lake, CA
Mammoth Lakes, CA
South Lake Tahoe, CA
Truckee, CA
Aspen, CO
Breckenridge, CO
Frisco, CO
Steamboat Springs, CO
Vail, CO
Winter Park, CO
Ketchum, ID
McCall, ID
Sun Valley, ID
Park City, UT
1990
2000
2009

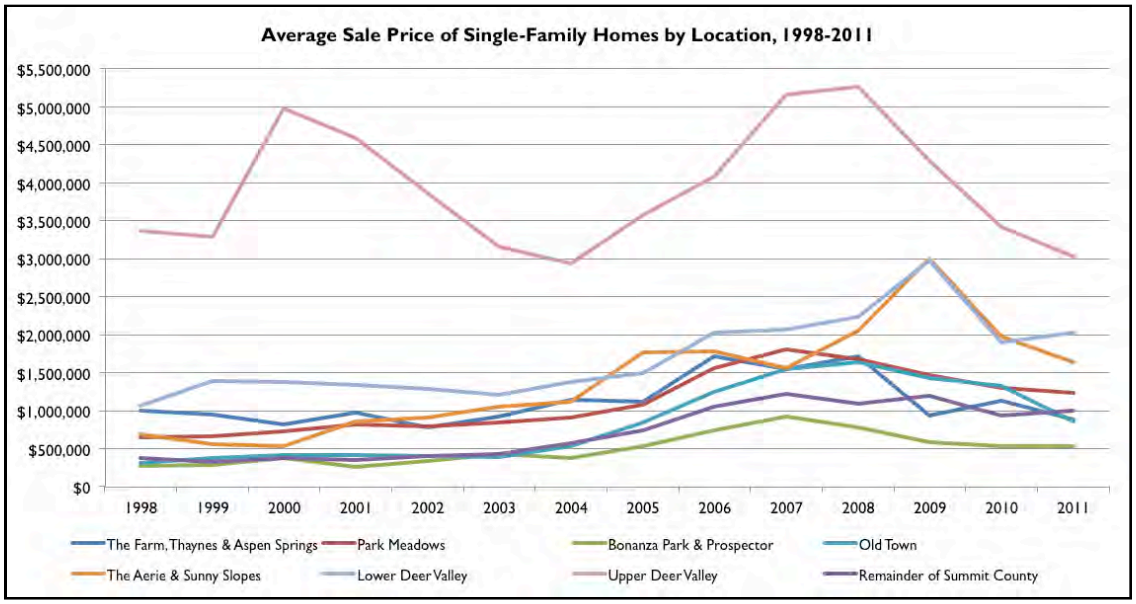


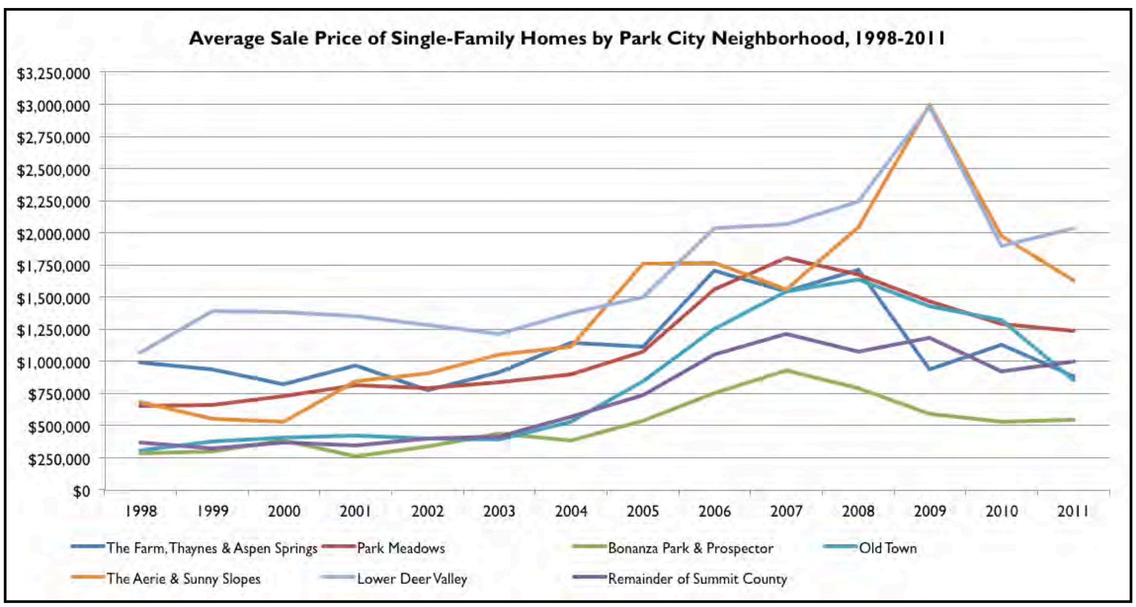
Recent Construction in Wasatch County
Source: Summit County and czb

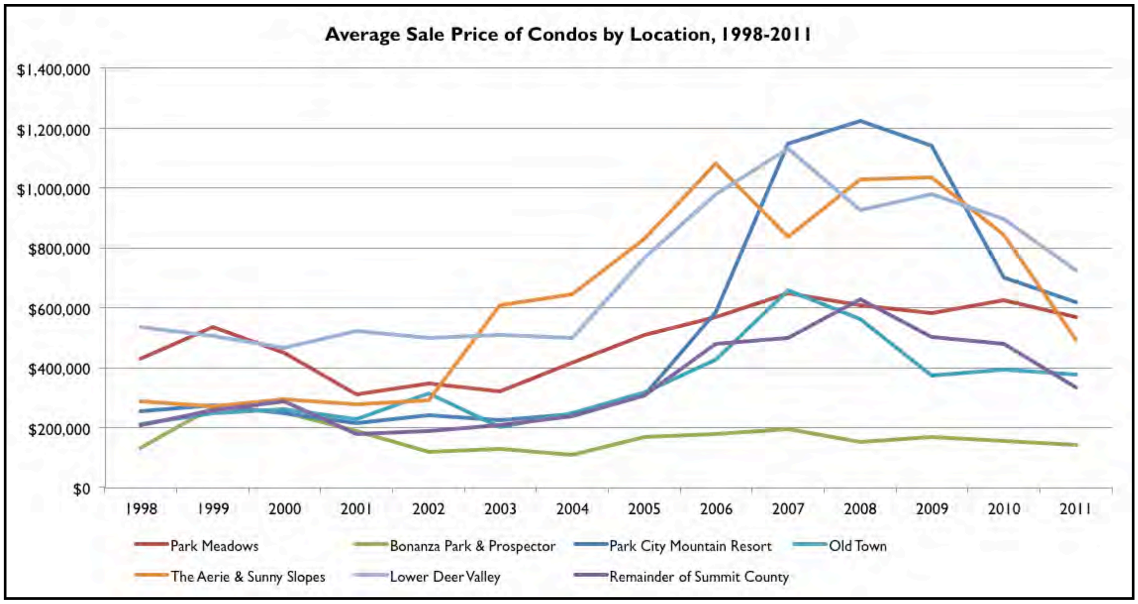
Zip Code	# of Parcels	% of Parcels
84032	2,181	25%
84036 (Summit County)	506	6%
84036 (Wasatch County)	335	4%
84049	1,222	14%
84060 (Summit County)	899	10%
84060 (Wasatch County)	169	2%
84098	2,461	28%
Other Zip Codes	947	11%
82930	*86*	*1%*
84017	*378*	*4%*
84033	*73*	*1%*
84055	*326*	*4%*
84061	*34*	*0%*
84082	*40*	*0%*
84604	*10*	*0%*
Total	8,720	

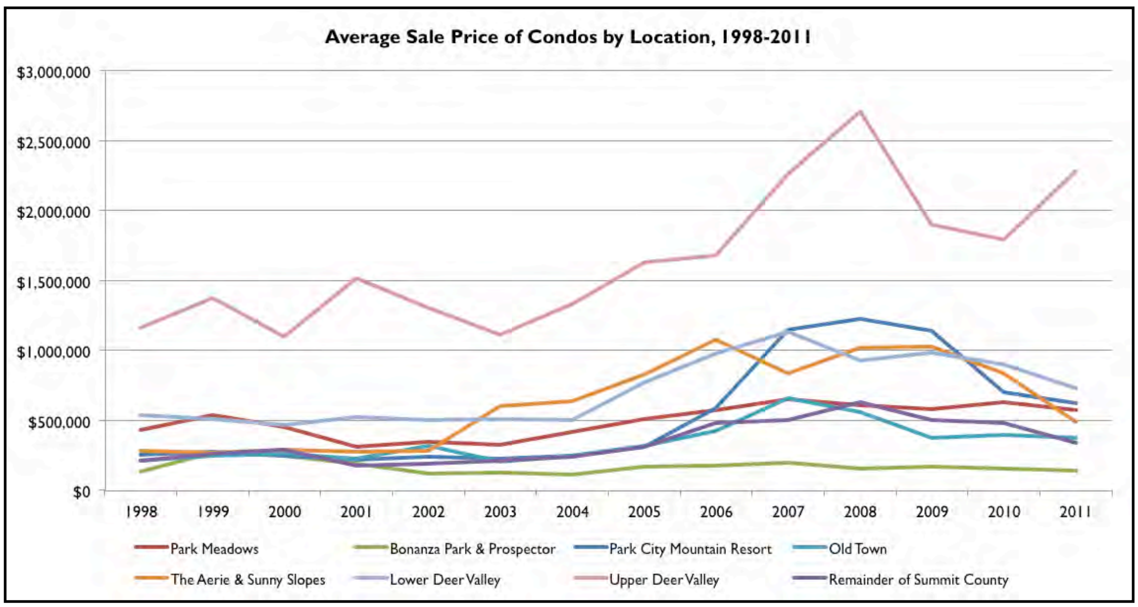


Market Conditions As Expressed by Home Sales









All sales data sources are Local MLS and czbLLC

Park City Units and Households

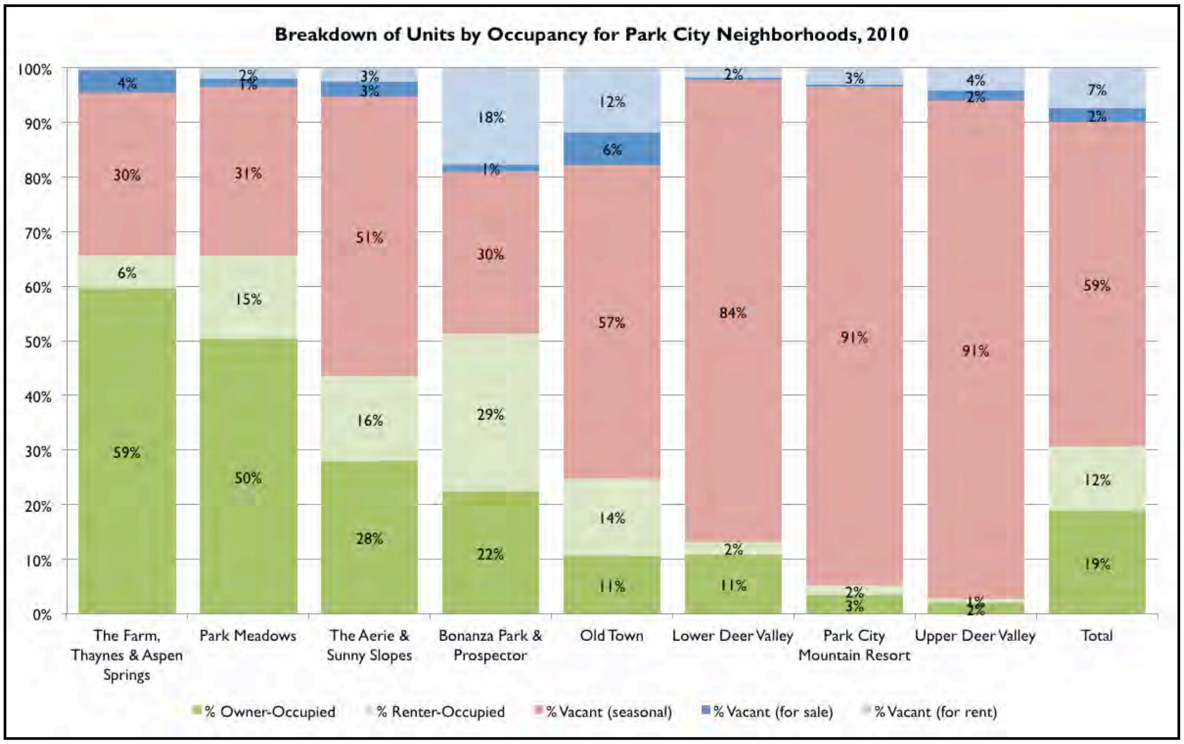
According to data from the 2010 Census, analyzed by Park City staff and czbLLC, Park City's eight residential neighborhoods vary substantially in terms of their number of overall housing units and also how those units are distributed between owners, renters, and seasonal occupants. (Quinn's Junction is not included here since, according to the city's figures, the neighborhood has only three residential units.) Old Town is the neighborhood with the most housing units (nearly 2,500); Park Meadows, Bonanza Park & Prospector, and Upper Deer Valley each have around 1,500 housing units.

Neighborhood	Total Units	Year-Round	Owner-Occupied	Renter-Occupied	Vacant (seasonal)	Vacant (for sale)	Vacant (for rent)
The Farm, Thaynes & Aspen Springs	250	163	148	15	74	10	1
Park Meadows	1,610	1,050	806	244	496	23	31
Bonanza Park & Prospector	1,431	731	319	411	426	18	252
Park City Mountain Resort	1,034	53	35	18	945	4	31
Old Town	2,431	599	256	343	1,386	140	285
The Aerie & Sunny Slopes	283	123	79	44	144	7	7
Lower Deer Valley	849	111	92	19	713	4	15
Upper Deer Valley	1,535	43	32	11	1,396	28	62
Total	**9,426**	**2,876**	**1,769**	**1,107**	**5,580**	**234**	**684**

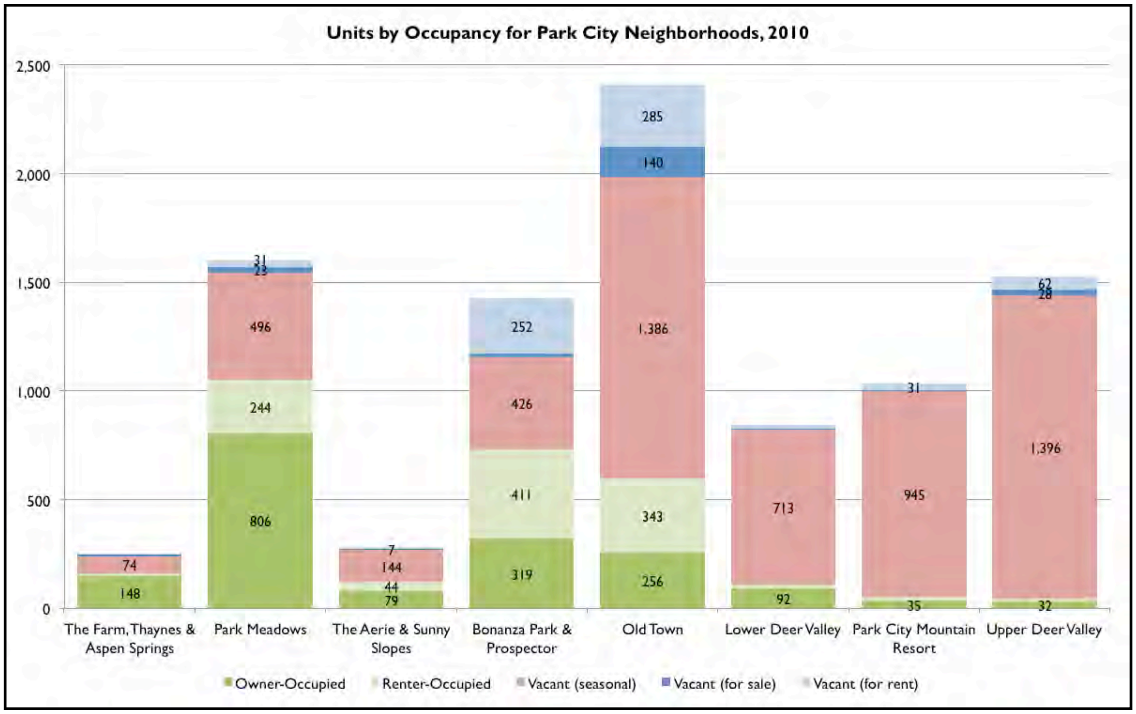
In some neighborhoods (The Farm, Thaynes & Aspen Springs; Park Meadows; and Bonanza Park & Prospector), most units are year-round units (either owner- or renter-occupied). In other neighborhoods (Park City Mountain Resort and Upper Deer Valley) 5% or fewer units are occupied by year-round owners or renters and more than 90% of all units were identified as seasonal vacants by the 2010 Census.

Neighborhood	% Year-Round	% Owner-Occupied	% Renter-Occupied	% Vacant (seasonal)	% Vacant (for sale)	% Vacant (for rent)
The Farm, Thaynes & Aspen Springs	65%	*59%*	*6%*	30%	4%	0%
Park Meadows	65%	*50%*	*15%*	31%	1%	2%
Bonanza Park & Prospector	51%	*22%*	*29%*	30%	1%	18%
Park City Mountain Resort	5%	*3%*	*2%*	91%	0%	3%
Old Town	25%	*11%*	*14%*	57%	6%	12%
The Aerie & Sunny Slopes	43%	*28%*	*16%*	51%	3%	3%
Lower Deer Valley	13%	*11%*	*2%*	84%	0%	2%
Upper Deer Valley	3%	*2%*	*1%*	91%	2%	4%
Total	**31%**	***19%***	***12%***	**59%**	**2%**	**7%**

A closer look at how both the year-round units are divided between owners and renters, and the reasons for properties' vacancy (as seasonal, for-rent, or for-sale units), arrays Park City neighborhoods into the following categories: 1) Mostly year-round, owner-occupied neighborhoods (The Farm, Thaynes & Aspen Spring and Park Meadows); 2) substantially year-round but with a smaller share of year-round owners (The Aerie & Sunny Slopes, Bonanza Park & Prospector, and Old Town); and 3) Largely seasonal neighborhoods (Lower Deer Valley, Park City Mountain Resort, and Upper Deer Valley).



In sheer numbers, almost half (46%) of the city's owner-occupied units are in Park Meadows alone. A similar share (46%) of the city's seasonal units is located outside the three largely seasonal neighborhoods – Old Town has nearly as many seasonal units as Upper Deer Valley.



Most (83%) of the city's year-round housing units are in three neighborhoods (Park Meadows, Bonanza Park & Prospector, and Old Town), as are nearly all (90%) of the city's rental units. Most (80%) of the city's seasonal housing units are in four neighborhoods (Old Town, Lower and Upper Deer Valley, and Park City Mountain Resort). Most (79%) vacant and for-rent units are in either Bonanza Park & Prospector or Old Town; most (60%) vacant and for-sale units are in Old Town.

Neighborhood	**% of City's Total Units**	**% of City's Year-Round**	**% of City's Owner-Occupied**	**% of City's Renter-Occupied**	**% of City's Vacant (seasonal)**	**% of City's Vacant (for sale)**	**% of City's Vacant (for rent)**
The Farm, Thaynes & Aspen Springs	3%	6%	8%	1%	1%	4%	0%
Park Meadows	17%	37%	46%	22%	9%	10%	5%
The Aerie & Sunny Slopes	3%	4%	4%	4%	3%	3%	1%
Bonanza Park & Prospector	15%	25%	18%	37%	8%	8%	37%
Old Town	26%	21%	14%	31%	25%	60%	42%
Lower Deer Valley	9%	4%	5%	2%	13%	2%	2%
Park City Mountain Resort	11%	2%	2%	2%	17%	2%	5%
Upper Deer Valley	16%	1%	2%	1%	25%	12%	9%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

The city has also estimated the number of units to buildout, by neighborhood:

Neighborhood	Units to Buildout		Neighborhood Type
The Farm, Thaynes & Aspen Springs	99	217	Largely Year-Round, Owner-Occupied
Park Meadows	117		
The Aerie & Sunny Slopes	69	935	Blended
Bonanza Park & Prospector	60		
Old Town	806		
Lower Deer Valley	450	1,043	Largely Seasonal
Park City Mountain Resort	403		
Upper Deer Valley	190		
Quinn's Junction	545	545	Currently Non-Residential
Total	**2,739**	**2,739**	

According to this analysis, 38% of all buildable units are in largely seasonal neighborhoods; another 29% are in Old Town, which is increasingly becoming seasonal. This suggests that, if determined by the market alone, the majority of newly-built units would be geared toward the seasonal (rather than year-round) market.

Neighborhood	Units to Buildout		Neighborhood Type
The Farm, Thaynes & Aspen Springs	4%	8%	Largely Year-Round, Owner-Occupied
Park Meadows	4%		
The Aerie & Sunny Slopes	3%	34%	Blended
Bonanza Park & Prospector	2%		
Old Town	29%		
Lower Deer Valley	16%	38%	Largely Seasonal
Park City Mountain Resort	15%		
Upper Deer Valley	7%		
Quinn's Junction	20%	20%	Currently Non-Residential
Total	**100%**	**100%**	

Neighborhood	Total Units	Year-Round	Owner-Occupied	Renter-Occupied	Vacant (seasonal)	Vacant (for sale)	Vacant (for rent)	Units to Buildout
The Farm, Thaynes & Aspen Springs	250	163	148	15	74	10	1	99
Park Meadows	1,610	1,050	806	244	496	23	31	117
The Aerie & Sunny Slopes	283	123	79	44	144	7	7	69
Bonanza Park & Prospector	1,431	731	319	411	426	18	252	60
Old Town	2,431	599	256	343	1,386	140	285	806
Lower Deer Valley	849	111	92	19	713	4	15	450
Park City Mountain Resort	1,034	53	35	18	945	4	31	403
Upper Deer Valley	1,535	43	32	11	1,396	28	62	190
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Neighborhood	Total Units	Year-Round	Owner-Occupied	Renter-Occupied	Vacant (seasonal)	Vacant (for sale)	Vacant (for rent)	Units to Buildout
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Total	**9,426**	**2,876**	**1,769**	**1,107**	**5,580**	**234**	**684**	**2,194**

NOTES

[1] If keeping Park City Park City means, for example, buying surrounding open space to preserve the feel of the wider area, then reduced amounts of developable land further raise already high prices.

[2] Data compiled by czb and by University of Utah utilizing primary and secondary market data from MLS, census, BLS, and state population projection data, plus analysis from Woods and Poole. All data will be compiled in a workbook for PCMC.

[3] Currently on-going with a draft projected by February 29, 2012

[4] BATNA (Best Alternative to a Negotiated Agreement) is the course of action that will be taken by a party if the current negotiations fail and an agreement cannot be reached. Care should be taken to ensure that deals are accurately valued, taking into account all considerations, such as relationship value, time-value of money and the likelihood that the other party will live up to their side of the bargain. These other considerations are often difficult to value, since they are frequently based on uncertain or qualitative considerations, rather than easily measurable and quantifiable factors.

[5] czb/TPC evaluated real estate sales transactions recorded in the Multiple List Service from 1999-2010.

[6] In the case of the New Jersey Pinelands TDR program, when the bank steps in to purchase longstanding TDRs, it can pay no more than 80 percent of the market price so that it does not interfere with the open market. Conversely, when TDR are in short supply, banks can hold a public auction to get the highest price. TDR prices can also be legislated or set with a predetermined markup.

[7] No city functions without municipal workers to repair roads and process building permits. No city functions without restaurants and hotel that employ cooks and desk clerks. No city functions without teachers and accountants and architects and postal workers. For all intents and purposes, cities depend primarily on workers whose family incomes will be below 150% of the median. Unless they can find housing near the roads they repair, the office that processes permits, the restaurants and hotels, and the schools and the offices, they will commute, and this will cause congestion and degrade air quality on a regional basis. A priori, affordable housing a commitment to environmental quality. The greater the distance from price point parity among various jurisdictions, the more significant the environmental downside.

EXHIBIT B

PARK CITY PLANNING COMMISSION
SNYDERVILLE BASIN PLANNING COMMISSION
JOINT WORK SESSION
MAY 30, 2011

Present: Mick Savage, Adam Strachan, Brooke Hontz, Jack Thomas, Nann Worel
Chuck Klingenstein, Annette Velarde, Martyn Kingston, Mike Franklin Colin Deford, Bassam Salem

Ex Officio: Gabe Epperson, Facilitator; Don Sargent, Thomas Eddington, Katie Cattan, Amir Cause, Charlie Brennan, Kirsten Whetstone, Kayla Sintz, Kimber Gabryszak, Diane Foster, Jennifer Strader, Patricia Abdullah

The Joint Work Session of the Park City Planning Commission and the Snyderville Basin Planning Commission was called to order at 6:06 p.m.

Don Sargent, Summit County Community Development Director, welcomed everyone to the Regional collaboration meeting. He noted that joint meetings provide an opportunity for both Commissions to collaborate on issues that affect their jurisdictions in Summit County and Park City.

Thomas Eddington, Park City Planning Director, reported that the last joint meeting was held in December 2012. Since Summit County and Park City were working through their General Plans, this was an ideal time to meet jointly and collaborate on major topics. Director Eddington asked the Planners from both jurisdictions to introduce themselves.

Mr. Eddington introduced Gabe Epperson with Envision Utah, who would facilitate the meeting this evening. Mr. Epperson has worked with various communities throughout Utah to see how those areas were working through their regional planning issues. He believed the County and Park City could build off some of the examples Mr. Epperson would present this evening.

Mr. Epperson stated that he has worked all over the State working with similar issues in places such as Tooele County, Washington County, all Wasatch Front Communities, Cache, Morgan County and Rich County. Mr. Epperson clarified that was not claiming to be an expert or offering an opinion on what Summit County and Park City should be doing as a region. His objective this evening was to share his experiences from other counties and areas.

Mr. Epperson would speak about two different projects. The first was what was happening along the Wasatch Front and the second was a case study of the Cache Valley regional planning work that was done. He thought both would set a context and stimulate ideas on some of the best practices that other regions were doing.

Mr. Epperson stated that growth was driving everything statewide and along the Wasatch Front. All the different issues to be addressed are within that context. He presented Wasatch Front and State projections. Approximately 75% growth was expected Statewide, and nearly 70% growth in the four major Wasatch Front Counties. This would have profound impacts on Summit County, Wasatch County and Tooele County. As the Wasatch Front grows the other areas take a lot of pressure as well. Mr. Epperson noted that the Wasatch Front alone expects to have 1.5 million residents by 2014, which has profound impacts on other quality of life indicators. For example, the miles that are driven annually is expected to double in the next 30 years from 50 million miles driven to 90 million miles driven. Additional miles would create major impacts on air quality, which is already a current issue. It also impacts critical lands and agricultural lands. Mr. Epperson stated that over the next 30 years, 300 square miles of new development is projected in the four Counties along the Wasatch Front. Approximately 100 square miles of agricultural land will be developed and lost with the patterns of growth and development experienced over the last several decades.

Mr. Epperson remarked that growth was putting tremendous pressure on local governments and their resources. Residents, as part of the local government, have to pay taxes. A recent study by the University of Utah found that the cost of infrastructure to support the growth has gone from what had traditionally been a third of local government budgets to over 60%. Increases in property taxes and other funds are spent on growth related infrastructure costs.

Mr. Epperson stated that in an effort to find a better way to accommodate growth along the Wasatch Front, Envision Utah put together a regional vision called " The Wasatch Choice for 2040", as a strategy to grow and preserve the quality of life. He noted that this was done as a grass roots effort by thousands of Utahns. It was facilitated by Envision Utah through open houses, mapping, surveys, etc. Mr. Epperson outlined some of the benefits of the 2040 Vision. They looked at infrastructure costs regionally and found that if they followed this vision they would save almost 20% on the cost of infrastructure for local government, which was approximately 4.5 billion dollars. In addition, they found that it would enhance mobility and economic growth. By growing differently they can reduce traffic and congestion by almost 20%. Mr. Epperson explained how they analyzed 15-20 transportation systems for the projected growth. The conclusion was that no set of transportation systems would reduce traffic congestion with the expected growth. However, one way to reduce traffic congestion impacts was to change land use and development patterns strategically.

Mr. Epperson pointed out that the solutions were projected 30-40 years from now; and not what they were dealing with today. The issue is the quality of life they would leave to their kids and grandkids. Mr. Epperson stated that the main strategy is centers. If future growth could be focused in either historic centers or new centers near regional transportation infrastructure, public transit systems and regional roads, it would have a huge impact on improving main quality of life indicators. He noted that there were several types of historic and future regional centers. In looking forward at the expected growth, it is important to understand key demographic shifts. In 30 years the population will be fundamentally different. Two of the largest population segments are the baby boomers, who started retiring last year, and the millenial generation, who started to come of age this year. Both of those groups have different demands, needs and interests in the types of housing and the types of communities they want to live in. Mr. Epperson presented housing surveys and market and demand surveys which showed that one-third of the future households would prefer to live in new walkable developments. They want smaller homes, townhomes, condos and apartments, with access to transit, jobs and amenities. Currently they were far short of meeting those demands. The vision projects that 70% of the population would still be living in single family traditional neighborhoods.

Mr. Epperson presented conceptual examples showing different types of household and housing scenarios.

Mr. Epperson reported on a process they went through for Envision Cache Valley in an effort to address the growth in that area. He noted that the process involved a diverse group of stakeholders. The steering committee in Cache Valley represented the water district, agricultural interests, business owners, environmental groups, chambers of commerce, Utah State University and any other entity or group who would have a stake in implementing growth and development over the next several decades. Mr. Epperson stated that Cache Valley was projecting to double their population very rapidly.

The process for Cache Valley started with an initial set of public workshops and a baseline scenario of where they are today and where they are headed with current plans. He showed an aerial of Cache Valley with yellow dots representing current structures or current development. They looked at the population projections and combined that with the current to identify the baseline, which were shown in pink dots. The result added the footprint of three new Logan's; one in each decade. During the public workshops the discussion focused on whether there were other ways to grow that should be considered. People were asked to solve the problem rather than philosophize on whether or not growth should occur. People were asked about land conservation, areas where development was appropriate, and how to create great places to live over time. Another piece was transportation and how people would get around.

Mr. Epperson noted that information from the public workshops was used to develop a set of scenarios that the public and the stakeholders could work through to see how they played out. Mr. Epperson reviewed the different scenarios. Scenario A was the baseline scenario that represents recent growth patterns. Scenario B was development along the benches in that valley. Scenario C focused that growth in all of the existing towns. Scenario D placed as much growth as possible in or around Logan to maintain an urban core. An additional round of public workshops were held to share information and ask people which elements of the different scenarios they favored. They found that nearly 90% of the citizens that were involved said they wanted something different than what was currently happening in the baseline scenario. In addition, 90% preferred that a large portion of that future development be mixed use in the existing communities.

Mr. Epperson stated that the next step used in the process, both generally and in Cache Valley, was to distill all the input into a vision statement, vision principles, and an implementation plan. The steering committee, with public input, developed a statement that they felt captured the values of the communities. They wanted to keep the city a city, invest in their towns and centers for living, industry and culture, and keep the country areas country by protecting agricultural and natural lands. The identified principles and guidelines for moving forward included living close to work, shop and play, provide a variety of housing options that better meet market demand, mixed uses, and recycled land. Mr. Epperson stated that the desire was to focus investment in existing towns as opposed to developing new infrastructure that would add an additional tax burden for construction and maintenance. They also wanted to create diverse new neighborhoods within walking distance of services.

Mr. Epperson remarked that in addition to a vision statement, part of the process was to develop a series of maps that represent that vision. He presented slides of the different maps and explained how each met the vision scenarios. He noted that these were aspirations and goals. They may not meet the targets but they were working towards them. Mr. Epperson pointed out that if they implement the vision scenario they would have a 40% reduction of developed land, which would conserve 21 square miles of farmland; 61% reduction of convergence of prime farm land to urbanized use; 27% reduction on residential water demand; 30% reduction of impervious surface; 10% reduction in vehicle miles traveled; over 100% increase in public transit; 20% reduction in emission, and 20% reduction in local infrastructure costs.

Mr. Epperson stated that this was a two-county process. Logan was actively involved and a key stakeholder. All the work was done in coordination with all the cities in Cache Valley; with Logan playing a very primary role.

Mr. Epperson remarked that an implementation process was set up with the steering committee, local elected officials, planning commissions, and others. Forums were set up to talk about ways to implement the vision and what actions different agencies could take to achieve it. Mr. Epperson presented images that illustrated some of the strategies. He noted that the Cache Valley report was available online and he recommended that this group review it. Mr. Epperson reviewed the tangible outcomes and results of implementing this type of process that would not be possible otherwise.

Mr. Epperson outlined the agenda for the remainder of the meeting. Both Summit County and Park City Planning Departments would share slides regarding planning work that has already been done. Following that, the participants would be divided into groups to address specific issues. They would then come back together to discuss some of their thoughts.

Thomas Eddington from Park City and Adryan Slaught from Summit County presented slides that went back and forth from balanced growth to the preferred growth strategy that Summit County had worked on. Mr. Eddington echoed Mr. Epperson's comment that growth is coming. Utah is one of the fastest growing states and the mountain region will be the fastest growing region in the Country. For that reason, they will see tremendous changes for the Summit County area over the next 40-60 years. Growth is coming and it is important to plan for it. They need to look at which areas should be protected and where growth should be funneled.

Mr. Slaught pointed out that they continue to see a fear of sprawl and density. At some point they need to address where growth happens if they do not want sprawl and/or density.

Mr. Eddington stated that as Park City looked at the balanced growth study, one of the primary objectives was to stay true to the vision of Park City, which was sense of community, natural setting, small town and historic character. That the vision was no too different from what Summit County wants and it was similar to what Mr. Epperson had demonstrated for Cache Valley. Mr. Eddington presented the growth trends and noted that growth in Park City would be a little slower because it is more built out than Summit County/Snyderville Basin.

Katie Cattan with the Park City Planning Department, pointed out that Park City has brought in many homes and opportunities; however, the cost is so high that they were not gaining a primary residential population. It creates a harsh affordable housing situation in Park City and puts a greater pressure on Summit County. It is important for the City and the County to work together on that issue. Mr. Eddington remarked that housing was only one of the many challenges for Park City and the County.

Mr. Sargent noted that information from years and years of public input from neighborhood meetings and the preferred growth concept study mirrored Mr. Eddington's presentation in terms of identifying areas where growth should occur. It is now a matter of the Planning Commissions trying to decide how to make that happen. Mr. Sargent believed a key question was whether they should look at new growth or just reorganize the existing density that would be allowed per zoning.

Mr. Eddington presented a slide illustrating what a sending and receiving zone would look like and how density could be clustered in a receiving area. Mr. Eddington noted that collaboration and inter-jurisdictional opportunities were key elements, as well as keeping the regulatory market clear and helping to expedite planning and development for those who follow what the General Plans and Codes recommend. It is important to figure out the gives and gets as they work through development in the future, recognizing that there are going to be gives on the City and County side as they prepare for this growth. As they plan for the future they need to understand how to balance the gives and gets, some of which were identified in the balanced growth study. Mr. Eddington stated that most of the discussion points are regulatory in nature, but in the end, the main point is about preserving the magic of Summit County and Park City. The formula is using quantitative analysis to preserve the qualitative way of life they all appreciate.

Kimber Gabryszak with the Summit County Planning Department, remarked that the words "sprawl" and "density" have a negative connotation for the public. People do not realize that both cannot be avoided in development. If it's not dense it's sprawling and if it's not sprawling it's dense.

Commissioner Kingston understood that the major difference between the TDR and the "as is" was simply a shift of freeing up the space off Highway 40 and condensing growth at the junction of 248. Otherwise the maps seemed very similar. Mr. Eddington replied that the maps were similar. He noted that the area north of I-80 maintains more density as the purple dots are taken from areas along Old Ranch Loop Road. He pointed out a clustering of the purple dots with the TDRs, as opposed to not having them.

Commissioner Klingenstein noted that the information Mr. Eddington presented came from a City financed study and the County had not yet provided input. It was a concept of possibilities to illustrate available choices as opposed to continuing with the status quo. Mr. Eddington concurred that it was one alternative and one scenario and recommendation. The possibilities were many and they would be asked for input on other scenarios when they break into smaller groups. Mr. Epperson remarked that there were many tools. The alternative concept showed the impact that one tool could have. Additional tools could have greater impact.

Mr. Epperson requested that the participants break into three discussion groups. The agenda outlined the following topics for discussion: 1) Preferred Growth Areas; 2) Kimball Junction –

additional growth potential; 3) Route 40 – future growth or preservation; 4) Bonanza Park – redevelopment potential - vertical density; 5) Use of Transfer Development Rights (within jurisdiction or inter-jurisdictional).

The participants reconvened as one group following their small group discussions. A spokesperson for each group summarized the key points that were discussed.

Commissioner Klingenstein spoke for the first group and outlined bullet points of their discussion. The first was fixed infill provisions and the idea to create more incentives infill. Most population growth is in the Basin and not on the East side. They were looking at the entire County and more focus needed to be on Snyderville. There is a strong desire for more activity from the East side, but so far they have been resistant. In terms of Park City, the question was how to diversify the population of Park City proper since they were losing young families rapidly. Everyone in the group agreed that they needed to start going vertical in the current existing density nodes. Due to traffic lights and other impediments, US40 and SR248 would likely become Park City's front door. It is important to rethink the entire transportation demand management before the Urban Solutions for SR224 from Kimball's Junction to the Canyons go into place. They discussed going denser in existing nodes and future nodes of development, such as Quinn's Junction and Silver Creek Junction. They also talked about a coalition where all municipalities look at the region, get a dialogue going and maybe do a better job. As an example, when the TDR study was done, the East side was adamant about not wanting growth, but did they really understand the alternatives.

Commissioner Kingston spoke for the next group, which started by looking at the growth projections. They realized that they do not have to receive all the growth that is projected, and they certainly do not have to move quickly to alter land use zoning to receive growth to 2050. It is important to tie existing inventory and zoning with the projections before deciding where growth should go. They also wanted to look at the quality of the relationship of the existing inventory in the Basin and in Park City, keeping TDRs in mind. They talked about approximately 3,000 lots in both areas, taking into account the redevelopment of Bonanza. Throwing out rough numbers, they assumed that possibly 20,000 people were already satisfied by the existing distribution inventory that is already zoned. Commissioner Kingston remarked that the intent was to raise awareness and not to forget that they have history and the existing inventory, and to think hard about those relationships. The group also talked about quality versus quantity. People fear density because they moved here and live here for quality and lifestyle. The public's fears might be allayed by quality planning and quality relationships between jurisdictions, applicants and developers; particularly if they could project the quality of growth as well as the scale and the quantity. Also important are the Park City jurisdictional conflicts and the fact that the document for the consultants was for Park City and not the region. It is more about how people experience the space and land use, and not the political jurisdictions and client relationships, which clearly colors the document. As public entities they serve the public and the public does not know where Park City ends and Snyderville begins. Mr. Kingston stated that the group also talked about the idea of the TDR. With the help of staff they looked at why transferring one unit of development to three units somewhere else potentially creates a problem for the public or residents living in the "somewhere else". In order to create financial incentives to vacate one unit, they have to promise three units somewhere else, and that creates problems in negotiating deals. They talked about looking at certain land that is not heavily invested with governmental or planning rights. Rezoning land gives financial incentives that make it more difficult to transfer rights in the second scenario from the first scenario. It is important to anticipate and plan ahead to avoid elevating the cost of transferring rights from one place to another. In terms of where to put growth, they all came to similar conclusions about Silver Creek, I-80/US40, Bonanza and areas near the East Canyon campus. This group was more resistant to revisiting the question of permitting elevation.

Planner Katie Cattan spoke for the last group. The initial conversation started off with the inventory question. It would be helpful to see on the map the current inventories and how they were laid out in units per acre to understand where growth should be directed. The group talked about intersections and the connection between transportation, land use, greater communities, and aesthetic experience. They talked a lot about the wildlife corridor along US40 and how it connects to the open space. One area of possibly expanding new growth would be along the nodes and on/off ramps for US 40, with a buffer in between to continue the green space across. The group identified Kimball Junction for infill and discussed height. The ideas were to fill in the parking lots and go vertical over Smiths and that area, and place cars underneath the buildings. Ideas for US40 were to keep development near the on/off ramp and in the existing neighborhoods, and to clean up the Quinn's Junction area and possible development across the street. Planner Cattan noted that the map showed the green space for Round Valley. Currently, the issue is to make sure that green space connects across and protects the wildlife. She thought they could go as far as talking about a wildlife overpass in that area in the future. Vertical height could go in Bonanza Park and in the Snow Creek Plaza area to create more potential for growth in the location of The Market. The group favored the idea of going regional for TDRs.

Commissioner Jack Thomas asked if Envision Utah supports TDRs on a regional level. Mr. Epperson replied that Envision Utah supports it as one tool that can help achieve what a community envisions. When working with a community, they identify their values and vision and offer five or six tools to accomplish that vision. Different tools are used on a case by case basis and it should be market based and voluntary.

Mr. Epperson noted that each of the groups had raised good points. However, the fundamental question was whether there was a consensual vision about where growth should occur and what areas should be preserved; or if the City and County plans were too contradictory. Mr. Epperson asked if the group was ready for implementation or if they needed time for more planning work.

Commissioner Salem felt that Mr. Kingston's group had addressed his point of obligation to the community. He believed the natural question was an inventory of what is already entitled but has not been developed, and the location of those entitled areas. Commissioner Salem pointed out that density is not artificially created. It has to be already vested or there needs to be agreement that increasing density would be in the best interest of the community. He believed the real issue regarding density was "wanting" it in the community rather than "having to", and to what extent. Commissioner Salem believed that the fundamental connection between the Basin and Park City was too tight to ignore. A lot of the needs of one stem from the other and you cannot treat them as completely separate. There needs to be some type of value exchange between the two entities. Commissioner Salem stated that if they want to think regional and one big community, they need to plan regionally and have one process that applies to everyone instead of the three separate pockets of Park City, the Basin and Eastern Summit County. He believed they should act as one County because they impact each other.

Commissioner Thomas remarked that part of the problem is that Planning Commissions do not control the money in the community. Therefore, a question for the City and County Councils and the public is whether money should be spent on serious professional planning. They are all concerned citizens, but they are not planners. They are a group of individuals with ideas. They all have a passionate interest, but they keep making the same mistakes and they never move forward with a plan. Commissioner Thomas thought it would be in the best interest of the community to hire professional planners.

Mr. Epperson stated that as someone coming in from the outside, he could see evidence of some plans that were done. If they were to put forth a new planning effort, he wanted to know what they would do different to avoid repeating what was done in the past.
Commissioner Hontz stated that she took part in a County/City financed consultant based study for Quinn's Junction. A lot of hard work and effort went into developing outcomes that were based on key parameters set by the Councils and the Planning Commissions. In the end, both the City and County did not want to follow what the study proposed and nothing was implemented. For her personally it was a huge frustration because they agreed on the parameters upfront and everyone was supposed to have buy-in. Those involved in the study did the work and made tough calls about the same issues being discussed today. She believed the study was rejected because the City and the County had to do different things to accomplish the goals. Commissioner Hontz was not opposed to hiring a professional planner as long as the City and the County are willing to implement the outcome. To another point, Commissioner Hontz thought they already knew what was entitled and where that development would occur, and it was time to accept it. In addition to making decisions on sprawl or density, they have to decide what they want. If they do not want density or sprawl or height, then the jurisdictional entity needs to buy the land.

Mr. Epperson referred to the baseline projections and noted that someone had paid money for consultants to go through and look at what the entitlements were, which lots have already been platted with the current zoning, and where that development would occur. He was not involved with that process but it appeared the work had already been done. He suggested that it was time to study the projections to better understand it. They cannot predict exactly what will happen because someone could request a rezone; but the baseline has been examined, as reflected in the dot maps.

Based on Mr. Epperson's comment, Commissioner Salem wanted someone in the room to tell him how many units were currently approved but had not yet been developed. Commissioner Klingenstein replied that the total inventory was 9,000 units of approved density. Commissioner Salem asked if 9,000 inventory was the appropriate level; and whether they would be comfortable as a community doubling that to 18,000 or dropping it down to 4,000. He thought it was important to clearly delineate whether they were building above the "as is" threshold. Commissioner Kingston thought they would need to talk with the other jurisdictions because Park City and Eastern Summit County have their own inventory. It is a regional issue that goes beyond Snyderville Basin. In addition to knowing the numbers, another question is the cost to shift the movement if there is a better place for development. Mr. Epperson thought it was more important to have a nuance understanding of the projections.

Commissioner Klingenstein commented on the frustration the Snyderville Planning Commissioners expressed over the past month when looking at future growth maps to try to understand what they have. The information was available, but it was not presented by Staff in a cohesive format so they could know what they were dealing with. They were working on the General Plan and they were behind the City in that process. Understanding that the workload gets in the way, he had suggested bringing in a consultant team to move things forward.

Commissioner Klingenstein pointed out that they also need to consider legal issues in terms of whether the zoning is defensible. They need to be careful about property rights and surrounding rural zoning with suburban development. It is not always a choice of wanting or not wanting development, and he emphasized the problems that could arise if they do not come up with long-term solutions.

Commissioner Salem commented on the saying that the person who misses a meeting is the one assigned all the action items. He remarked that if they have multiple jurisdictions, each looking within their own perspective, the other jurisdiction is always the person missing from the meeting. It is natural that each jurisdiction would want the density outside of their jurisdiction and away from their neighborhoods. Commissioner Salem believed in planning regionally but taking into account that each piece is a separate center. They should all work together from a planning and interest perspective and balance those together as opposed to individually. Commissioner Salem applauded this meeting, and the fact that they were talking together. He wished that all planning could be conducted in this manner.

Commissioner Strachan stated that the best way to evolve that would be for the Basin and the City to have a General Plan. They each have their own General Plan and they are not too different. The values are almost identical and he did not believe it would be difficult to come up with an over-arching plan. The difficulty would be communication between the two bodies so when a plan comes to issue with an application, both bodies enforce them consistently. This would only work if they have a plan that takes into account the interests of the community as a whole and a document they can enforce.

Commissioner Velarde thought it begged the question of why not just one body. Mr. Epperson stated that they do have shared values and the plans are trying to achieve the same thing. However, the problem is in how the two plans were drafted and created and how the different planning entities meet separately. He asked if anyone in the group did not think there should be better coordination between the two bodies.

Commissioner Strachan thought there should be better coordination but he did not think Mr. Epperson was right in saying that there were problems in the way the two general plans were drafted. Mr. Epperson clarified that he was implying that there was no coordination between the City and the County when each plan was drafted.

Commissioner Velarde pointed out that Park City was finishing up their General Plan re-write, and Snyderville was three years out from completing theirs. If they intend to coordinate the General Plans, then the County should work off of Park City's.

Based on their discussion, Mr. Epperson had written down two items in terms of the next steps. He believed there was some understanding of current entitlements and what is permitted or could be developed, but that issue needed to be better presented or understood. Secondly, there was agreement that planning efforts should be coordinated. He asked if the group was interested in meeting again, and if so, how frequently. The group definitely favored joint meetings more often.

Commissioner Hontz pointed out that when the two Planning Commissions met 18 months ago, they had the same two goals that Mr. Epperson outlined. She would have preferred more meetings in the last 18 months to accomplish those goals. Commissioner Hontz pointed out that issues are resolved within the City, but the two Commissions were still not communicating to answer the questions or resolve the issues.

Mr. Epperson clarified that the group was interested in scheduling another meeting in the near future to discussion Item 1. Mr. Kingston did not agree that Item 1 was the next step. The second item, coordinated planning efforts, should involve other stakeholders besides the Planning Commissioners. Before they start looking at an action schedule, he thought it would be worth hearing from a consultant on the models and best practices for actually integrating across the entire County, including Park City.

Mr. Epperson asked if it would be helpful if he invited a county-wide planner, a County Commissioner from Cache County, and a Council person from Logan to attend their next meeting and talk about how they coordinate and work together.

Commissioner Salem thought it would more helpful to hear from Mr. Epperson based on his experience in these types of situations where the political minds do not match the thinking of the neighborhood and community. Mr. Epperson stated that in order to move beyond that they need to create an entity that covers the jurisdictional extent that they want to plan for. For example, Cache Valley set up a Regional Council and agreed on the objective. In the Wasatch Front, he did a project on the Jordan River, which was 18 jurisdictions doing their own thing, and they agreed to set up a Jordan River Commission with one person staff. Mr. Epperson suggested that Park City and Snyderville could keep their regular individual meetings, but agree to meet jointly as a group two or three times a year to discuss coordinated planning.

Commissioner Velarde did not think two or three times a year was enough. She questioned why Park City and Snyderville Basin could not have one Planning Commission. Commissioner Klingenstein thought it was regulated by State legislation. Mr. Epperson stated that the Jordan River Commission had to set up an inter-local agreement under the State subdivision law to create the new entity. Regional Councils have to follow the same process.

Commissioner Velarde asked if the City and the County agreed that a larger body was necessary to begin coordinated planning for the two entities, whether that could be done legally. She was told that it would be appropriate and legal for Park City and Snyderville Basin to form a sub-committee that meets on a regular basis. Commissioner Kingston pointed out that it was not as simple as having the two Planning Commissions meet jointly. If they set up a schedule to meet and share information on a regular basis, it also involves the public and coordination between the two Planning Departments. Mr. Epperson agreed. They would need to identify items or issues they wanted to informally discuss, as well as the expectations of how that arrangement would work.

Commissioner Klingenstein stated that in the 1990's there was an interlocal agreement between Summit County and Park City that dealt with land use issues. It did not establish a formal board but it established a relationship and meetings between Staff. Commissioner Klingenstein was unsure whether the Interlocal Act that Mr. Epperson mentioned allows jurisdictions to give up their planning authority, but it does allow for coordination and interlocal cooperation.

Commissioner Salem pointed out that they were talking about a population from two jurisdictions that share schools, playgrounds and recreation areas and it is becoming more evident that Park City needs the Basin and the Basin needs Park City. Mr. Epperson stated that if they choose to assign a staff person to coordinate efforts, there is no reason why that person could not invite a planner from Wasatch County or from other agencies involved in regional issues.

Commissioner Strachan recommended another joint meeting in the near future because both Planning Commissions would have to make recommendations to their respective Councils. If they were committed to collaborating and assigning a staff member, they need to have a convincing presentation for the Councils that outline the Staff member's scope of employment and what they propose to pay that person.

Commissioner Deford thought Snyderville needed a sustainability person who could help them catch up with Park City. He noted that currently the General Plan did not address sustainability. Commissioner Velarde was certain that one person could do both. Mr. Epperson stated that they should craft the job description based on what they want from that individual. If sustainability is important, it should be targeted in the job description.

Commissioner Velarde could see no reason to reinvent the wheel if Snyderville could use Park City's General Plan as their template.

Mr. Epperson asked if the group felt they had identified visioning and shared values for the direction the two communities wanted to go and were ready to move forward; or whether they needed additional visioning work prior to the next step.

Commissioner Velarde stated that although it was done separately, both entities had done significant visioning work that runs parallel to each other. They may need another meeting to work on some things, but she thought the visioning was complete.

Commissioner Salem thought it would be beneficial to brainstorm how collaboration would work and how interests could be more closely aligned.

Mr. Epperson believed they had narrowed the discussion in terms of the issues that need to be resolved or discussed in more detail. He thought it made sense for the Staff to work together and come up with two or three options to discuss at the next meeting.

Commissioner Hontz was prepared to make that proposal this evening. She would like to meet as soon as possible and definitely within the next two months. At the next meeting she would like to see a presentation based on the visioning that was done in the County and in the City so they could compare the visions and identify the similarities and differences. That would help this group achieve their own consensus on what the vision says about the community as a County and City blended together.

Mr. Epperson summarized that for the next meeting they need to focus on understanding what has been done in each jurisdiction; and then determine the right model going forward to coordinate the implementation of that vision or whether additional visioning needs to be done.

Commissioner Kingston did not think the vision discussion was critical. They were given one tool for inter-jurisdictional collaboration and he would like to have a meeting on best practices He thought it would be more beneficial to search through America to see what other jurisdictions in this type of situation have done to see if they can duplicate some of that structure.

Mr. Epperson remarked that the two ideas were not contradictory and it was not a matter of having one or the other. The next meeting needed to accomplish two things. One was understanding the planning work that has already been done in both the City and the County. The second addressed logistics in terms of the model or alternatives to achieve better coordination.

Commissioner Deford thought another key issue was money and the ability to pay for it.

Mr. Sargent noted that the Planning Staff from both entities typically meet twice a year for Staff collaboration. They discussed both General Plans at their last meeting to understand the similarities and differences. He thought they could do a better job of collaboration at the staff level. Mr. Sargent stated that he and Mr. Eddington could bring their teams together more frequently to discuss in more detail what is going on in their respective jurisdictions. They would try to come up with something that could be presented to both Planning Commissions for feedback on how to address some of the concerns.

Mr. Eddington suggested that the Staff could work on the entitlement issues, as well as the the model and alternatives and report back at a joint meeting in two months. A meeting was tentatively scheduled for the first week in August.

The meeting adjourned at 8:19 p.m.

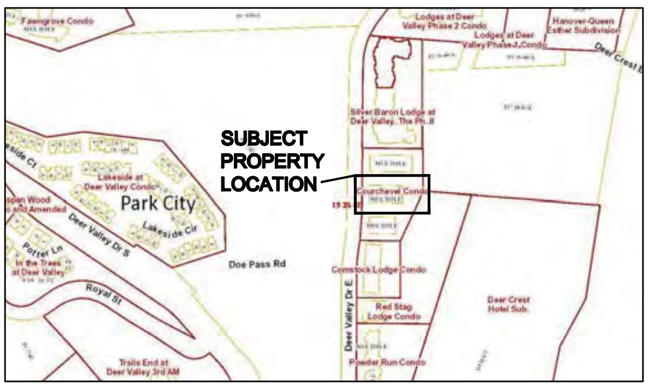
CONDOMINIUM PLAT

COURCHEVEL CONDOMINIUMS AT DEER VALLEY THIRD AMENDMENT

-A UTAH CONDOMINIUM PROJECT-

A PARCEL OF LAND LOCATED
IN THE SOUTHEAST QUARTER OF SECTION 15, TOWNSHIP 2 SOUTH, RANGE 4 EAST
SALT LAKE BASE & MERIDIAN, PARK CITY, SUMMIT COUNTY, UTAH

AERIAL PHOTO OF SUBJECT PROPERTY



SURROUNDING PROPERTIES MAP

NORTH ELEVATION

WEST ELEVATION

EAST ELEVATION

NEW BEDROOM
AND NEW
WINDOW

EAST ELEVATION CLOSE-UP

PARKING GARAGE

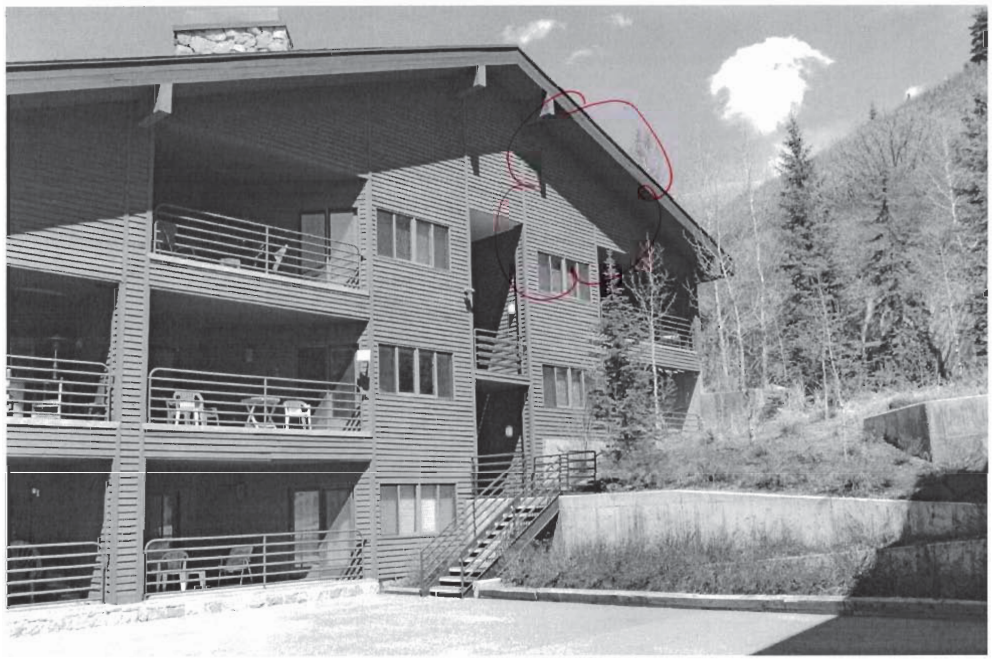
Summit Engineering Group Inc.
55 WEST CENTER • P.O. BOX 176
HEBER CITY, UTAH 84032
P: 435-654-9229 • F: 435-654-9231

EX G

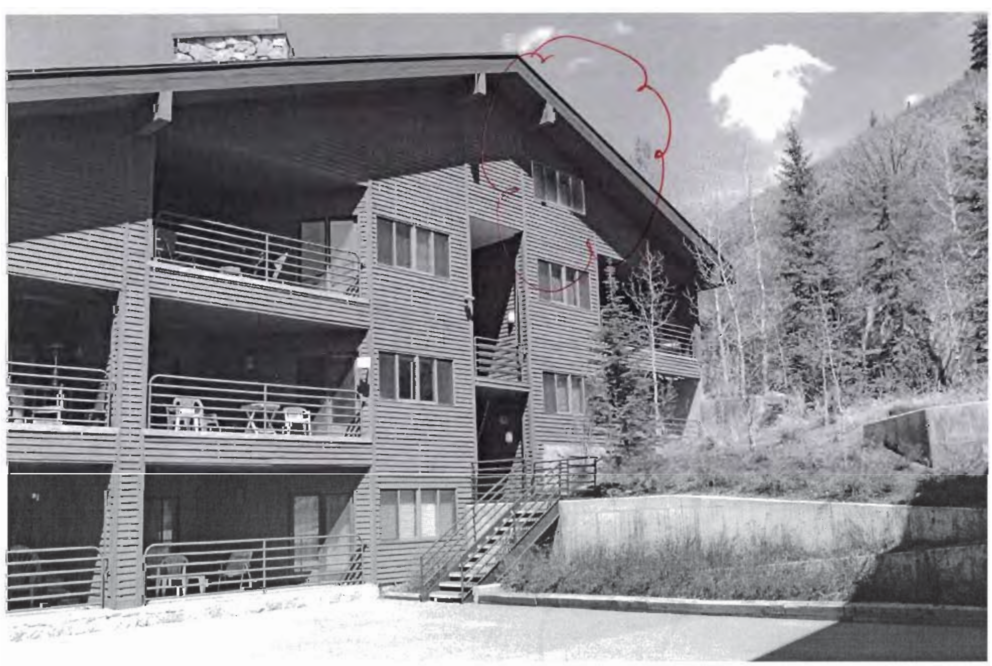
Courchevel Condominiums Unit B304 – Proposed Amendment

Building B Exterior Exhibit

Courchevel Building B - Existing Exterior:



Courchevel Building B - Proposed Exterior with Loft Expansion (matching window shown):

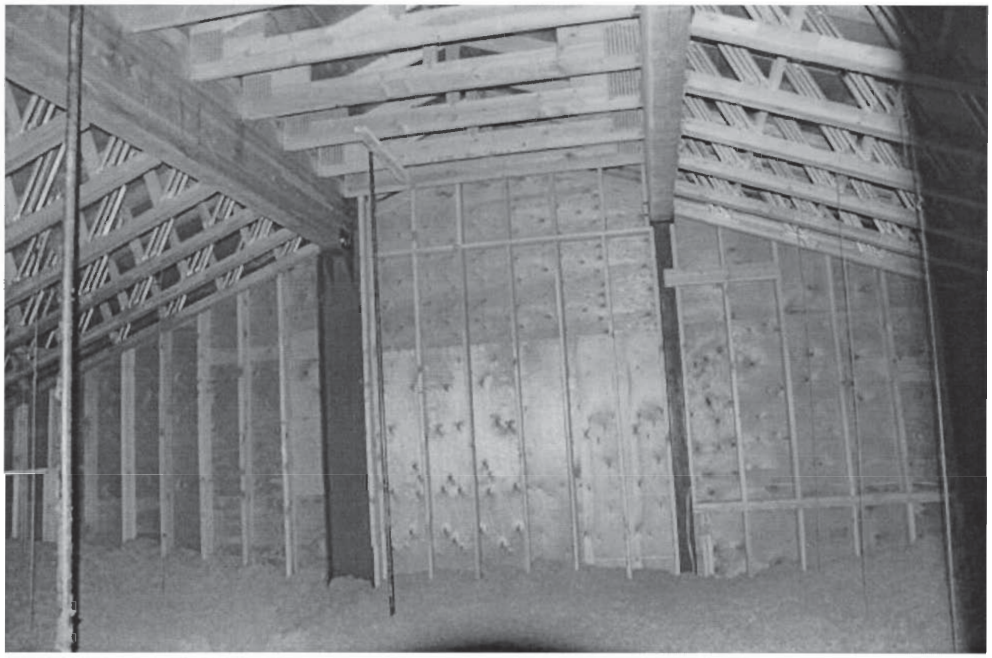


RECEIVED
MAY 09 2012
PARK CITY
PLANNING DEPT.

Courchevel Condominiums Unit B304 – Proposed Amendment

Building B Existing Loft Expansion Exhibit

Courchevel Building B - Existing Loft Expansion Area:



Courchevel Building B – Existing Loft Expansion Area:

RECEIVED
MAY 0 9 2012
PARK CITY
PLANNING DEPT.

Courchevel Condominiums Unit B304 – Proposed Amendment

Parking Exhibit

Courchevel – West Garage Entrance Existing Surface Parking (1-space):

Courchevel – West Garage Entrance Existing Surface Parking (1-space):

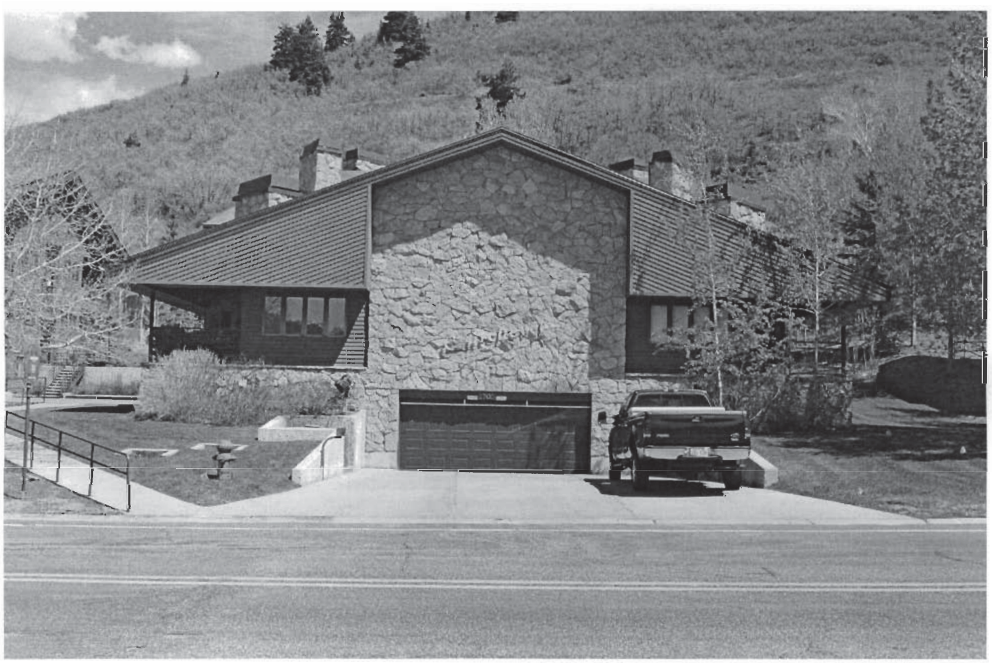


EXHIBIT H

Courchevel Homeowners Association
Box 680876
Park City, Utah 84068
(435) 645-7888

June 14, 2012

Ms. KirstenWhetstone
Park City Municipal Corp.
Planning Department
Park City, Utah 84060

RE: Courchevel B-304

Dear Ms. Whetstone:

This letter is to confirm that the owners of Courchevel B-304, John Goodchap and Tanya Felton applied to the association for a loft expansion and permission to expand into the common area dead space over the hallway. Attached is a copy of the ballot sent to the membership and tally of the votes by unit.

Information and a ballot were sent out to all owners on March 10, 2012. The deadline for the votes to be returned was March 30, 2012. Pursuant to the Courchevel By-Laws, a vote of 2/3rds or more of the ownership is required.

The votes were tallied and the required 2/3rds vote of the ownership was received. Based on this vote and the requirement being met, the association granted permission for the owners to move forward with the remodel and re-plat.

If you have any questions, please feel free to call me.

Sincerely,

Toby Tolpinrud

Toby Tolpinrud
Association Manager

COURCHEVEL CONDOMINIUM OWNERS ASSOCIATION
PO BOX 680876 – PARK CITY, UTAH 84068
Phone: (435) 645-7888 – Fax: (435) 645-7890
toby@pmaparkcity.com

March 19, 2012

BALLOT

____
Print Name of Homeowner(s)

____
Unit #

Mandatory vote by each HOA member (unit):

I grant permission to allow the board to change the ownership of the common space above unit B-304 (non-accessible attic dead space) and add approximately 140 square feet above the hallway from common area to respective unit space per the attached plan.

______ YES

______ NO

Executed this ______ day of ___________, 2012

____
Signature of Homeowner(s)

NOTE: BALLOT MAY BE FAXED TO: (435) 645-7890 OR EMAILED TO: VALERIE@PMAPARKCITY.COM

ALL BALLOTS MUST BE RETURNED NO LATER THAN FRIDAY, MARCH 30, 2012.

		YES	NO
Unit #	Owner	18	2
B101	Michael Deasy Diane Glean	1	
B102	Roseanne Bowman Pete Bowman	1	
B103	Michael & Peggy Lewis	1	
B104	Richard G. Bates Nicole Matthews	1	
B105	Chad & Linda Duncan	1	
B106	David & Luann Bolk	1	
B201	Richard A Brown	1	
B202	Roberta (Bobby) Slusar & Richard Morse	1	
B203	Ann Stewart & Jeff Steiman		1
B204	Mark Olson		1
B205	David G. Cave Kristen McCloud	1	
B206	Chris H. Reddish		
B301	Richard Allaye-Chan, Jr	1	
B302	Greg & Kathy Leitzke	1	
B303	Powell Capital Partners GCP Scott Powell	1	
B304	John Goodchap & Tanya Felton The Argo Superfund	1	
C101	David & Lachele Kawala	1	
C102	Claudio Vianello	1	
C103	Russ & Cindy Curtis	1	
C104	Shirley M. Zehner	1	
C105	Ronald & Jacqueline DuPratt		

Unit #	Owner	18	2
C201	James E. Baldwin III also owns C203		
C202	Dennis M. Nelson		
C203	James (Jebby) Baldwin also owns C201		
C204	Urasaki, Dang & Ishihara		
C301	Dan & Jenna Adler		
C302	Robert P. Deyerberg **new owner 6/11	1	

EXHIBIT I

Evergreen Engineering, Inc.

Civil Engineering - Land Surveying - Land Planning
1670 Bonanza Drive, Suite 104
P.O. Box 2861
Park City * Utah * 84060
Phone: 435.649.4667 * Fax: 435.649.9219 * Email: office@evergreen-eng.com

June 13, 2012

Park City Municipal Corporation
Planning & Zoning Department
445 Marsac Avenue – PO Box 1480
Park City, Utah 84060
435-615-5060

RE: Proposed "Courchevel Condominiums at Deer Valley Fourth Amended"

The purpose of this Amended Condominium plat is to convert existing Common Area attic space above Unit B304 to Private Area attic space for the unit. The attic space over the adjacent Unit B301 and Unit B303 was converted in the same manner, as shown on the existing "Courchevel Condominiums at Deer Valley Second Amended" Plat of Record. The associated Limited Common Area for this unit remains unchanged by this amendment. Unit B304 is located on Level 4 as shown on the existing "Courchevel Condominiums at Deer Valley" Plat of Record and on the existing "Courchevel Condominiums at Deer Valley Second Amended". The converted or additional Private Area is located on Level 5 as shown on the on the proposed "Courchevel Condominiums at Deer Valley Fourth Amended".

Existing Development Information:
Courchevel Condominiums at Deer Valley, Record No. 229039 (12-31-84)
Courchevel Condominiums at Deer Valley Amended Sheet 2 of 3, Record No. 315605 (11-9-89)
Courchevel Condominiums at Deer Valley Second Amended, Record No.
* 27 Existing Residential Condominium Units
* 1.8226 acre parcel of land
* 32 parking spaces (31 Common Area Garage and 1 Surface Driveway Space)
August 12, 2009 "Deer Valley Resort Tenth Amended and Restated Large Scale Master Planned Development Permit, Exhibit 1 – Development Parcels" Includes Courchevel Multi-Family
- Maximum Permitted Density (Units) = 13.5 (2,000sf/UE) = 27,000sf
- Maximum Developed Density (Units) = 27 (1,000sf/UE) = 27,000sf
    * Existing Developed (25 Units x 759sf) + (2 Units x 1,367sf) = 21,709sf total
        • Available Remaining Permitted square feet for project = 5,291sf (27,000sf – 21,709sf)
        • Amended Unit B304 at 1,367sf : added 608sf
    * Post Plat Amendment: Remaining Permitted square feet for project = 4,683sf

Private Area (Unit) Comparison (Existing – Proposed):

Unit B304	*	Existing	*	Proposed	*	Change/
		Private Area	*	Private Area	*	Difference
		759 SF	*	1,367 SF	*	+ 608 SF