



**PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
February 7, 2019**

PUBLIC NOTICE IS HEREBY GIVEN that the City Council of Park City, Utah will hold its special City Council meeting at the Park City Library Community Room, 1255 Park Avenue, Park City, Utah 84060 for the purposes and at the times as described below on Thursday, February 7, 2019.

STRATEGIC PLANNING RETREAT

Themes:

- * Not Losing Focus and Momentum on Community Priorities
- * Clarity Around Strategic Goals: Development, Metrics and Measuring Points
- * Enhancing Community Communication

Staff Report with Policy Questions

[Critical Priority Policy Questions](#)

[Transportation Planning Policy Brief](#)

8:30 a.m. - Council Breakfast

8:45 a.m. - Presentation of Successes - Linda Jager, Jed Briggs, and Jason Checketts

9:30 a.m. - Break

9:45 a.m. - Community Critical Priority: Energy - Luke Cartin and Celia Peterson

11:45 a.m. - Lunch Break

12:15 p.m. - Community Critical Priority: Transportation - Alfred Knotts and Julia Collins

2:45 p.m. - Break

3:00 p.m. - Closed Session

To Discuss Property, Personnel and Litigation

Adjournment

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

24 hours prior to the meeting. Wireless internet service is available in the Marsac Building on Wednesdays and Thursdays from 4:00 p.m. to 9:00 p.m. Posted: See: www.parkcity.org

***Parking validations will be provided for Council meeting attendees that park in the China Bridge parking structure.**

Council Agenda Item Report

Meeting Date: February 7, 2019

Submitted by: Michelle Kellogg

Submitting Department: Executive

Item Type: Staff Report

Agenda Section:

Subject:

Staff Report with Policy Questions

Suggested Action:

Attachments:

[Critical Priority Policy Questions](#)

[Transportation Planning Policy Brief](#)



City Council Strategic Planning Retreat

Subject: Policy Questions with Regards to Community Critical Priorities
Authors: Luke Cartin, Alfred Knotts, Anne Laurent, Jason Glidden
Department: Multiple
Date: February 7-8, 2019
Type of Item: Discussion

Summary Recommendation: The Council Strategic Planning Retreat has been structured this year to focus on the current Priorities in the hopes of maintaining momentum for them and providing more clarity around specific objectives. Thus, Staff is providing Council with broad policy questions for them to consider in order to set clear goals and direction for staff to carry out this year.

Below are three Community Critical Priorities in which staff is asking Council for direction:

Energy – Policy Questions

1. Park City's ambitious goals have generated interest from other mountain communities, ski industry and related businesses, and non-government organizations. Would City Council support pursuing other communities and organizations to adopt our goals, or similar goals?
2. Park City has shown progress in working with our electricity utility. If Park City would want to pursue similar progress in natural gas; partnerships and defining what success looks like could be more complex. Does City Council want to drive engagement with other communities, utilities, non-governmental organizations, etc.?
3. Park City Sustainability has residential engagement underway including Library Kits, My Sustainable Year, SCPW Challenge, and tree plantings. What other areas would City Council like to focus residential engagement on (water efficiency, energy efficiency, waste, tree planting, etc...)?
4. Park City Sustainability is planning a Sustainable Business Certification Program, and has completed outreach programs like the Wattsmart Communities Project. What other areas would City Council like to see for business engagement?

Transportation – Police Questions

1. Is Council interested in pursuing innovative policies? If so, which ones?

- a. All-electric fleet
 - b. Transit-first policy
 - c. Employer-based trip reduction policy
 - 2. Is Council interested in prioritizing investments for active transportation?
 - a. Recognizing that walkability and biking is also part of our community culture, is Council interested in dedicating a direct funding source for active transportation?
 - 3. Does Council remain committed to the paid parking program and implementation of additional parking management strategies?
 - a. During all seasons and events with the understanding that the rates can be modified based on time of year and parking demand?
 - b. Does Council want to explore potential modifications in the City's parking policy and/or parking requirements?
 - c. Should permitted parking be expanded into more neighborhoods to protect residents?
- *Other Measures? Including: circulation, circulation, shuttles, taxi/rideshare dispatch areas, and curb space management

Housing – Policy Questions

- 1. Does City Council want to request staff assess housing opportunities, challenges and partnerships outside of the current City boundaries?
- 2. How does City Council view and want to define the balance between rental housing versus ownership (including cash flow and timeline impacts) in pursuit of the housing goals?
- 3. Does City Council want to further discuss the current housing pipeline (see housing infographic)?
- 4. Does City Council want to discuss housing qualifications; or more specifically a policy for providing housing for City employees?
- 5. Does City Council want to re-align the housing goal from 2026 to 2030 to match the other critical goals and request staff revisit the housing needs assessment to make a recommendation on a quantitative goal?

Department Review:

Environmental Sustainability, Housing, Transportation, Budget, Debt, & Grants, and City Manager



POLICY BRIEF

TRANSPORTATION PLANNING



February 2019

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POLICY & INITIATIVES OVERVIEW

INNOVATIVE POLICY CONSIDERATIONS

Implementing progressive policies can help reverse corrosive travel behaviors in our city, and elevate other modes of transportation other than the automobile. New policy can better move people rather than cars, and leverage transportation options for economic vibrancy and more liveable communities. Creating an aggressive deadline to transition City vehicles to an all-electric fleet helps us achieve our energy and sustainability goals. Creating a transit-first policy not only expedites transit improvements but focuses on walkability, pedestrian safety, and the efficient movement of people and goods. An employer-based trip reduction policy can also positively impact travel behavior in the region as a whole, and reduce the number of vehicles on our roadways.

Policy Question: Is Council interested in pursuing innovative policies? If so, which ones?

Example Policy: King County, WA - [Transition to Zero Emission Fleet](#)

Example Policy: San Francisco, CA - [Transit-First Policy](#)

Example Policy: Tahoe Regional Planning Agency - [Employer-Based Trip Reduction](#) (see Page 61)

MOVING PEOPLE NOT CARS

Currently 75% of Summit County trips are single occupancy vehicle trips, 1% are transit and 3% are walking or biking trips (US American Community Survey 5-year estimates, 2016). Our current infrastructure prioritizes automobile throughput over other transportation modes like transit, biking and walking. Successful ways to elevate other modes of transportation include a variety of policies, programs and projects to provide alternatives to driving alone.

Policy Question: Acknowledging that walkability and biking is part of our community culture, is Council interested in prioritizing investments for active transportation above the convenience of single occupancy vehicle trips, recognizing that the trade-off may result in decreased access for the automobile?

Example Policy: Boulder, CO - [2014 Transportation Master Plan](#) - Infographic Page 8

AGGRESSIVE PARKING POLICIES

In order to achieve milestones in the Transportation Critical Priority, innovative parking solutions are an important tool. To maximize the value of parking investment, and to discourage the solo use of the automobile for travel, national best practices paired with the City's adopted plans can create monumental change. Park City raises prices when parking is in high demand and lowers prices when parking is in low demand. Consequences to consider with this parking approach include prioritizing valuable land for parking cars, increased congestion and pollution as people circle to find available parking, reduced opportunities for adding affordable housing, and promotion of sprawl.

(continued on next page)

POLICY & INITIATIVES OVERVIEW

PARKING POLICIES CONTINUED

Parking Management Strategies to Consider:

Maximum Parking Standards: Amendments to the land management code parking standards and layout requirements can create opportunities for parking standards that are consistent with our General Plan. The national trend is moving away from requiring parking minimums for development, and moving towards adopting more aggressive parking maximums for new development. This policy helps reduce transportation demand, and encourages developers to be thoughtful about elevating the convenience of other modes.

Example Policy: Minneapolis, MN - [Elimination of Off-Street Parking Minimums- Summary Page 11](#)

Dynamic Pricing: Dynamic parking allows cities to adjust the cost of parking based on parking demands. Parking costs can discourage single occupancy vehicle trips during peak demand times, or, be offered at a lower price when parking needs are low.

Example Policy: Boston, MA - [Performance Parking Pilot Program Report](#)

Parking Benefit District: Parking Benefit Districts are created by metering on-street and off-street parking, minus City expenses for maintenance and enforcement if deemed necessary, and dedicating the revenue to improvements in the district that promote walking, bicycling, and using transit. Charging for parking and promoting alternatives can reduce the parking strain in neighborhoods. A program that could partner with a Parking Benefit District is a Residential Parking Permit program, that would help protect residents from strains of visitor parking.

Example Policy: Boulder, CO - [Access Management and Parking Strategy - One Pager Page 15](#)

Example Policy: Austin, TX - [Parking Benefit District](#)

Example Policy: Tahoe Regional Planning Agency - [Shared Parking Ordinance](#)

Policy Questions:

What is Council's commitment to the paid parking program and implementation of additional parking management strategies?

Is Council committed to a paid parking program during all seasons and events with the understanding that the rates can be modified based on time of year and parking demand?

Does Council want to explore potential modifications in the City's parking policy and/or parking requirements?

Should permitted parking be expanded into more neighborhoods to protect residents?

What could other measures look like?

POLICY & INITIATIVES OVERVIEW

TRAFFIC IMPACT MITIGATION PROGRAM

A traffic impact mitigation program can improve and provide tangible transportation-related requirements through the development approval process. Developers would be responsible for the mitigation of traffic impacts related to single occupant vehicle trips and air quality impacts related to their proposed development. Through a standardized process, this program will require developers to evaluate direct, indirect, and cumulative traffic impacts. Developers must demonstrate how they are mitigating their impacts of single occupant vehicle trips onto other modes, and/or offering programs for transportation demand management strategies. This policy may include denying projects if impacts are considered significant and unavoidable.

Policy Question: Is Council interested in pursuing the implementation of a traffic impact analysis and mitigation requirements for private developments?

Example Policy: Aspen, CO - [Transportation Impact Analysis Guidelines and FAQ](#)- FAQ Page 6



POLICY QUESTION RECAP

Below is a summary of all policy questions asked in the previous pages.

1. Is Council interested in pursuing innovative policies? If so, which ones?
 - All-electric fleet
 - Transit-first policy
 - Employer-based trip reduction policy

2. Is Council interested in prioritizing investments for active transportation?
 - Recognizing that walkability and biking is also part of our community culture, is Council interested in dedicating a direct funding source for active transportation?

3. Does Council remain committed to the paid parking program and implementation of additional parking management strategies?
 - During all seasons and events with the understanding that the rates can be modified based on time of year and parking demand?
 - Does Council want to explore potential modifications in the City's parking policy and/or parking requirements?
 - Should permitted parking be expanded into more neighborhoods to protect residents?

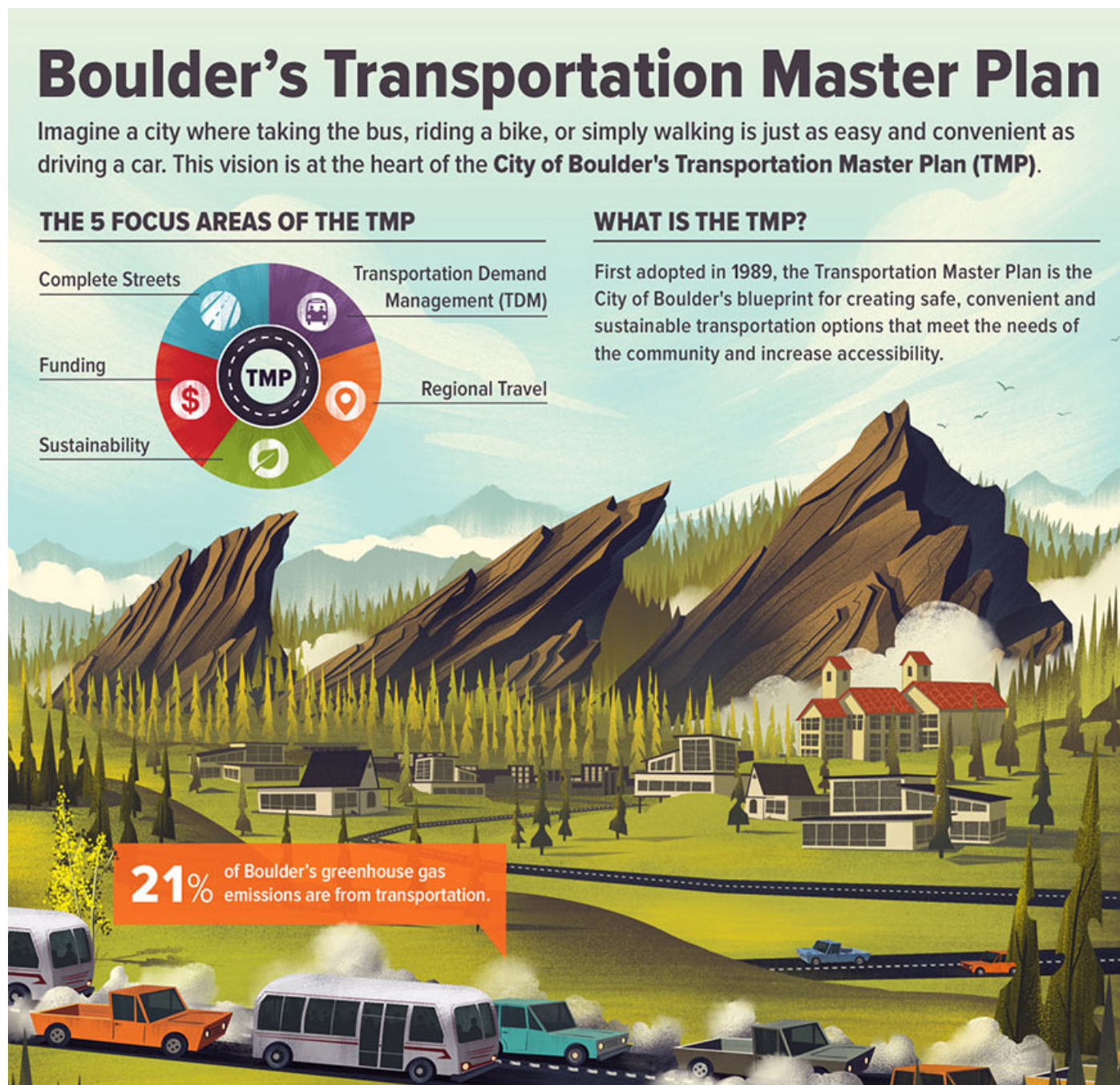
Other Measures? Including: circulation, shuttles, taxi/rideshare dispatch areas, and curbspace management

BRIEFING PRESENTATION OUTLINE

The following topics will be discussed in Transportation Planning's presentation.

- **Introduction**
- **Long Range Transportation Plan**
 - Goals
 - Projects
 - Focus areas
- **Overview of Secondary and Primary Performance Measures**
- **Monitoring and Reporting on Progress**
- **Strategies, Policies, and Public Buy-In**
 - Carpooling
 - Private Sector Role
 - Paid Parking
- **Considerations**
 - UDOT Partnership
 - Ongoing Monitoring Cost
 - Land Use - Local & Regional
- **Policy Discussion**





Funding



Reliable transportation funding is paramount to maintain our current (and future) transportation system. This is the simple reality for Boulder and most communities across the country.

Vision

- Establish a sustainable funding model with a local, reliable solution that covers system maintenance and operational needs.
- Continue prudent spending, focusing on the community's vision for transportation.



of the budget is used for **BASIC MAINTENANCE** and **OPERATIONS EXPENSES**.



20,500

BUS SERVICE HOURS HAVE BEEN CUT from RTD's local transit service over the last decade. That's the equivalent of losing the entire DASH route.

250,000

Vehicles in and out of Boulder every day!

There are more registered vehicles in Boulder than there are residents.

Regional Travel



Work with regional partners to provide an assortment of multimodal connections and improvements on a very limited budget.

Complete Streets



Complete Streets accommodate all modes of transportation by keeping pedestrians, bikes, buses and cars in mind as facilities are planned, designed and constructed.

Vision

- Advance from 'Platinum' to 'Diamond' designated Bicycle Friendly Community.
- All residents walk, bike or bus for 75% of their trips because it is easy, convenient, and safe!

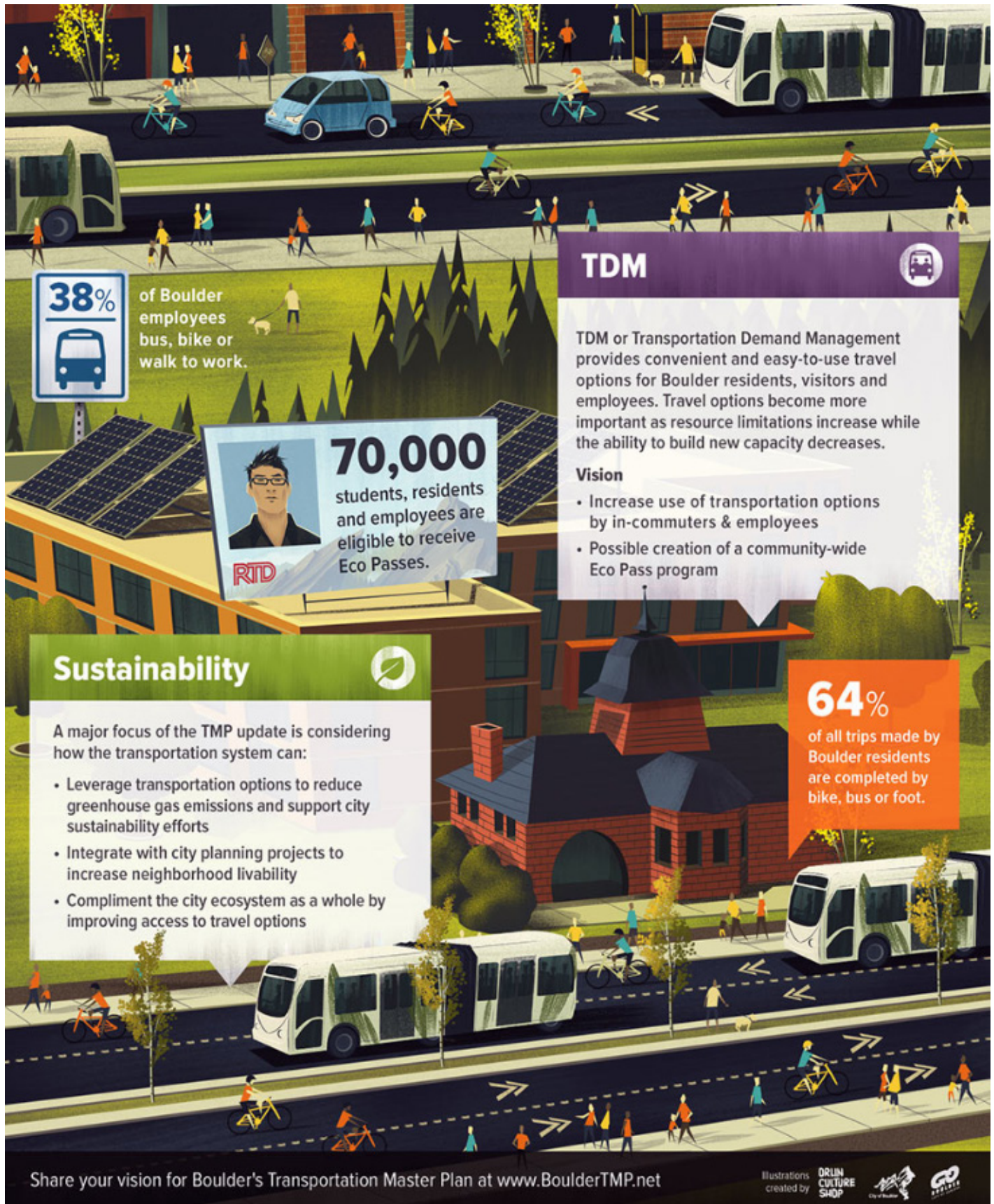


Boulderites walk at **3 TIMES** the **NATIONAL AVERAGE**.

300%

increase in ridership on our local transit routes since 1990.

Boulderites HOP on the bus at more than **DOUBLE** the **NATIONAL AVERAGE**.



38% of Boulder employees bus, bike or walk to work.



70,000 students, residents and employees are eligible to receive Eco Passes.

Sustainability



A major focus of the TMP update is considering how the transportation system can:

- Leverage transportation options to reduce greenhouse gas emissions and support city sustainability efforts
- Integrate with city planning projects to increase neighborhood livability
- Compliment the city ecosystem as a whole by improving access to travel options

TDM



TDM or Transportation Demand Management provides convenient and easy-to-use travel options for Boulder residents, visitors and employees. Travel options become more important as resource limitations increase while the ability to build new capacity decreases.

Vision

- Increase use of transportation options by in-commuters & employees
- Possible creation of a community-wide Eco Pass program

64%

of all trips made by Boulder residents are completed by bike, bus or foot.

Share your vision for Boulder's Transportation Master Plan at www.BoulderTMP.net

Illustrations created by

ORLIN CULTURE SHOP

City of Boulder

GO BOULDER

EXAMPLE POLICY

Minneapolis, MN - Removal of Parking Minimums

Pedestrian-Oriented Building and Site Design:
Regulate land uses, building design, and site design of new development consistent with a transportation system that prioritizes walking first, followed by bicycling and transit use, and lastly motor vehicle use.



The City of Minneapolis [Complete Streets policy](#) prioritizes walking first, followed by bicycling and transit use, and lastly motor vehicle use. Building and site design of new development should follow this same hierarchy in order to encourage sustainable modes of transportation and improve health outcomes. The number and location of entrances, the size and distribution of windows, building setbacks from the street, landscaping, along with building design elements such as lighting and awnings, all contribute to the pedestrian experience. Site layout is also important to facilitating pedestrians, cyclists, and transit users. Factors such as the building location, parking lots, driveways, open space, plazas, and pocket parks merit careful attention.



ACTION STEPS

The City will seek to accomplish the following action steps to regulate land uses, building design, and site design of new development consistent with a transportation system that prioritizes walking first, followed by bicycling and transit use, and lastly motor vehicle use.

- a. Orient buildings and building entrances to the street. Encourage multiple entrances to multi-family residential buildings. The number of entrances in non-residential uses should increase in proportion to the length of the building and be located along main corridors or at the street corner.



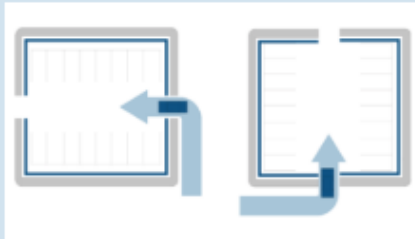
- b. Encourage multiple storefront bays with direct connections to the sidewalk where active or commercial ground floor uses are required.
- c. Require windows and window treatments on buildings that allow clear views into and out of the building.
- d. Ensure that buildings incorporate design elements that eliminate long stretches of blank, inactive exterior walls through provision of windows, multiple entrance doors, green walls, and architectural details.
- e. Integrate components in building designs that offer seasonal protection to pedestrians, such as awnings and canopies, to encourage pedestrian activity along the street.



- f. Consider the arrangement of buildings within a site to minimize the generation of wind currents at ground level.
- g. Encourage building placement that where possible enables solar access and allows light and air into the site and surround properties and supports energy efficient lighting.
- h. Encourage building placement and massing design that considers the impact of shadowing, particularly on public spaces, recognizing that extreme seasons make shaded areas alternately desirable at different times of year.

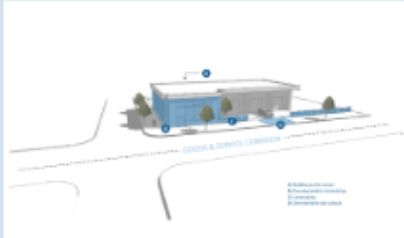
- i. Coordinate site designs and public right-of-way improvements to provide adequate sidewalk space for pedestrian movement, curb extensions, street trees, street lighting, landscaping, street furniture, sidewalk cafes, and other elements of active pedestrian areas.
- j. Coordinate with Metro Transit to ensure that the design of new buildings supports transit operations.
- k. Implement and expand regulations and incentives that promote bicycling, such as the provision of secured storage for bikes near building entrances, storage lockers, and changing and shower facilities.
- l. Eliminate the requirement for off-street parking minimums throughout the city, acknowledging that demand for parking will still result in the supply being built, and re-evaluate established parking maximums to better align with City goals.

- m. Discourage access to and egress from parking ramps off major corridors, instead encouraging access at mid-block locations and at right angles to minimize disruptions to pedestrian flow at the street level.



- n. Below grade parking is encouraged.
- o. Require above-grade parking structures to be designed with active uses along the street walls and with sufficient clearance and floor grades on all levels to allow adaptive reuse in the future.
- p. Discourage the establishment of and minimize the size of surface parking lots. Mitigate the negative effects of parking lots through screening, landscaping, minimizing curb cuts, sufficient number of down-cast, glare-free light fixture, and other measures.
- q. Encourage the design of parking areas in ways that minimize their contribution to the urban heat island.
- r. Prohibit the establishment of new drive-throughs and gas stations.
- s. Prohibit the establishment of new auto repair facilities and other auto-oriented uses in areas designated Neighborhood Community, and Destination Mixed Use on the Future Land Use Map.

- t. Mitigate the impacts of auto repair and other auto-oriented uses on the pedestrian environment through building and site design requirements.



- u. Encourage safe and convenient pedestrian connections through development sites and mid-block connections in the downtown core.
- v. Limit, consolidate, and narrow driveways along pedestrian routes. In addition, discourage driveway access on Goods and Services Corridors.
- w. Consider topography, site grading, rainwater management, and rainwater conveyance system so that snowmelt is directed away from roads and pedestrian areas to avoid icy conditions.
- x. Discourage multiple curb cuts within a development for automobile passenger drop off and pick-up or any other use.
- y. Encourage building designs that reflect the unique site and context where they lie within the city.
- z. Encourage building elements that provide educational opportunities for school-age children.
- aa. Encourage openable doors, walls and windows on active first floors that create a connection between indoor and outdoor spaces, especially the public realm, during appropriate weather.
- ab. Limit self-storage businesses to integration within active use buildings.
- ac. In Land Use areas other than Production & Processing, require buildings with inactive uses, such as storage facilities or adult entertainment establishments, to be screened with publicly appropriate active uses along street faces or to be located above or below street level.



TRANSPORTATION IMPACTS ANALYSIS

Frequently Asked Questions

What is a Transportation Impact Analysis? A Transportation Impact Analysis, or TIA, assesses the transportation impacts of proposed projects on surrounding and supporting transportation infrastructure and services. A TIA determines if the adverse effects constitute significant impacts, and, if so, how the significant impacts can be mitigated.

Why does the City of Aspen require a TIA? City of Aspen Ordinance #8 of 2014 adopted the TIA process with the goal of providing a technical approach to transportation impact analysis for development projects within the City that is simple, consistent and fair while ensuring that the City continues to meet its longstanding goal of limiting trips over the Castle Creek Bridge at 1993 levels.

How do I know if my project is exempt, minor or major and what will be required? See Table 1 on page 7 of the *TIA Guidelines* document for a simple means of determining your project category. If your project is exempt, nothing further is required. Should your project be considered minor, you will need to complete a level one TIA. Major projects must complete a level two TIA. Projects that fall into more than one category will be subject to the highest requirement.

What is the Process for a Level One TIA? A Level One TIA requires that the project determine its trips generated using a simple online tool. The project will also be required to use the same tool to determine which measures it will use to mitigate those trips. This information must be submitted as part of the land use application, along with a narrative report. Detailed information on this process can be found on page 12 of the *TIA guidelines* document.

What is the Process for a Level Two TIA? A Level Two TIA will require, at a minimum, a site plan review, trip generation capacity analysis and the use of the TDM/MMLOS tool to determine trip mitigation. The contents of a Level Two TIA will vary based on the nature of the proposed project. Please see page 20 of the *TIA Guidelines* document for more information.

What is TDM? Transportation Demand Management (TDM) is the application of strategies and policies to reduce travel demand (specifically that of single-occupancy vehicles).

What is MMLOS? Multi-Modal Level of Service (MMLOS) evaluates the safety and quality of access and flow for transit, pedestrians and bicyclists.

Can I pay a fee or buy an item as mitigation? The City of Aspen's preference is that trip mitigation be achieved via the mitigation measures identified in the TDM and MMLOS toolkits. However, there is also the opportunity for capital and operational/maintenance contributions should they make sense for a specific project, or if a project exhausts all other mitigation options. These types of contributions will be assigned credits as per the most recent information in the *TIA Guidelines* document and must be approved by City of Aspen Transportation and Engineering staff. More information can be found on page 14 of the *TIA Guidelines* document.

How can I determine which measures will work for my project? Read through the TDM and MMLOS glossaries located in the *TIA Guidelines* document. Short definitions of various measures are also found in the MMLOS and TDM tool by hovering over the measure. When considering measures, think about who will occupy your project and what measures make sense for them. Also consider the surrounding neighborhood and proximity of various services. Look at any deficiencies in the area that you may be able to improve, both for your residents/customers and others. Finally, contact the appropriate staff if you need to discuss a measure in detail.

Who can help me?

Land use: Jessica Garrow email at Jessica.Garrow@cityofaspen.com or call at (970) 429-2780

MMLOS: Trish Aragon email at Trish.Aragon@cityofaspen.com or call at (970) 429-2785

TDM: Lynn Rumbaugh email at Lynn.Rumbaugh@cityofaspen.com or call at (970)920-5038