Park City Municipal

City Council Retreat
February 5 - 6, 2015

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PARK CITY COUNCIL RETREAT
SUMMIT COUNTY, UTAH,
FEBRUARY 4, 5 AND 6, 2015

PUBLIC NOTICE IS HEREBY GIVEN that the City Council of Park City, Utah will be conducting its Annual Council Retreat Closed Session on February 4 at the Marsac City Council Chambers, 445 Marsac Avenue, Park City, UT 84060 and continuing the Council Retreat on February 5 and 6, 2015 at the Park City Christian Center, 1283 Deer Valley Drive, Park City, UT 84060. No formal actions will be taken on City business.

Wednesday, February 4
Park City Council Chambers
2:30p – 5p CLOSED: Personnel, Property and Litigation

Thursday, February 5 @ Christian Center
9:00a – 12:15p
Welcome by Mayor
Overview of Council Retreat
What's Different this Year
Review of December 4, 2014 Study Session
Building a Five-Year Housing Agenda

12:15p – 1:45p
Lunch & Christian Center Service Project

2:00p – 4:30p
Liaison Assignments
Transportation

1. Bus Rapid Transit 101"
2. "The Types and Causes of Congestion".

Wrap Up of Day One, Preview of Day 2

5:00p – 7:00p
Boards and Commission Reception

February 6, 2015 @ Christian Center
9:00a - 12:00a
Welcome by Mayor
Day One Review and Day Two Overview
Moving Forward: The Transportation Agenda
Historic Preservation, Civic Engagement & Lower Park Ave Discussion

12:00p - 1:00p
Lunch

1:15p – 4:30p
Innovation Grants
Wrap Up & Closing

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. A majority of the City's Boards and Commissions (City Council, Historic Preservation Board, Planning Commission, Public Art Advisor Board, Recreation Advisory Board, Library Board and COSAC) may attend the evening reception. No City business will be conducted.
Posted: 01/27/14
See: www.parkcity.org

PARK CITY
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Critical Priorities

Items that could have a significant negative impact on our community

1. Middle Income, Attainable & Affordable Housing
2. Transportation: Congestion reduction; local & regional plans

Top Priorities

Items for which City Council would like to see significant progress

1. Increase citizen involvement through outreach /gov't holistic decision making
2. Historic Preservation: Main St. preservation plan & keep national historic site designations
3. Lower Park Avenue Redevelopment Plan

High Priorities

Items for which City Council would like to see progress

1. Increase Green Building Standards
2. Open Space Acquisition
3. Water Conservation
4. Community wide renewable energy policy & action plan
5. Plan for Safe Clean Soils
6. Regional Collaboration
7. Broadband/fiber

PARK CITY 1884

CITY COUNCIL PRIORITIES PER MANAGER

	Owner *(Manager who has primary responsibility)*	Frequency of Council Work Sessions	Last Council Worksession(s)
Critical Priorities			
1. Middle Income, Attainable & Affordable Housing	Phyllis Robinson	Monthly	• 12/4/14 Community Futures Study Session • 10/30/14 LPA discussion • 10/2/14 Manager Report – Transit Housing Award • 9/25/14 Housing Criminal Ordinance • 8/5/14 Presented update at Midyear Retreat • 7/17/14 Park City Heights Housing Plan Adopted
2. Transportation: Congestion reduction; local & regional plans	Kent Cashel	Monthly	• 1/26/16 – Bonanza Park and Lower Park Avenue Redevelopment Districts – Transportation Plan • 1/8/15-Transportation Master Plan Acceleration • 12/18/14 - Parking Fee in Lieu Resolution • 12/11/14 – Parking Fee in Lieu • 10/9/14 – Transportation Master Plan Update

Top Priorities	Owner *(Manager who has primary responsibility)*	Frequency of Council Work Sessions	Last Council Worksession(s)
1. Increase citizen involvement through outreach /gov't holistic decision making	Phyllis Robinson	Quarterly	• 12/4/14 Blue Ribbon Commission engagement activities • 10/31/14 Delivered BoPa Outreach Plan for Council • 10/30/14 Lower Park Avenue Outreach • 9/20/14 – 24 Park Meadows Door Knocking • 8/5/14 Presented Update at Midyear Retreat • 7/25/14 Community Futures Survey with CC (not a meeting)

Top Priorities ***(cont.)***	Owner *(Manager who has primary responsibility)*	Frequency of Council Work Sessions	Last Council Worksession(s)
2. Historic Preservation: Main St preservation plan & keep national historic site designations	Thomas Eddington	Quarterly	• 1/29/15: Ski Era Architecture • 1/29/15: McPolin Barn Preservation Plan • 1/8/15: Adoption of Historic District Grant Policy • 12/23/14: Discussion of Historic District Grant Policy • 10/9/14: Mine Sites and Grants • 4/17/2014 City Council/Historic Preservation Board joint meeting
3. Lower Park Avenue Redevelopment Plan	Jonathan Weidenhamer	Quarterly	• 10/30/14 - *informed council the transpo planning has been on hold pending outcome of resort litigation.* Directed to begin community input and design comp for housing portion of the master plan • 5/15/2014 - Council directed staff to pursue ongoing technical work related to transportation, circulation, & walkability portion of LPA RDA Master Plan;

High Priorities	Owner *(Manager who has primary responsibility)*	Frequency of Council Work Sessions	Last Council Worksession(s)
1. Increase Green Building Standards	Ann Ober/Matt Abbott	Minimum 2x/yr	• The last update for Green Building was in May (another update is currently in for review). The next update is still in development.
2. Open Space Acquisition	Heinrich Deters	Minimum 2x/yr	• COSAC 12/20/12 work session • Various dates Closed Session
3. Water Conservation	Jason Christensen	Minimum 2x/yr	• 10/2/14 Water Conservation Plan • 9/18/14 Water Conservation Plan
4. Community wide renewable energy policy & action plan	Ann Ober / Matt Abbott	Minimum 2x/yr	• 1/29/14 – Work Session • 10/2014 -part of the MARC contract signing

High Priorities *(cont.)*	Owner *(Manager who has primary responsibility)*	Frequency of Council Work Sessions	Last Council Worksession(s)
5. Plan for Safe Clean Soils	Ann Ober / Jim Blankenau	Minimum 2x/yr	• Next update will be in February and will report results of sampling and outline of plan moving forward. • 5/08/14 – Update to Council on Sampling Planned for the Summer/Fall • 9/04/14 – Managers Report to Council on Fall Sampling • 9/03/14 – Update to Soils Commission
6. Regional Collaboration	Ann Ober	Minimum 2x/yr	• Various Mountain Accord public meetings and City Council updates • Joint Meetings: Park City Council & Summit County Council • Joint Meeting of Councils: Summit County, Wasatch County, Heber City, Midway & Park City
7. Broadband/fiber	Matt Dias / Scott Robertson	Minimum 2x/yr	• Discuss City's role & staff directed research/conduct RFP • 8/5/14 Council Mid-Year Retreat: – Update on the RFP process and general issues • 3/03/14 – Joint Managers Mtg: Updated on regional broadband and challenges • 11/14/13 – work session

City Council 2014 Priorities
Mid-Year Review

2014 City Council Top Tier Priorities

1. Middle Income, Attainable & Affordable Housing

1. Increase citizen involvement through outreach /gov't holistic decision making

2. Historic Preservation: Main St preservation plan & keep national historic site designations

2. Lower Park Avenue Redevelopment Plan / Lower Park Ave Master Plan

2. Transportation: Congestion reduction; local & regional plans

2014 City Council Second Tier Priorities

3. Increase Green Building Standards

3. Open Space Acquisition

4. Water Conservation

4. Community wide renewable energy policy & action plan

5. Plan for Safe Clean Soils

5. Treasure Hill Resolution

5. Regional Collaboration

5. Broadband/fiber

Top Tier:
Middle Income, Attainable & Affordable Housing

Achieved

- All issues with Park City Heights resolved / construction commenced
- Demonstration program for energy efficiency rehab of Silver Meadows units owned by city.
- Silver Star units converted from rental to ownership
- Home Ownership 101

To Come

- Criminal Ordinance
- Updated housing resolution
- GreenPark

Additional for future consideration in worksession

- Mortgage Equity Assistance for middle-income buyers

Top Tier:
Increase citizen involvement through outreach /gov't holistic decision making

Achieved

- Excellent attendance and feedbackt multi-project open house
- General plan open houses
- MindMixer utilization
- Outreach by City staff on private & public Main Street construction projects
- "Your Voice Matters" community education session in June
- Community Engagement Study Session
- Community Engagement Liaison for Main Street
- Blue Ribbon Commission on Mayor/Council Compensation

To Come

- Community Futures Dialog (August – October)
- Lower Park Avenue Community Engagement
- Fall Projects Open House
- Implementation of Blue Ribbon Commission recommendations
- Mountain Accord (October & December)

Additional for future consideration in worksession?

- Goals of community engagement.
- Talking points for inviting people to study sessions, work sessions & regular

Top Tier: Historic Preservation: Main St preservation plan & keep national historic site designations

Achieved

- Planning Department (with Engineering, Building and IT) visited all of the City's mining-era structures on resort property and documented each (e.g. photos, drawings, measurements, conditions, location coordinates, etc.)
- Initiated National Register of Historic Places process for Carl Winters – formal nomination process to begin upon completion of library construction
- Historic Preservation Plan underway for the McPolin Barn
- Assessment & mapping of Historic Mine Structures on resort property

To Come

- Historic preservation grant program being clarified and new language/application being developed
- Updates to the Historic District Design Guidelines with HPB in Fall
- CRSA Historic Sites Inventory Study (October) – Main Street & intensive level survey for all other structures
- Historic Mine Structures on resort property
- Historic District Design Guidelines update

Additional for future consideration in worksession?

- Staff would like to discuss ideas and methodologies to preserve the Mining Structures including tram structures (possible grant program)
- Cultural/heritage tourism opportunities
- Ski-era residential structures – ways to save them, short of regulation

Top Tier:
Lower Park Avenue Redevelopment/Master Plan

Achieved

- City Council work session on Lower Park Ave Master Plan (5/15/14)
- Library renovation plan finalized and implementation in process

To Come

- Community Engagement & Design Competition (Nov/Dec 14)
- Completion of Santy Auditorium (Jan 15)
- ID preferred neighborhood redevelopment development scenarios and affirm next steps (Jan/Feb 15)
- Continue with technical research and study work for transportation, circulation, walkability and parking projects
- Finalize scope of Walkability projects (Park Ave.)

Additional for future consideration in worksession?

- Walkability Underpass location (Kearns/Park Ave)

Top Tier: Transportation: Congestion reduction; local & regional plans

Achieved

- Realignment of Public Works, Water & Transportation Team to allow for greater focus on transportation planning.
- Employee parking reduction program developed in partnership with HPCA; pilot phase in progress.
- Transit bus use of SR-224 shoulder lane approved by UDOT for special events.

To Come

- Additional work sessions in August, September & October to review current transportation plans and set new priorities.
- Complete Phase One of Mountain Accord.
- Complete Snyderville Basin Transportation Plan.

Additional for future consideration in worksession?

- Long Range Transit Development Plan

Second Tier:
Increase Green Building Standards

Achieved

- Ongoing staff level participation in Utah Clean Energy's Commercial PACE Advisory Committee
- Staff level meetings with USGBC, New Building Institute & others
- Onsite assessments & scheduled upgrades for City owned residences

To Come

- Study Session for Green Building Standards scheduled for August 21

Additional for future consideration in worksession?

- Residential PACE legislation
- Countywide Weatherization Programming/Financing

Second Tier:
Open Space Acquisition

Achieved

- COSAC Prioritized Parcel List and Continuing Acquisition Discussions with Landowners
- Risner Ridge Conservation Easement

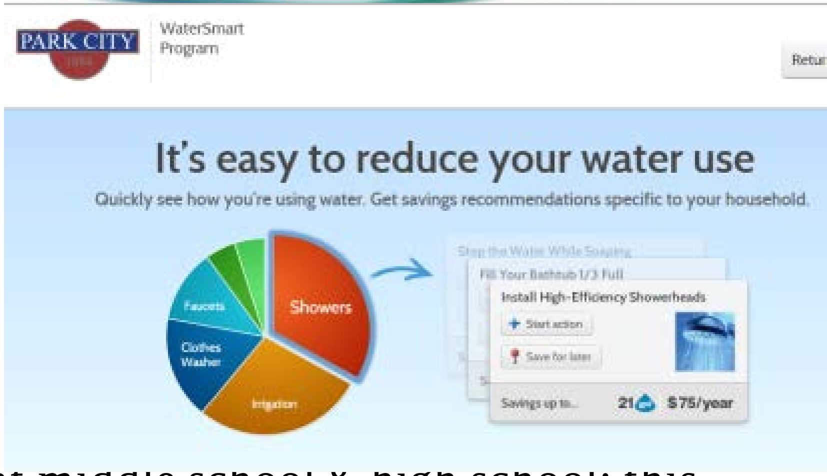
To Come

- Potential Open Space Acquisitions
- Gambel Oak Conservation Easement Discussion
- Mountain Accord:
  Recreation & Environment Goals for Land Preservation

Additional for future consideration in worksession?

- Management Plans for Open Space Areas

Second Tier:
Water Conservation



Achieved

- Water portal launch
- Raw water system supplying water for fields at middle school & high school; this saves energy and treatment costs
- Replaced ~40% of larger dual meters in system. These meters were identified as under-registering resulting in lost water.

To Come

- State Conservation Plan Update
- Further leveraging, additions to the Customer portal. (i.e. Irrigation Account Leak Emails, Efforts to drive more people to register for the customer portal)
- Additional meter replacement contract for the next phase of dual meter replacements.
- Future Manager's Report on rebates for controllers
- Future work session on encouraging xeriscaping/possible landscape regulation

Second Tier: Community wide renewable energy policy & action plan

Achieved

- Renewable energy study session to set priorities
- Summit Community Solar: Inclusion in U Community Solar
- PV array for PC MARC
- Building, Planning & Sustainability engaged in the DOE's American Solar Transformation Initiative
- Joint application with Summit County for the Georgetown University Energy Prize
- Renewable Energy Fee Waiver approved through 2016

To Come

- Program launch for the Georgetown University Energy Prize
- Community Choice Aggregation California Site Visit
- Municipal Net Zero Energy Plan

Additional for future consideration in worksession?

- Summit Community Solar II
- Community Choice Aggregation proposal/Renewable Purchasing program

Second Tier:
Plan for Safe Clean Soils

Achieved

- Regular meetings with EPA
- Prospector Drain Administrative Order on Consent

To Come

- Proposed Changes to Soils Ordinance
- Soil Transfer Station for Small Quantities of Soil

Additional for future consideration in worksession?

- Prospector Drain Update

Second Tier:
Regional Collaboration

Achieved

- Weekly staff-level meetings Summit & Wasatch Counties
- First ever Joint Council meeting with five jurisdictions
- Regularly scheduled joint Park City & Summit County Council Meetings
- Regularly schedule meetings with City/County Managers of Summit & Wasatch Counties, Heber City & Park City as well as staff
- Mountain Accord participation
- Enhanced relationships with Salt Lake City & Heber City

To Come

- Presentation and discussion of the Mountain Accord scenarios with an associated community dialogue process this fall
- Completion of the Summit County Regional Transportation study

Additional for future consideration in worksession?

- Regional Transportation
- Mountain Accord Phase 1 scenario review

Second Tier:
Broadband/Fiber

Achieved:

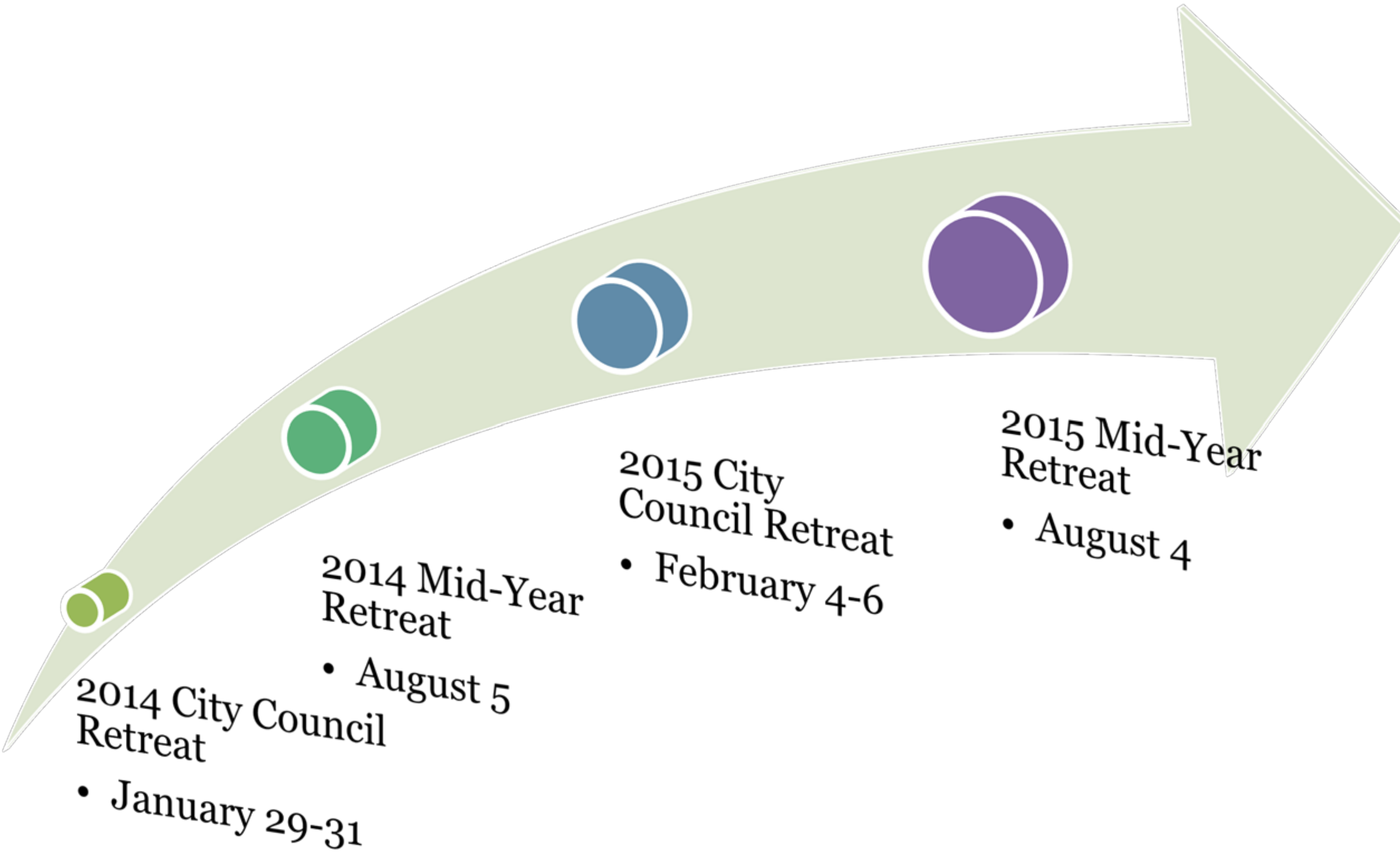
- RFP issued for public/private partnership
- Five (5) responses received
- Open for collaboration with Summit County
- Interest from other jurisdictions

Next Steps:

- July – Interviewing providers
- August - Work Session update w/Council

Additional for future consideration in worksession?

Timeline


2014 City Council Retreat
• January 29-31
2014 Mid-Year Retreat
• August 5
2015 City Council Retreat
• February 4-6
2015 Mid-Year Retreat
• August 4

	Middle Income Attainable and Affordable Housing (high focus)	**Increase Citizen Involvement Through Outreach / Gov't Holistic Decision Making (en route)**	**Historic Preservation: Main Street Preservation Plan and Keep National Historic Site Designation**	**Lower Park Avenue Redevelopment Plan / Lower Park Avenue Master Plan (en route)**	**Transportation: Congestion Reduction, Local and Regional Plans (high focus)**
Near Term (5 years)	Diverse community not stagnant Relief of traffic impacts Create sense of belonging Hope! Review Affordable Housing ordinance to regulate housing….smaller area, lower square foot UE'S 12 more affordable / attainable housing units in a neighborhood setting Add to existing housing stock aggressively	Better Decisions Informed Public Increase opportunities for citizen input to elected officials Focus community priorities, sustain pride More radio and newspaper Outreach could be reach out by way of online communications & Council meetings on TV, instant response Neighborhood meetings with Council	A Frames Monitor infill Stop erosion of historic buildings Don't mask or hide historic facades Continue current policies to create a unique experience It's foundational to our identity	Serves community needs / wants Public input on Lower Park Avenue plan East / West Connection Focus on housing Get feedback, get started Integrate with resort regarding their plans	Duh Increase use of public transportation Plan for 224 Start thinking big and long term while enhancing current systems Focus on City / County solutions Link community districts via non-single occupancy mode of transit
Long Term (20 years)	Diverse community. It is still where people want to live Preserve diversity, energy, viability Middle income diverse full time residents Community Middle income; evolve back to a complete community reducing traffic to and from town center Preserve authentic fabric	Residents own the future Informed Public Focus community priorities, sustain pride Get the community that citizens want: small town, sense of community, etc. Better decisions through informed community feedback	Authentic Heritage / Tourism No further loss of structures character Recognized historic districts Create 3D model of Main Street and create solutions for construction phasing Main Street remains draw for both locals and tourists	Helps Park City stay diverse, authentic, and fun Vibrant core Create a vibrant neighborhood with full time residents Plan for Lower Park Avenue with affordable housing Create master plan and show transit integration Walkable / affordable. Sense of Place	Duh A community where you don't need cars Reduce cars Fewer modes of private transportation Show evolution of systems and related densities Draw people back, and those here to stay

	Regional Collaboration (staff vs. elected in roads)	Open Space Acquisition	Increase Green Building Standards	Community Wide Renewable Energy Policy and Action Plan	Water Conservation	Plan for Safe Clean Soils	Broadband / Fiber
Near Term (5 years)	So many opportunities Always important, need better understanding of mutual impacts and tools to manage Build relationships Keep talking Transportation plan Joint meetings	Strategic Buy more Keep looking/buying. Every purchase reduces development, traffic, and preserves a piece of who we are Continue current efforts	Meh Lower utility costs Explore most attainable and best results Use G.U.E.P (Georgetown University Energy Prize) for motivation. Show courage Create design awards for private construction Require high standards on all Municipal projects	Everyone is on this team The time is now, again use G.U.E.P and show leadership Ease permit requirements Summit community power works	Our most scarce non-renewable resource Continue to enhance and educate Education / Fees Prudent landscaping requirements Rate increases	We love the EPA Evaluate Yes, continued effort Safety reasonable requirements Continue to support cut and fill on site Current efforts	A utility, not a want or a frill Implement before technology is outdated Connection for underserved and all students Accessible technology
Long Term (20 years)	Strong regional relationships and planning For personal growth and development Regional plan to reduce growth Regional solutions All in this together	Need funding sources Buy more Moat Natural setting buffer, direct development	Nudging the State to the future Adopt green building standards Lower carbon footprint Net zero energy community Go beyond minimum and reward better and more efficient design Health	So we all collaborate to make things better Keep demand level of current needs Lower community carbon Health	It's Desert, not dessert Use less Lower regional impacts So we have enough Evolve to desert landscape as focal point not-background	Mitigate Energy independence Smart grid, local sources Remove or contain threat / risk Truly sustainable community – soils, water, people Health Mitigate the region	Full and affordable service by 2016 Top tier community Citywide / County fast connection Viable economy What is the next new utility

PARK CITY COUNCIL MEETING MINUTES
SUMMIT COUNTY, UTAH, 84060
December 4, 2014

<u>Study Session</u>

Phyllis Robinson, Public Affairs Manager summarized a training she attended last May titled "Systematic Development of Informed Consent". The training was about getting the community and stakeholders, those with a shared interest in the outcome of an issue a solid understanding of the project and or vision goals; are all participants clear on the purpose. The training was focused on how to achieve clarity with community and stakeholders on issues being addressed. She expressed how important it was for the community members that make public comment on issues are well informed, can express their concerns and be constructive toward achieving resolutions and appreciate those experiences. Equally important she believes this would create additional opportunity for Council and staff to question community members to better understand their concerns and goals.

Ms. Robinson went on to describe how this process was demonstrated at a recent Bonanza Park vision session. Staff spoke to and listened to the attendees, gathered information, reiterated what was understood as having been discussed and asked "this was our understanding, did staff hear this correctly?"

Ms. Robinson and her team believe they can achieve greater public involvement if staff is able to share this process through community outreach.

Ms. Robinson mentioned that she would like to have Council participate in three separate conversations including a forward looking exercise that will tie all together. She feels these conversations and exercises will be very useful to Council and Staff during the 2015 Council Retreat.

1st – Clarity on Council's stated priorities both near term, long term; what are some of the items staff and council would like to accomplish in the next few years to feel as though accomplishments are being achieved; what are the twenty – thirty year objectives

2nd – Priorities: review Council's priorities; identify what the City is doing well and has the recipe for success as opposed to issues that are of concern although the steps to move forward are not as clear.

3rd – Criteria: how will the Council and Staff evaluate the criteria and identify the correct approach to the issues. She went on to state that identifying the approach will lead to attaining a better understanding of the time, money, community impact and risk of the issues, perhaps this will establish better dialogue with all stakeholders.

Mayor Thomas inquired if there was a mechanism in place for measuring or evaluating the man hours on given projects vs the time and efficiency spent toward the goals.

Councilman Beerman interjected that they could evaluate the effectiveness by reviewing the budgets and classify the capital expenditures to see how they tie into the goals.

Ms. Foster, City Manager stated that one of the exercises Ms. Robinson would like Council to participant in was having Council establish the measures they would like used to determine the effectiveness; staff would then return during the Council retreat with metrics that will be used to measure and track the goals.
She also stated that for one of the exercises Ms. Robinson had established as free form to create free flowing conversation.

Ms. Simpson, Councilwoman shared that she was very happy this conversation and training was taking place. In the past Council has struggled with how to reach and engage the community, anything that Council and staff can do to achieve more citizen engagement such as the meeting management software and video being installed would be greatly appreciated, and thanked staff for this opportunity.

Ms. Robinson drew Council's attention to the wall where the thirteen priorities identified during the 2014 Council retreat were listed.

<u>2014 Top Priorities</u>
Middle Income, Attainable and Affordable Housing
Increase citizen involvement thru outreach / gov't holistic decision making
Historic Preservation; Main Street preservation plan and keep national historic site preservation
Lower Park Avenue Redevelopment Plan / Lower Park Avenue Master Plan
Transportation: Congestion Reduction; Local and Regional Plans

<u>2014 High Priorities</u>
Increase Green Building Standards
Open Space Acquisition
Water Conservation
Community wide renewable energy policy and action plan
Plan for safe, clean soils
Treasure Hill Resolution
Regional Collaboration
Broadband / fiber

Ms. Robinson asked Councilmembers to reprioritize each as short term priority or long term priority attach to the wall and write a comment about each.

Ms. Foster reiterated the process Ms. Robinson wanted the Councilmembers to follow.

Ms. Robinson stated that this exercise will identify if Councilmembers have a general consistency on how they are looking at these priorities. During the 2015 Council Retreat the results of this exercise will come back to be discussed.

Ms. Foster stated that this training is preparing for the coming council retreat, and they would be focusing on the thirteen priorities. She informed Council she had a video on focus presented by Richards St. John she thought would be helpful.

Ms. Robinson asked Council if they were agreeable to her taking this information, have it transcribed and get it back to everyone with diagrams to show how the pieces might fit together. This would be very helpful for staff in determining if this information comports with how they are operating. She wanted to know if Council believes this is something staff can bring back for discussion during the January retreat.

Council member Simpson stated that during the previous visioning session it was probable that not all staff members could attend so she gave a brief overview. Ms. Simpson stated that Council felt they identified the high priorities as those items they knew would continue to be worked on. Items Council and staff would not stop addressing would be items such as safety and clean water as examples. Although the four or five top priorities were items Council felt had risen to a place needing renewed focus. High priorities were those items they did not want to lose track of. She felt it was important for staff to understand that Council does not expect staff to get items all done all the time. They recognize prioritization needs to be involved.

Mayor Thomas stated that in a community many balls have to be kept up in the air, it is difficult to prioritize these items. He suggested using a graphic approach to present this information, it may be more comprehendible. He stated that there are the things that are foundations and best anchors for a community that hold up the structure of a community.

Councilman Henney felt that he understood the priorities were being distilled down to common themes. Was Council being asked to get back to the common themes which are all listed on the wall. There are vision priorities as opposed to execution priorities; he feels based on what is listed on the wall Council has created execution priorities for short term and long term. He stated that all of the listed priorities relate back to what they are trying to create, to see the City as it is currently and in the twenty to fifty year future.

Ms. Foster interjected that the next exercise was intended to provide Council different ways to view these priorities.
She also mentioned that staff would like to come back during the coming retreat for clarification from Council on the priorities that they are not clear on. They would want expected outcomes or direction from Council for the next two years that could potentially have a large impact on the community.

Mayor Thomas suggested defining a clear process to achieve the goals, breaking them down into systems to better comprehend the information and to understand where the City is spending time and money to achieve the goals.

Councilman Henney thought it was surprising to hear from Ms. Foster that staff lacks clarity in some areas. Although he feels it's great that they would want additional clarity and they were working on a system to accomplish that.

Councilwoman Simpson mentioned nothing is black and white and staff will struggle. Balancing the priorities could cause tension while implementing the goals set by Council.

Councilman Beerman mentioned that when visioning is over many of the priorities will be dialed in. He suggested having Council come out of visioning having taken a step further with the top priorities by identifying an action plan. Have Council review and define how to move forward on the plan. Bring the action plan back to next year's visioning and review it for success.

Ms. Foster pointed out that staff was anticipating Council would come out of the 2015 Council Retreat with a proposal for the new action plan that a budget can then be created from.

Councilman Beerman stated he felt it was not up to Council to come up with an action plan; Council should come up with goals and priorities, staff with the action plan.

Ms. Foster clarified that during the retreat Council will identify what they would like to see in terms of outcomes in the near future and in the twenty year plan. Staff will then provide the proposals for the various routes Council may choose to follow. It will be the critical path.

Ms. Robinson clarified further that there will be multiple paths that can be taken, with further guidance from Council staff will have clarity in what path will be taken and what is to be achieved.

Ms. Robinson then moved Council on to another exercise which was to determine how they now viewed the 2014 priorities. As an example she mentioned some of the priorities both Council and staff had a good sense of the outcomes, comfortable with where the City was with them and they had the appropriate tools; others not as clear. As Ms. Robinson went down the list of priorities Council was to specify with a yes or no if Council has a good sense of the outcomes or not. With the exception of the Treasure Hill Resolution which is currently under regulatory process.

<u>2014 Top Priorities</u>

Middle Income, Attainable and Affordable Housing - no

Increase citizen involvement thru outreach / gov't holistic decision making - en route

Historic Preservation; Main Street preservation plan and keep national historic site preservation

- en route, needs recalibration

Councilwoman Matsumoto felt that this priority does need additional attention; the City continues to lose houses, she feels there is a fatal flaw.

Councilwoman Simpson believes progress is being made although there are issues with the Main Street Historic District and the Historic District at large.

Lower Park Avenue Redevelopment Plan / Lower Park Avenue Master Plan – en route

Councilwoman Simpson does not believe an end result is clear, the partnerships are not clear.

Councilwoman Matsumoto reminded all that the community outreach has not taken place.

Councilman Beerman does agree there is a critical path although there is no clarity on the end result.

Transportation: Congestion Reduction; Local and Regional Plans – en route

<u>2014 High Priorities</u>

Increase Green Building Standards - no

Open Space Acquisition - yes

Water Conservation – yes

Community wide renewable energy policy and action plan - no

Plan for safe, clean soils - yes

Treasure Hill Resolution

Regional Collaboration – making in roads

Broadband / fiber – en route

Ms. Robinson then asked for additional input from Council on the priorities Council has stated as en route or no.

Middle Income, Attainable and Affordable Housing – yes
Citizen Involvement – yes
Historic Preservation –
Councilwoman Simpson asked for clarification of what the problems were; money was spent for a consultant, $127,000 allocated for grants.

Councilman Beerman stated that his long term goal was for no further loss of historic structures; should they recalibrate the goal, it's similar to open space not perfect but generally Council is aligned on it's a top priority and Council knows how to get where they need to be; should they be stricter with the plan.

Mayor Thomas interjected that it is important to understand the historic significance of Main Street and does not feel that understanding has been reached.

Councilman Peek felt that if there is a risk of losing the designation they must determine what the resolution would be and act on it.

Councilman Beerman wanted to know if there is a problem with the plan or is there something they need to do differently.

Councilman Peek feels the density on Main Street is threatening to lose the historic designation and that is a big issue.

Council member Simpson suggested recalibrating the plan. Possibly putting $1M toward the restoration of some buildings that have lost their historic significance so they can be brought back into historic significance and not shrink the district.

Council member Matsumoto feels this idea has been mentioned in the past and it's been a long time coming forward. Council was in agreement - en route and needs recalibration
Lower Park Avenue – Ms. Matsumoto felt they couldn't move forward without input from the partner, should they delay going forward until the partners knows what they want to do. Council feels that community input is important and may change all other factors; they agreed that there is a critical path.

Transportation – Council feels they are on track, keep high priority

Increase Green Building and Community Wide Renewable Energy – Mayor Thomas mentioned that this is a priority that could take working with other partners such as the state legislature, Salt Lake City and regional partners. Possibly initiate a program that offers incentives for those individuals going beyond the minimums.

Council member Simpson reminded everyone that there is a community wide renewable energy policy and action plan in place, possibly recalibrate it as community based and locally based incentivized and not be concerned about the legislature.

There continued to be some disagreement on how to go forward with this priority.
Council decided this priority should go forward as a future discussion
Open Space Acquisition – yes

Water Conservation – yes
Plan for Clean Soils - yes
Regional Collaboration –
This was listed as a roller coaster
Ms. Foster does not believe there is a recipe; the City does not have a relationship with Wasatch County.

Council member Simpson agrees there is not a defined path going forward although the parts are there and in roads have been made. She feels it's important that the City and County get to together again, possibly another dinner. She is open to ideas to forge relationships more quickly.

Mayor Thomas suggested have another gathering with the County where there is not an agenda and discuss the relationships so the County feels as though they are being listened to not talked to.

Council member Beerman stated that Wasatch County and the City have mutual needs and pressures they both recognize. They are getting closer to our boundaries and needing our services; the foundation our staff has laid down and the outreach Council has done is making a difference.

Council member Simpson mentioned the relationships are working at the fire district level and water level.

Ms. Robinson stated some priorities have been identifies as important and Council would like to continue focusing on, housing being one of those; address the how, what, where, when on those items.
Some others have been identified as to keep on the path they are on; some recalibration may be necessary. When staff comes back in February they will be proposing approaches to Council and looking for feedback. What can they do, what can be reasonably expected, will Council and Staff be satisfied with the outcomes. Identify what paths make sense for the community. .

Ms. Foster would like Council to identify the priorities that if a different trajectory is not taken what does that mean in terms of outcome.

Council member Henney was glad the question was asked. On his list of top priorities he has middle income and transportation which relate back to Lower Park Avenue. He feels middle income housing and work force housing, transportation congestion are critical issues. The City has an opportunity with the Lower Park Avenue Redevelopment where the City can control the process to do what they would like to do and make happen what has been envisioned. This is a tremendous opportunity to define the resources, who the partners are and how the City want to move forward. If the City loses the middle income housing and the middle income citizenry we have a fundamentally different community. If the City continues to experience the type of trajectory and congestion that is being experienced currently twenty years from now there will be a fundamentally experience for everyone in this community. He feels that is critical for him.

Council member Simpson strongly agrees with Council member Henney. She stated her top priority is the housing issue, the community is in danger of being a community of very wealthy grey haired, retired individuals and no one else will be able to live in Park City. Transportation has taken positive planning steps; the housing issue has expertise although there is no plan. If the question is what is critical to move on regarding the timeframe it would be the housing. She also agrees with Henney on transportation and the opportunity of Lower Park Avenue.

Council member Matsumoto is also very concerned about the housing; nothing has been completed since the Snow Creek project although Park City Heights is under construction now. She stated the City has a key area where they own the property and should do something about it sooner than later.

Council member Beerman agrees with affordable housing and transportation. He does feel Park City has become a community of second homes, when the average home is a million dollars. He feels this is critical and the City is late to the game.

Mayor Thomas believes the housing component is very important; it's a losing proposition for the community if there isn't a cross section of housing. Transportation is also a concern.

Council member Henney interjected that the City has the Park Avenue Development and control and direct it. He feels the City should begin looking at land inside the City that can be purchased. He would like to see the City buy land and build the housing – it's a discussion he would like Council to have.

Council member Matsumoto mentioned buying land had been discussed in the past; not using all open space money and making money for the housing by selling that land.

Ms. Foster recounted the discussion. If middle income housing and transportation is not figured out the community will be changed. She sensed from Council energy, passion and a willingness to look at serious proposals which could mean more money and staff. Council has indicated they want focus on those items.

Council member Simpson mentioned that during the February vision she would like to discuss the entire range of possibilities for a revolving fund for down payment assistance.

Council member Beerman would like to discuss the regulatory tools to push housing toward what the City wants it to be. Resorts towns in Colorado have gotten aggressive with their zoning and what is allowed for certain uses in certain areas.

Council member Simpson stated she would like to explore the expense of building affordable housing. Does the City have the matrix to determine what is affordable; could the City possibly come forward with the finances to subsidize the actual building. All of those pieces should be discussed.

Council thanked Ms. Robinson

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 Jody Morrison, Acting Assistant City Recorder.

2015 City Council Retreat
Affordable, Attainable and Middle Income Housing
Setting the 2015- 2020 Agenda

Background
City Council and staff conducted a Community Futures study session on December 4, 2014 in preparation for the 2015 City Council retreat. Council reviewed their current priorities, identified short term and long term objectives and specific areas of concerns. At the conclusion of the study session Council elevated two of its priorities to critical focus: (1) Affordable, Attainable and Middle Income Housing and (2) Transportation, Congestion Reduction and Traffic. **.**

Purpose
The purpose of this report is to provide Council with context for a discussion and direction on options for advancing the goal of *Affordable, Attainable and Middle Income Housing* in Park City. This report includes an overview of the current state of housing in Park City, 2014 accomplishments, a one-year action plan and five year targets. The City's current Five-Year Housing Plan, adopted in 2012, is included as an attachment to this report.

Defining Affordable Housing
Many terms are used to describe housing needs in Park City…affordable, attainable, employee, community-based, deed restricted, low-income, and moderate-income. At its most basic, affordable housing is the relationship between income and housing cost, not a housing type. Housing is considered affordable when the income of a household is sufficient to procure it on the open market **with** sufficient income remaining for all the non-housing expenses that are part of everyday life. A general rule of thumb is that no more than one-third of a household's income should be allocated toward housing. Lenders generally put a cap of 38 percent of a household's gross monthly income towards housing costs and other credit obligations.

In Park City, housing affordability spans a broad income swath from the hourly service industry worker to a tenured professional household. At prevailing interest rates, for example, the maximum sales price a household can afford is about 3.5 times its annual income (with a 20 percent down payment.) Based on these parameters, a 2013 survey of Park City's housing market found that only households with incomes of at least $227,500 and savings or equity in excess of $150,000, could afford to purchase the median priced home in Park City in 2013, assuming one is available in the marketplace.

A Short History of Affordable Housing in Park City
Today, in 2015, there are 497 units of affordable housing in Park City. Eighty percent of these units are rental. Twenty percent are owner-occupied.

The City's first housing resolution was adopted in 1991 and amended in 1993 and 1995. These early resolutions used incentives to encourage development of affordable housing. In 1999, the City moved from incentivizing affordable housing to instituting requirements that required Master Planned Developments (defined at that time as residential developments of 50 or more units and/or mixed use space of 5,000 square feet or more) to provide affordable housing in order to mitigate its impacts on the existing housing stock and the community as a whole. Subsequent amendments were in 2006, 2007 and 2012 refined this approach, addressing additional provisions including seasonal and special needs housing, affordable unit equivalents, and calculation of in lieu fee. The Housing Resolution is adopted by reference as part of the Land Management Code.

In December 2005, the City Council adopted the 2010 Workforce Housing Assessment and Demand Analysis. Among the findings of the assessment was that "employment and population growth exert a strong demand in a supply-constrained housing market. Accelerating demand pressure resulting from continued job and population growth will push prices higher over the next several years, exacerbating the existing affordability challenges. This pressure will result in higher prices for single family home and condominiums, as well as higher rents." At that time there were 372 units of affordable housing in Park City.

The 2007 City Council adopted the City's current housing vision and goals during its Council Retreat.

Affordable, quality housing opportunities available for persons of all economic levels

- Provide a variety of housing options to meet the socio-economic needs of people who live and work here, including persons with special needs.
- Maintain a community that contains a broad diversity of owner-occupied and rental housing types.
- Preserve and develop high quality, accessible and affordable housing to serve the diversity of people who live and work here.
- Promote housing that is energy efficient, environmentally sensitive and that blends with the City's natural environment.

Council also affirmed the primary role of the City as a facilitator of the development and/or preservation of affordable housing through financial tools and the regulatory process. It recognized that in some instances, specifically where there is a significant city contribution of land or capital, the City's role may include coordinating and/or overseeing the development of housing.

Over the past decade 109 units of affordable housing were added to the City's housing stock with an additional 17 units provided by Talisker outside of city limits. After several years of effort, the Park City Heights subdivision has been approved and construction has commenced on the first phase of affordable units. Seventy-nine of the 239 units being developed will be deed-restricted affordable units. This development advances the city's vision for affordable, quality housing options for persons of all economic levels.

Most recently the City Council passed a criminal ordinance to protect affordable units from fraudulent use. An energy efficiency demonstration program was completed for city-owned units in Silver Meadows and the Transit Seasonal housing program opened and received the Project of the Year from the Utah Housing Coalition. The City was recognized by the Urban Land Institute with the Larson Award for Public Policy in Affordable Housing. Staff was invited to participate on affordable housing panels at state, regional and national conferences.

While the city's posture has been to use the regulatory process to mitigate housing impacts on the community, it is important to note the nonprofit/public sector produced 40 percent of the new housing stock added since 2008. The City played a significant role in nonprofit housing developments through the contribution of land, bridge financing and special service grants. Recent changes in government accounting will limit our ability to provide financing support in the future.

Housing Development 2008 – 2014		
Nonprofit/Public Developments		
The Line Condominiums	22 units	Mountainlands Community Housing Trust
Ontario Avenue	2 units	Habitat for Humanity
Snow Creek Cottages	13 units	Park City Municipal
Seasonal Transit Housing	13 units	Park City Municipal
Subtotal Nonprofit/Public	50 units	
Development Agreements		
Silver Star	20 units	Silver Start Development Agreement
Empire Pass	16 units	Flagstaff/Empire Pass Dev Agreement
Prospectors Condos	23 units	Flagstaff/Empire Pass Dev Agreement
Black Rock Condos	17 units	Flagstaff/Empire Pass Dev Agreement
Subtotal Dev Agreements	76 units	
Total Units	126 units	

The Dynamics of the Housing Market in Park City

Today there are 497 units of affordable housing in Park City. Eighty percent of these units are in rental housing stock serving the lowest incomes in our community. Approximately thirty percent of these rental units are subsidized through the Rural Development 515 program which provides direct financial assistance to ensure that households do not pay more than 30 percent of their income for housing. The balance of the units (approximately 100 units) provides affordable homeownership. The City Council made an affirmative decision to promote affordable homeownership when it adopted its 2005 housing plan. Incomes of homeowners in deed -restricted affordable units range from $52,000 - $105,000.

Over the past year staff has analyzed existing housing trends in Park City and the surrounding region, evaluated our current programs and researched best practices in housing finance, development and asset management. Perhaps one of the key findings is that it's not enough to have product in the right price points, but the units must also be desirable and match the purchasing power and demand preferences of potential buyers and renters if we want those households to remain in Park City.

Demographic Trends

Since 2002, Park City has been on a steady trend towards losing middle-income families, primarily due to mismatch of affordable product and desired homes (condos vs single family homes with yards).

Between the years 2000 - 2010 the number of owners under 55 fell with the greatest decline in the 35-44 and 45-54 age groups. In contrast the number of owners over 55 rose dramatically. The 55-64 age group increased by 52 percent (182 persons) and the 65+ nearly doubled from 199 to 370 persons.

The number of family households with children in Park City declined from 872 to 774 households. Conversely, the number of Park City households without children increased by nearly the same amount (816 to 968). Similarly during the first decade of the 2000s the number of city residents enrolled in kindergarten through 12th grade declined by more than 200 (1,324 to 1,121.)

Supply and Demand

Our dilemma is in the middle – households with incomes in the $75k - $150k with a buying power of $260,000 - $525,000. These are households that earn enough money to buy a home in the region, but not enough to buy one in Park City, unless they are willing to buy a condominium. Individuals and households in this income range, primarily young professional families want a backyard, and given the housing options outside of Park City, they are willing to commute to get it.

Middle-income buyers are increasingly choosing to buy in Snyderville, Jordanelle and elsewhere and commute. By 2011 Park City housed just one-quarter of its share of the region's owner households with incomes between $75k and $150k and fewer than 60 percent of households between $100k and $150k.

Housing supply is also a significant issue. We are falling behind in both housing price and housing production. Citywide, one-third of all single family homes were built before 1980. And, when property is sold, is it finding the "right buyer" – another year-round, middle income family to help maintain the community of permanent residents.

Prospector and older parts of Park Meadows used to be the place where middle-income families purchased homes. Today the median sales price is no longer affordable to middle-income buyers without a substantial down payment or other equity investment. From 2006 – 2011 just 10 percent of all single family sales in Prospector, Thaynes and Park Meadows sold for under $500,000 and often required substantial updates. In Park Meadows 1, 2 and 5 replacement units average 1.5 to 2.5 times the size of original home thus driving up prices for of neighboring properties today and forever removing affordable homeownership opportunities as the value of remodeled homes are substantially higher

At the same time, renter households are doing much better in PC than elsewhere in the region. Park City has been exceptionally successful in fostering the development of low-cost rental housing, enabling many workers critical to the tourist industry to be able to rent right in town. Park City houses nearly two times its regional share of renter households and more than three times its share of households with incomes between $25,000 and $50,000.

Renters paying close to Fair Market Rents for two- and three-bedroom rental units have sufficient income to buy condominium units priced at about $180,000 and $250,000 respectively. About 60 percent of all renters in Park City have incomes above 50 percent Area Median Income. If even a fraction of these 750 higher income renters were induced by favorable interest rates and market conditions to move to homeownership, a significant number of rental units would be “freed-up” thereby offsetting and alleviating some supply constraints and pressures on the local rental market. There is also concern for the aging of the rental stock for year-round residents. In 2010 the median age of rental units is 30 years. There has been no new apartment development since the mid-1990s in Park City.

The Proposed 2020 Housing Agenda

Park City is remarkable place. Our evolution from a mining town and ghost town to community on the world stage did not happen by accident. We made deliberate choices over the past 40 years to shape Park City into an international resort destination. We continually work to balance the ongoing tension between the care and feeding of our local economic tax base, our “golden goose” and our ability to maintain a local workforce and sustain Park City as a resort community rather than simply a resort destination.

The challenge of providing affordable housing in Park City is an unintended consequence of our success and the choices we made along the way to increase our desirability. We are fortunate that prior City leaders had the foresight to recognize the potential impacts of increasing demand for land and housing in Park City on the local community and instituted housing policies in the early 1990s that secured the housing stock we have in 2015.

Today we find ourselves once again at a community crossroads that requires leadership, commitment, resources and community support if we are to retain our community culture and character.

In 2010 the City set a goal that **10 percent** of all housing units in Park City would be secured as permanent, affordable housing. To date we are at **5.3 percent**.

Staff is proposing setting a goal to increase the share of permanent affordable housing in Park City to **seven percent** by 2020. This will add 184 units to our current housing inventory.

There are an estimated 9,471 housing units in Park City and 498 affordable housing units. A modest increase of 250 units over the next five years would bring our total housing stock to 9,746. This unit increase anticipates build out at Park City Heights. Achieving our goal of **seven percent** of permanent affordable housing by 2020 will require an aggressive commitment of staff and financial resources as well as sustained Council and community support over the next five years.

Five Year Affordable Housing Build Out Scenario

Project	Number of Affordable Units	Status
Park City Heights	79	Under construction
Lower Park Avenue	25	Predevelopment
TBD (outlined below)	80	Concept

Staff has outlined a set of tools and programs for Council consideration and discussion. Staff is requesting Council direction on the following:

1. Staff is proposing increasing the proportional share of affordable housing in the community to seven percent by 2020 against our community goal of ten percent. Does Council support this level of increase in housing programs? If not, what would be a reasonable goal to set?

2. Staff has outlined a set of tools to accomplish this goal. These tools can be scaled as necessary. Staff is requesting Council discussion and direction on the tools and the level of resources proposed over the next five years.

3. Is there specific guidance from Council either on types of units, age or income targets or other objectives?

Proposed Housing Tools and Programs

Tool	Description	Type	Resources & Estimated Cost
Housing Resolution	Revise housing resolution to ensure base requirements for Bonanza Park. Evaluate metrics used to assess housing obligation and consider application of housing mitigation for all new development regardless of size. Evaluate application of fee-in-lieu option.	Regulatory	Staff Consultant services $15,000
Land Management and Building Codes	Review LMC to identify barriers to affordable housing in Land Management, Building and other codes. Recommend revisions where applicable	Regulatory	Staff Consultant services (included above)
Monitoring	The city conducts an annual affordability compliance of all its deed-restricted units. This will expand to include the initial sales of Park City Heights.	Regulatory	Staff
Land Acquisition.	A corollary to property acquisition is land acquisition for housing development. There are several parcels throughout town that could accommodate small housing development of six to 12 units. Land costs could be recouped through sales, contributed in all or part. Other parcels to consider are securing air rights to add housing in existing commercial areas or building above surface parking lots.	Acquisition	Staff Realtor RDA Resort Cities Sales Tax Donated Value $5 million over five years
Development	The City may act as the Developer or partner in a public private partnership beginning with the city-owned land in Lower Park Avenue RDA	Development	Staff RDA Resort Cities Sales Tax $6mi for construction funding recouped through sales.

Proposed 2015 Action Plan

Work Item	Timing
Press & Community Event to launch Council housing goals and commitments	Spring 2015
Regulatory Review	Housing Resolution - Spring 2015 Code Review – Summer 2015
Lower Park Avenue	Charette - Spring 2015 RFP Process - Summer 2015 Design and Engineering - Fall 2015 – Spring 2016
Land Acquisition	Develop parameters for acquisition – Spring 2015
Neighborhood Pilot Program	Develop program parameters – Summer 2015 Host community meetings to test idea - Fall 2015

Housing Assessment

Plan

Park City Municipal Corporation

2012

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PART I: OVERVIEW AND BACKGROUND

BACKGROUND

Park City Municipal Corporation has long been and continues to be committed to ensuring that housing is affordable to all sectors of our world class resort community. One of Council's Annual goals is "Preservation of Park City Character." Essential to meeting this goal is social and economic diversity. Since the early 90's Council has been forward-thinking about the provision and preservation of affordable housing. In 1993, Park City issued the first of a number of housing resolutions that grew more goal-specific with each update. The last update – *Resolution 20-07* – was adopted in July of 2007.

> ***Park City is actively committed to fostering a diverse social and economic community in keeping with its unique heritage and equitable ideals. Toward this end and within its financial means, Park City will encourage, facilitate, and promote a wide range of inclusive housing choices for those who have demonstrated their commitment to the community...***
>
> **— 1994 Affordable Housing Task Force Mission Statement**

This plan is prepared consistent with Section 10 of Utah Code which requires municipalities to complete "a Moderate-Income" housing plan every five years as part of the General Plan. This Plan must contain an estimate of the need for additional moderate income housing. It must also provide plans for how the municipality will facilitate a reasonable opportunity for a variety of housing to be built "to allow persons with moderate incomes to benefit from and fully participate in all aspects of neighborhood and community life."[1] The State's definition of moderate-income is 80 percent of Area Median Income (AMI) which in 2012 is $72,216 for a family of three in Summit County.

Park City's on-going commitment to affordable housing is demonstrated in the inventory of affordable and deed restricted housing that exists today. These units have been built and upgraded through Federal Low - Income Housing Tax Credits (LIHTC), USDA Rural Development funds, the efforts of Mountainlands Community Housing Trust (MCHT), the City, and private developers fulfilling their requirements under Housing Resolutions 17-99 and 20-07.

In 2005, the housing plan determined that the available low-cost rental housing was meeting the most critical needs of the target Core Sector workforce. However there was a much greater need for affordable homeownership opportunities. The resulting plan focused on for-sale housing. As a result, 47 homeownership units have been added and another 79 are in the pipeline.

Affordable units have been put into service as follows:

- Prior to 2000, 43 built by private developers and 326 with the help of the Federal USDA Rural Development program ;
- Between 2000 and 2006, 22 ownership units built by Mountainlands Community Housing

[1] Utah Municipal Code: Municipal Land Use, Development and Management Act, Plan Preparation (10-9a-403).

Trust with a bridge loan from the City and 122 existing rental units were rehabilitated and upgraded using Federal Low-Income Housing Tax Credits also with gap loans from the City and

- Since 2006, 63 built by private developers to fulfill their requirements under Park City's Housing Resolution, 13 built by the City and one by Habitat for Humanity.

The numbers listed above total to a current inventory of 468 affordable, workforce and/or deed restricted units within the city limits of Park City. Park City maintains a goal of providing workforce or affordable housing equal to 10 percent of total housing units. The number of affordable units (468) currently equals five percent of all housing units (9471) and 16 percent of those homes occupied year-round (2885).

The affordable units are categorized as follows:

- 398 are rental units and
- 70 are owner-occupied.

The units are located throughout the city with the majority off Kearns Blvd in the Prospector/High School area (273), 80 in Park Meadows, 39 in Old Town, 53 in Thaynes/Snow Creek area, and 23 in Deer Valley/Empire Pass area.

Based on annual compliance reports, the affordable units in Park City are serving the following populations:

- Rental units built or preserved with LIHTC and or USDA Rural Development subsidy programs are serving households with annual incomes at 35 to 60 percent of AMI ($31,000 to $54,000);
- Rental units built by private developers as a result of Park City's Housing Resolutions are serving households with annual incomes between 60 and 80 percent of AMI ($54,000 to $72,000); and
- Owner-occupied units are serving households with annual incomes between 65 and 105 percent of AMI ($58,000 to $95,000).

Park City Municipal Corporation provides "employer-assisted housing" in a number of ways. The City provides assistance to full-time regular employees to encourage them to live within Park City's School District boundaries. Assistance takes the following forms:

- Down-payment and closing cost assistance to enable employees to buy property within the School District boundaries (to date 33 loans have been made totaling $396,000 in assistance);
- Up to six low-cost rental properties to assist in employee recruitment and retention purposes, helping employees hired from outside the region to have a stable place from which to find a permanent home in Park City;
- A housing allowance for those living within School District boundaries (close to 40 percent of city employees currently qualify) and
- Use of underutilized properties for seasonal housing (in four years 39 transit employees have benefited from the availability of these rental properties).

GUIDING VISION FOR PARK CITY'S AFFORDABLE HOUSING PLAN

City Council has adopted the following vision for affordable housing – ***Promote the availability of a range of affordable, quality housing for persons of all economic levels.*** This vision includes the following goals:

- Provide a variety of high quality housing options to meet the diverse socio-economic needs of people who live and work here, including persons with special needs.
- Maintain a community that contains a broad diversity of owner-occupied and rental housing types.
- Promote housing that is energy efficient, environmentally sensitive and that blends with the City's natural environment.

For the purposes of this plan, affordable housing is defined as those homes that households earning Park City Workforce Wage[2] (WFW) can afford to rent or buy. A universally accepted formula for housing affordability is that households should spend no more than 30 percent[3] of their income on housing costs which include mortgage or rent and basic utilities.

For the purposes of this assessment and plan, the costs included in the 30 percent are: mortgage or rent, gas, electric, water, sewer, mortgage/fire/hazard insurances, property taxes and HOA or Condominium dues.

[2] Park City Workforce Wage (WFW) is calculated using the most recent end-of-year average monthly income from the Utah Department of Workforce Services for Summit County, plus 3% for additional earnings such as tips, bonus, overtime, etc.; plus another 3% for other income such as investment income, non-cash benefits, etc.; and multiplied by 1.5 to account for the average jobs per household in Park City.

[3] AFFORDABLE HOUSING: In general, housing for which the occupant(s) is/are paying no more than 30 percent of income for gross housing costs, including utilities. Please note that some jurisdictions may define affordable housing based on other, locally determined criteria, and that this definition is intended solely as an approximate guideline or general rule of thumb – from the HUD User website at http://www.huduser.org/portal/glossary/glossary_a.html.

PART II: CURRENT STATUS OF ECONOMY AND HOUSING

HOUSING NEEDS AND CURRENT MARKET CONDITIONS

Park City is a world-class resort community that requires world class amenities provided on a constant basis and the workforce that provides world class amenities. Wages for employees working in the leisure and service fields are more than 30 percent below average monthly wages in Summit County. In contrast, according to the 2011 fourth quarter sales report provided by Utah Association of Realtors, housing sales prices in the Park City region are significantly higher than any other area in Utah: 159 percent higher than the State average and 69 percent higher than the next highest region (Garfield County)[4].

In this current housing assessment, the data creates a framework for understanding housing affordability while the primary focus is on analyzing affordable housing demand. Using data from a number of sources, this assessment will focuses more on how Park City can create policy to help address affordable housing demand in the next five years. The sources being used are listed below:

- 2010 Housing Market Assessment conducted by the Bureau of Business and Economic Research at the University of Utah;
- Electronic Survey and focus groups with Park City residents and workforce members and
- Balanced Growth Management Study completed by czb, LLC and The Planning Center/DC&E.

The studies can be found in their entirety posted to Park City's website at www.parkcity.org.

Census Bureau data was also utilized from the 2010 Census as well as the 2006-2010 American Community Survey estimates including an analysis completed by Rosenthal and Associates. And finally, staff conducted interviews with key employers which included: Deer Valley, Park City Mountain Resort, Canyons, and Park City Municipal Corporation's department heads.

Year	Park City Population	Absolute Change	Percent Change
1970	1,193	-173	-13%
1980	2,823	1,630	137%
1990	4,468	1,645	58%
2000	7,371	2,903	65%
2010	7,558	187	3%

Figure 1: Population Changes in Park City (US Census)

[4] Utah Association of Realtors, Fourth Quarter Sales Report, 2011.

Demographics

The total population in Park City has changed little since 2000 (7,317). In the 2010 Census, permanent, year-round population increased by 187 persons. This is a significant change from the prior decades which saw substantial increases beginning with the years between 1970 and 1980 (see Figure 1, page 5).

While the net population increased 7,371 to 7,558 between 2000 and 2010, there was considerable out-migration in the younger age groups. We lost population in all age groups between 5 and 49 – close to 700 in total. Meanwhile the number of persons aged 50 and older increased by more than 800.

The average household size in Park City today is 2.6 persons[5]. This number is important in planning for the type and size of housing that will meet the needs of Park City's population over the next five years. Like other areas of Utah, household size is expected to trend downwards, so that in future years, smaller homes will likely meet an average family's needs, both physically and economically.

Park City's median age and family size are going in opposite directions. Family size is trending down and median age is trending up. Please note in Figure 3 on page 7 that the number of persons aged 55 and younger is coming down, while the number of persons aged 55 and above is on the rise. In addition, the median age was 32.7 in the 2000 Census and has risen to 37.4 in 2010.[6]

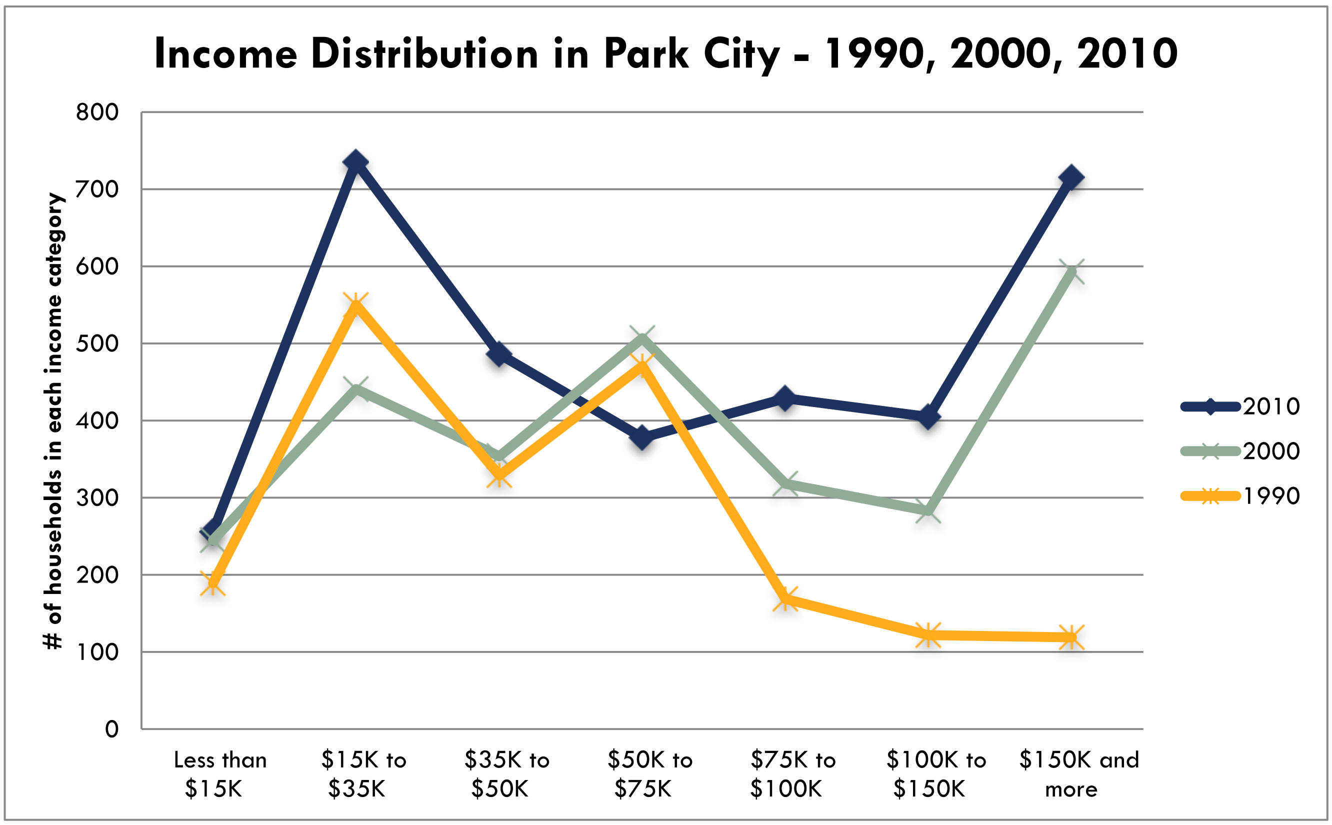

Figure 2: Twenty-Year Comparison of Park City Household Incomes (nominal terms)

[5] 2010 U.S. Census, www.factfinder2.census.gov.
[6] U.S. Census, www.factfinder2.census.gov.

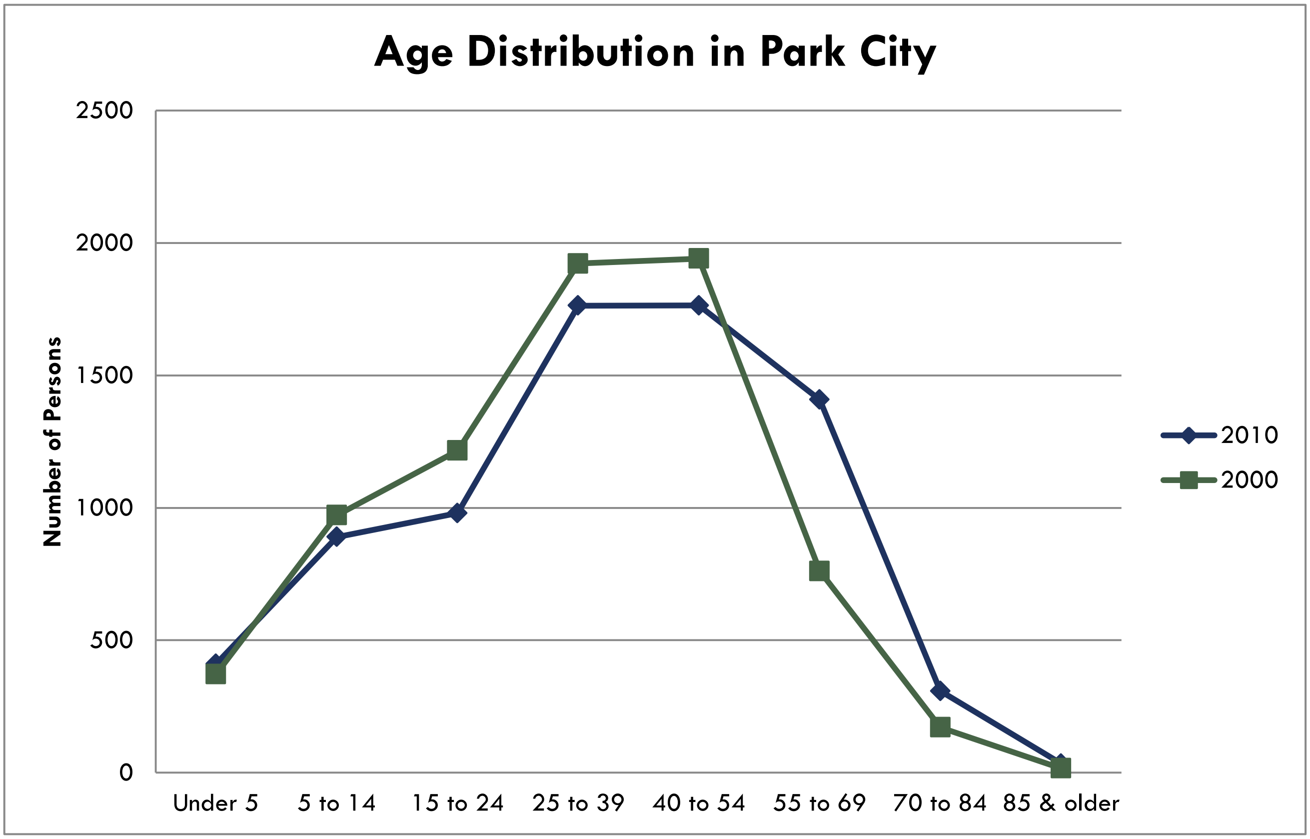

Figure 3: Age Distribution of Park City's Residents

Park City's population is aging and we seem to be losing our young families. The School District has verified that young families can't afford homes in Park City and thus the number of school-aged children is dwindling.

Park City's population continues to be primarily white. It is made up of 72 percent white non-Hispanic persons and 24 percent persons of Hispanic or Latino origin. The balance of the population is a mixture of Asian, Black, American Indian and persons reporting two or more races each making up 2.3 percent or less.

Economy

Although Park City suffered an economic downturn in 2008 to 2010 like everyone else, it was not nearly the sustained recession that many other areas experienced. Park City continues to be the employment center of the region. The total number of jobs in Park City is 10,436 of which 8,370 are filled by nonresidents.[7]

According to the National Housing Conference, Park City's employment trends mirror the national trend. Data analysis indicates that incomes for all households have declined since 2008.[8] The largest decline was seen between 2008 and 2010 from a national average for working homeowners of $43,570 in 2008 to $41,413 in 2010 (in nominal dollars) which equals about five percent decrease.

Today, economic projections are bright for Park City and the resort industry as a whole. In 2011, visitor numbers were up

[7] *Balanced Growth Strategy Outline*, czb/TPC, March 12, 2012, Page 40.
[8] Williams, Laura, *Housing Landscape*, February 2012, National Housing Conference, www.nhc.org.

and sales tax income was also edging up again.[9] A recent financial report states that "*of the three primary travel sectors, high-end leisure travel was the last to fall off going into the recession and the first to emerge*."[10] The sales tax projections for the next five years through 2017 indicate an increase by close to $1.5 million or 16 percent. Property tax revenue is likely to increase by 12 percent or just under $1 million.[11] These projections underline the likelihood that incomes will increase – as will the cost of living – over the next five years.

The downside to these projections is that the primary industry in Park City is the service and hospitality industry which pays on average more than 30 percent less than other local industries. Figure 2 on page 6 shows that the number of households at lower incomes is on the rise.

In March of 2012, the Department of Housing and Urban Development determined that the Area Median Income (AMI) for a family of four is $100,300 in Summit County. Based on this calculation, AMI for a family of 3 (average family size in Park City is 2.6[12]) is $90,270 and 80 percent is $72,216. The 2010 Census data lists 991 households in Park City as earning less than $35,000 annually and 1,120 earning $100,000 and more. While economic diversity has been vital to Park City's character as a community, ensuring that all these income levels are able to live in town is becoming more critical to "***Keeping Park City Park City.***"

According to the Biennial Strategic Plan adopted by City Council in February of 2012, for *Goal #1: Preservation of Park City's Character*, to be successful, there are a number of desired outcomes identified by both the community and City Council in order to "*Keep Park City Park City*." One of those outcomes is a "diverse population and social fabric."[13] Housing that is affordable to a number of income levels is critical to achieving this.

The Workforce Wage (WFW) in Summit County is more indicative of the financial constraints under which key community members must live. Using quarterly reports provided by the Utah Department of Workforce Services, an analysis of all quarters in 2011 reveals that the annual workforce wage for an average Park City household (family of 3) was $55,714.[14] Park City's WFW is equal to 62 percent of AMI as determined by HUD which has been

	AMI	WFW
2012	90,270	55,714
2011	89,100	54,664
2010	83,970	51,764
2005	75,060	46,746
2000	61,470	42,434

Figure 4: AMI as Compared to WFW – Family of 3

[9] *Milepost 2011, A Report on Key Indicators in our Changing Community*, published by the Park Record and the Park City Foundation, page 16.
[10] *Financial Impact Assessment Report: A 10-Year Projection of Park City's Financial Condition*, January 2011, page 2, Park City Municipal Corporation.
[11] *Financial Impact Assessment Report: A 10-Year Projection of Park City's Financial Condition*, January 2011, pages A-3 and A-4, Park City Municipal Corporation.
[12] 2010 U.S. Census, www.factfinder2.census.gov.
[13] 2013-2014 Biennial Strategic Plan, www.parkcity.org
[14] Workforce Wage is calculated as follows: Most recent annual end-of-year average monthly income from the Utah Department of Workforce Services plus 3% for additional earnings such as tips, bonus, overtime, etc.; plus another 3% for other income such as investment income, non-cash benefits, etc.; and multiplied by 1.5 to account for the average jobs per household in Park City.

consistent over the past seven years.

In fact, Figures 2 and 3 on pages 6 and 7, indicates trends moving farther away from our community vision. Not only is our population aging, we are also increasingly divided between those at either end of the income spectrum. It seems that the population is adjusting to the two ends of an income divide while also headed toward the higher end of the age meter. Without additional affordable housing suited for young professionals and families, this dual bell curve is likely to increase, dividing the population more dramatically.

Housing Profile

According to the 2010 Census Bureau, there are 9,471 housing units in Park City which accounts for 36 percent of all housing units in Summit County. As a resort town with many vacation and 2nd homes, Park City has a high vacancy rate. In 2010, 6,586 or 69.5 percent of all housing units were vacant and 2,885 or 30.5 percent were occupied. This percentage has held true over the past 20 years with the exception of the 2000 Census. The 2000 Census captured the influx of people moving into town to be a part of the 2002 Olympics and the vacancy rate (vacation & 2nd homes) dropped to just over 59 percent. In other Census years it has held fairly steady - close to a 70/30 split between vacant and occupied.

Park City has a lower ownership rate as compared to the rest of Summit County and the State of Utah. In 2010, 62 percent of homes were owned – very little change from 61 percent in 2000. In comparison Summit County has a 76 percent ownership rate which is much closer to the State level of 74 percent.[15] Park City's low ownership rates can be traced to the much higher housing costs here. In recent years persons interested in buying have also experienced difficulty due to the tightening of mortgage lending requirements.

Housing prices in Park City have historically risen faster than incomes. According to the *2012 Balanced Growth Report* compiled by czb/TPC between 1990 and 2010, the median value-to-median income ratio 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.[16]

2012 Park City
Housing Affordability Analysis

% of workforce wage	Annual Income	Monthly rent or mortgage	Purchase Price
60%	$ 33,248	$ 720	$ 124,166
80%	$ 44,571	$ 966	$ 174,974
100%	$ 55,714	$ 1,207	$ 224,974
120%	$ 66,857	$ 1,449	$ 274,991
150%	$ 83,571	$ 1,811	$ 349,972
175%	$ 97,500	$ 2,112	$ 412,474
200%	$ 111,428	$ 2,414	$ 474,971

Figure 5: Affordable Housing Rents and Prices

[15] U.S. Census, www.facfinder2.census.gov.
[16] *Balanced Growth Strategy Outline*, czb/TPC, March 12, 2012, Page 41.

Meanwhile, due to the recent recession, there is a perception that affordable units are now on the market. However, these units are primarily fractional ownership (time shares) or small studios and one-bedrooms at 400 to 600 square feet – not suitable for families or even couples for that matter. For most of 2010 and 2011, rather than sell the larger units – both condos and single family homes – sellers held onto their properties. In the same time-frame, rents increased.

According to the 2011 fourth quarter sales report provided by Utah Association of Realtors, the median housing sales price in the Park City region continues to be higher than any other area in Utah (condominiums and detached homes combined). This sales report places the median sale price in Park City at $453,000 which is 159 percent higher than the State median and 69 percent higher than the next highest region which in 2011 was Garfield County. This is a price that is only affordable to households earning 200 percent or more of Park City's Workforce Wage (see Figure 5 on page 9).

This is certainly better than the median sale price in 2008 which was over $700,000[17] yet it is still out of range for many of Park City's workforce members. The affordability range for households earning between 100% and 150% of Park City's Workforce Wage ($55,714 to $83,571) are homes selling at $224,974 to $349,972. See Figure 5 for the affordable purchase prices associated with various income levels.

An online survey conducted in June of this year, revealed that those respondents who are interested in becoming homeowners need homes in the price-range that is affordable up to 120% of Workforce Wage or homes priced between $174,974 and $274,991 (see Figure 5).

Staff recommends that the focus of the affordability analysis range from 60 to 200 percent of household WFW or $33,248 to $111,428. The rational for a range that includes higher incomes is due to housing prices in Park City continuing to be so much higher than surrounding areas. Also, in resort communities especially, with such a large portion of vacation and 2nd home sales, prices are expected to increase again. In many cases they will increase enough to price out essential members of the community with higher incomes, such as Police and Fire Chiefs, School Superintendents, Doctors and Medical Clinic Managers. According to the affordability formula mentioned above, a household would need an income of $122,553 or more to afford the 2008 median sale price mentioned above.

The National Center for Housing Policy did a review of literature in 2011 that reveals how the availability of affordable housing can be an economic driver in a community. "*In surveys, many representatives of the business community report that a lack of affordable housing makes it more difficult to recruit and retain employees…and the business community recognizes the importance of affordable housing when making location decisions and demographic trends suggest that given the alternative, mobile individuals will abandon areas with the highest housing costs for opportunity-rich regions with lower housing costs.*"[18]

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[17] Utah Association of Realtors, Fourth Quarter Market Statistics, 2008, www.utahrealtors.com

[18] *The Role of Affordable Housing in Creating Jobs and Stimulating Local Economic Development: A Review of Literature*, Wardrip, Williams and Hague, Center for Housing Policy, January, 2011.

Interviews with HR Directors at the three ski resorts in the past year revealed that:

- In 2010, 27.5 percent of Canyons Resort employees commuted from Salt Lake Valley – 49 percent lived in the Park City/Snyderville Basin region with a high rate of ownership among their year-round employees. About 50% of those who don't live in the Park City area cited affordability as the main issue (rents, purchase price and/or security deposit);
- Deer Valley owns and leases properties for their seasonal employees which can accommodate 400 persons. These seasonal units have not been to capacity in the past few years. A high number of their 400 year-round employees are homeowners with the highest percentage living in Heber, then Park City School District boundaries and the smallest percentage in the Salt Lake Valley.
- Park City Mountain Resort has a very similar story with year-round employees – many of whom own their homes – living primarily in Park City/Snyderville Basin, Heber Valley and the Salt Lake Valley. Seasonal employees primarily organize group houses through the Roommate Roundup organized by the Christian Center and Mountainlands Community Housing Trust.

All three resorts indicate that they have a small number of year-round employees who would prefer to live in Park City, but can't afford to do so.

Rental Market

There are 1,507 year-round renter households in Park City. In 2010, James Wood of the Bureau of Economic and Business Research at the University of Utah conducted an analysis of rental properties both in Summit County and Park City. The study states that "*the city accounts for more than half of all rental units in the county.*" Most properties are apartments and condominiums. Median rental rates in 2010 were $850 for a two-bedroom apartment and $1,150 for the same size condominium.[19]

Currently, there are many households renting who could afford to buy a home if the sale prices were more affordable. As Mr. Woods states: "*Renters paying close to Fair Market Rents for two and three bedroom units have sufficient income to buy condominium units priced at about $180,000 and $250,000 respectively. About 750 or 60 percent of all renters in Park City have incomes above 50 percent of AMI. If a fraction of these higher income renters were induced by favorable interest rates and market conditions to move to homeownership a significant number of rental units would be 'freed-up' thereby offsetting and alleviating some supply constraints and pressures on the local rental market.*"

Rosenthal and Associates also provided a study of 'cost burdened' renters[20]. According to the analysis conducted in March of 2012, of the total renter households (1,507), 52 percent or 784 are 'cost burdened' (paying more than 30 percent of their household income for basic housing costs). Of that group, 336 are considered 'severely cost burdened' (paying more than 50 percent). The mortgage assistance program mentioned above could help higher-income renters to buy homes and can

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[19] Wood, James, ***Housing Market Assessment: Park City***, Bureau of Economic and Business Research, University of Utah, 2010.

[20] "Cost Burdened" is defined as paying more than 30% of household income for basic housing costs which include rent or mortgage plus utilities and HOA fees. "Severely Cost Burdened" is a household paying more than 50% of income.

free up more affordable units for the cost-burdened renters.

In addition to freeing up occupied affordable rental units, some additional rental properties will need to be built. According to Scott Loomis of Mountainlands Community Housing Trust (MCHT), rental units priced for very low-income households are in high demand, however, those priced closer to market level are not renting quickly. The MCHT Elmbridge project in Heber City serves - on average - households at 43 percent of AMI ($31,340). *"This property has been leasing well because it is $2-400 per month under market and the 23 unit senior project has over 100 people on the wait list (for October occupancy). In contrast the Liberty Peak Apartments in Kimball Junction are 58 percent vacant this summer. The rents are close to or equal to market rents for households at 50 – 60 percent of AMI ($50-60,000 annual income)."*[21]

Although not everyone must be a homeowner to be successful, the results of the online Housing Survey conducted in June indicate that owners remain in town longer (see Figure 6 below). Providing incentives for renters to become owners will go a long way towards ***"Keeping Park City Park City"*.**

Senior Housing Issues

In 2009, a special senior issues survey was completed by 307 persons aged 55 and above. The results of that survey indicated that most seniors in Park City are quite active and have no special housing needs until they are well into their 80's. At that point and as their physical and heath needs slow them down, there are a small number of seniors who would like options for remaining in Park City. This is not a huge group, but the numbers are growing. However, many of the

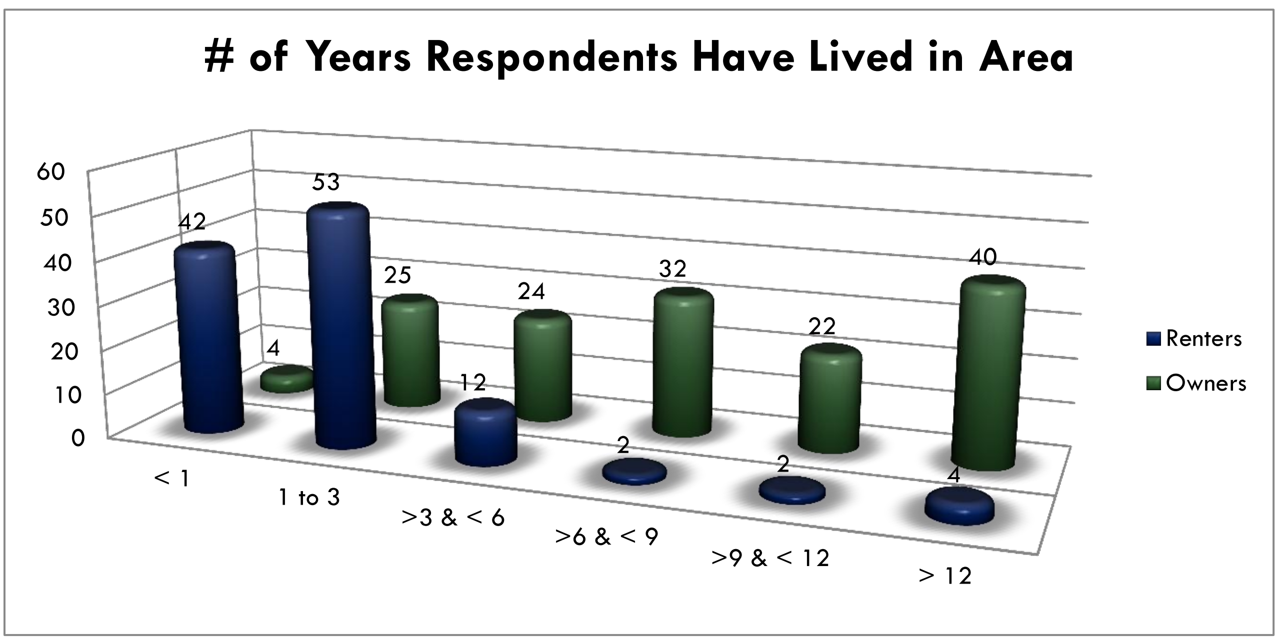


Figure 6: Renter and Owner Longevity

[21] Interview with Scott Loomis, Mountainlands Community Housing Trust, www.housinghelp.org.

A focus group was held in July of this year to discuss housing issues with seniors. The focus group participants varied in age from mid- 60's to 90's. The most pressing issues shared by the group were the need for a small number of units developed that are accessible or senior 'friendly' (no stairs, wider shower doors, etc.) – one and two bedrooms ideally – with storage as well as covered parking and no lawn to care for. Also noted was the need for help so that persons can age-in-place in their homes – assistance with home care as well as transportation to get around town and to important appointments.

During the group discussion, a number of persons expressed they would plan on Park City being their lifelong home if **there were a range of housing and service options** available. They felt that the reason we didn't get high numbers of people responding to the 2009 Survey that they planned on remaining in town till death, was because those people did not think they had options here in Park City. In other words, given a menu of housing and services options, a higher number of respondents would have indicated they would remain in town.

And finally, the group shared that their greatest desire for future development was to have: homes in multigenerational neighborhoods; housing that comes with food and service programs for those who want to subscribe such as a congregate living arrangement with private rooms and baths, and a majority preferred to rent rather than own the units. These are the types of units that can be incorporated into the redevelopment plans for Lower Park Avenue and Bonanza Park. It will be ideal to keep these units close to amenities and services.

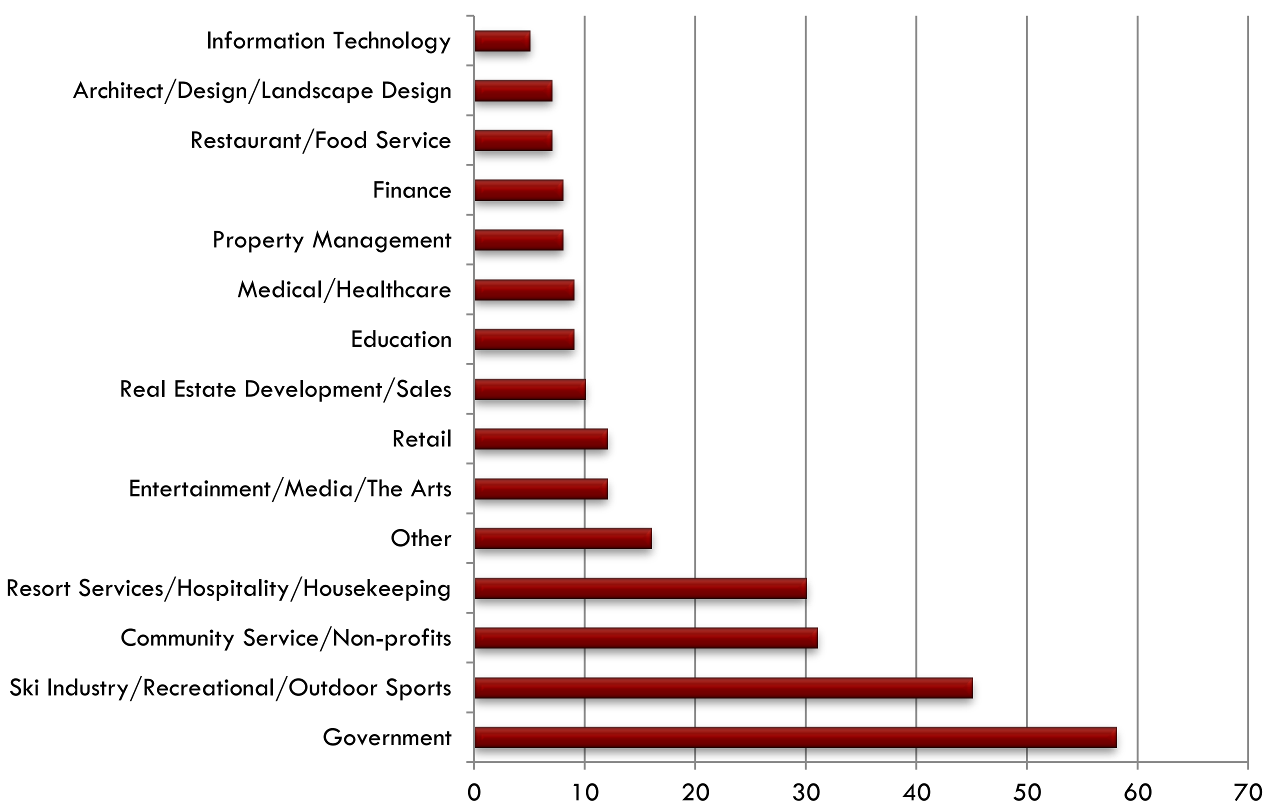


Figure 7: Employment of Survey Respondents

Survey and Focus Groups of Local Residents and Employees

An online survey and three focus groups were conducted in June and July of this year. A total of 300 persons responded to the survey and 25 persons participated in focus groups. A detailed report of the feedback can be found on the City's website at www.parkcity.org.

There were few surprises in the survey responses. Respondents were made up of both owners and renters with 57 percent owning their homes. Renters make up 41 percent of the respondents and 88 (72 percent) of the renters indicated that they would like to buy a home. Most respondents live in the Park City/ Snyderville Basin region – 86% of the 240 respondents who provided their zip code listed one of the three Park City zip codes for their home address: 46 percent in 84060; 38 percent in 84098 and 6 percent in 84068. The balance were from Heber City, the rest of Summit County, Utah County and the Salt Lake Valley. Average household size for respondents is 3.2 persons and 28 percent have more than one job. Some key findings are identified below:

- Employment of respondents was diverse and represented many of Park City's workforce sectors. Figure 7 on page 14 illustrates the diversity of employment. The fields included as part of "Other" are two or less responses in the following categories: construction or manufacturing, marketing, legal, distiller, logistics, pilot, engineering, consultant, and office management.
- The bulk of renter respondents are employed by resorts in hospitality or outdoor sports, government and the community services or nonprofit sector.
- The bulk of owners were employed by government, resorts and media and entertainments fields.
- A majority of renters indicate that affordability is the primary reason for why they don't own. There are

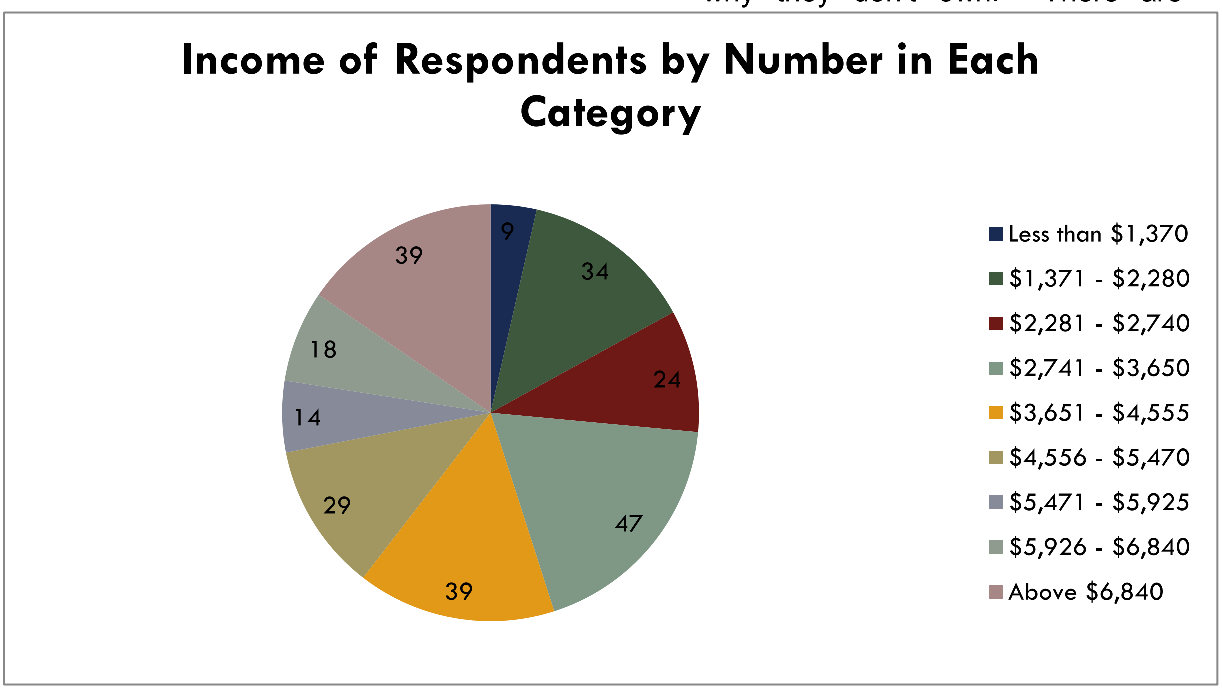


Figure 8: Income of Survey Respondents

simply not enough homes in their range of affordability and those homes that are affordable are either too small or need major repairs.

- 72 percent seldom or never have a problem meeting monthly housing costs.
- Satisfaction with a number of housing elements from commute (location) to number of bathrooms and housing costs were rated between "Dissatisfied" (value of 1) to "Satisfied" (value of 5). Owners' satisfaction rankings averaged 4.33 while renters' rankings averaged 3.78.
- Owners have longevity in the community as compared to renters. A majority of the owners have lived here more than three years with 40 percent more than twelve years. In contrast, a majority of the renters have been in town three years and less. Figure 6 on page 12 illustrates this contrast.
- The primary reason listed for living outside of the Park City/Snyderville Basin area was the lack of affordable housing in Park City – 75 percent of the 91 persons who answered the question – 68 households – live in other parts of Summit County (Kamas, Oakley and Coalville), Wasatch County or the Salt Lake Valley.

A total of 99 respondents provided additional written comments. More than 60 of the comments stated a need for additional affordable housing options and assistance programs while four comments stated their opinion that the City has done enough and no more units are needed. The main themes are summarized as follows (these themes were repeated a minimum of three times):

- There is a need for smaller units for seniors and empty nesters who want to downsize from a full-size family home to a smaller property;
- Additional affordable *rental* properties are needed (emphasis added);
- HOA fees can render an otherwise affordable home/condominium no longer affordable;
- There is new difficulty in accessing mortgages – whether in buying a home or refinancing an existing home;
- Even Park City's affordable housing is not affordable to many lower-income households;
- New affordable housing should be built with storage capacity and/or basements; and
- Many homes in Park City are too large.

The following is a summary of key points made in focus groups held in June and July.

- ➢ New units are needed including smaller units that are accessible or senior 'friendly' and have plenty of storage, detached houses for young families;
- ➢ Need a sufficient number of units accessible for physically disabled persons;
- ➢ The senior focus group felt that there is a need for multigenerational neighborhoods, housing programs that also provide meal and health service options for those who want to subscribe, housing located in or near Historic Old Town, built and/or managed by a nonprofit such as a church institution and congregate living with private individual living quarters.
- ➢ The current lending environment makes it difficult for low and moderate-income buyers to get a mortgage.

- Regional collaborations will be necessary in order to build single family homes.
- Communication is key and the City should take the long-range view – communicate plans and long/short-term goals as soon as they are known.
- A collective of employers might be willing to pool resources to build units jointly, provide input on housing issues and assist with a mortgage program.
- Collect data on what percentage of employees living locally is optimal for a healthy community.

Rental Units	
In Empire Pass	21
In Town	36
Apartments Built with LIHTC	312
Duplexes Built with LIHTC	14
Other Duplexes	15
Total Rental Units	**398**

Owner Occupied Units	
Condos In Empire Pass	1
Condos In Town	35
Duplexes in Town	20
Single Family Homes	14
Total Owner Occupied Units	**70**

Figure 9: Deed Restricted Units in Park City

Current Affordable Housing Stock in Park City

Park City maintains a goal of providing workforce or affordable housing equal to 10% of total housing units. The number of affordable units (468) currently equals five percent of all housing units (9471) and 16 percent of those homes occupied year-round (2885).

Affordable or workforce housing is provided in a variety of housing types to meet life-cycle needs of the local population such as singles, couples, young families, retired persons, and seniors. Homes take the form of single family homes, duplexes and both small and large multi-family rental properties. Units vary in size from studios and one bedroom units to two and three bedroom houses.

By summer of 2016, 79 additional affordable housing units will be built by Ivory Homes in the Park City Heights project. The project includes town-homes, detached houses and several small condominium buildings. Units ranging in size from 1,000 to 2,000 square feet and have two and three bedrooms. These homes will be sold at prices that will meet the affordability needs of persons at 100 percent to 150 percent of the WFW ($55,714 to $83,571). In the future, the Park City Heights development will also include larger houses that will sell at attainable rates such as those that are affordable to households at 175 percent to 200 percent of WFW ($97,500 to $111,428).

Over the years, affordable housing has been financed in a number of ways including:

- Federal Low-Income Housing Tax Credits (LIHTC) and USDA Rural Development – these are rental properties with the most affordable rents in Park City;
- Developers' obligations under the City's Housing Resolutions (PCHR) – these are privately financed and both rentals and owner-occupied units;
- City-sponsored or supported projects such as the Snow Creek Cottages – these are owner-occupied units only, and
- Built by a local housing nonprofit – Mountainlands Community Housing Trust (MCHT) – these are also owner-occupied units.

Compliance reports are collected each year from the owners of all the deed restricted or workforce housing in town. There are currently 118 units in the inventory of Workforce Housing Units provided through development agreements or as a result of the affordable housing resolutions adopted since 1993. Of the 118 units, 42 percent or 49 units are owner-occupied and 58 percent or 69 units are rentals.

The following is a profile of those households being served:

- All but one of the 21 units located in Empire Pass and Deer Valley areas are occupied by employees working in that region;
- 36 or 61 percent of the deed restricted rental units in Prospector, Old Town and Silver Star serve seasonal employees;
- All owner-occupied units are home to members of the local workforce, such as employees of: Summit County Health Department, Park City-based nonprofits, property management firms, ski and snowboard industries, Park City Municipal Corporation, Summit County, three area ski resorts, local retail & restaurants.

As described on page 3 of this document, the City also has an employer-assisted housing program. The City's programs can be replicated by other Park City-based employers. Some of the resorts are already providing assistance. By way of example, Deer Valley Resort owns and leases properties for their winter seasonal workforce. Provision of down payment assistance or housing allowances might also help year-round workforce members live in town.

In the past, affordable units have served as stepping stones – assisting workforce households to move from a deed-restricted property into the conventional market. This is an ideal scenario and Park City's affordable housing programs should continue to provide this for as many households as possible.

Outdated Housing Stock

There are close to 60 owner-occupied units that were built in the mid-1990's in accordance with Housing Resolutions. They are a mixture of duplexes and condominiums. A small number of these units are also pushing up against the affordability ceiling, meaning that in the next few years, they will no longer be affordable to the targeted workforce population. These older units are difficult for current owners to sell when the price is so close to the prices for new homes such as the Snow Creek Cottages. Following are two examples:

- Silver Meadows Estates – 3br/1.5 bath 1,200 square foot townhomes began at $120,000 in 1996 – current resale values average $193,000.
- 1465 Park Avenue – 3br/2 bath 993 square foot condos began at $170,000 in 1998 – current resale values average $255,000.

Meanwhile, the current price for the 1,600 square foot three-bedroom unit at Snow Creek is $281,000.

Studying the feasibility of a recapitalization strategy – similar to what has been done in other areas such as Montgomery County, Maryland or San Francisco – would ensure that the affordable properties continue to be stepping stones into the conventional market. One strategy to moderate the increases in value would be to make the annual allowable appreciation non-compounding.

In the recent past, deed restricted homeownership units in San Francisco were becoming too expensive for target eligible families to buy. The city began a program on a very small scale to buy back units at the maximum resale value, upgrade them and then resell them at a new lower rate. Another option might be to utilize a shared equity or mortgage assistance program to assist a buyer in purchasing the unit in the same way it could be used for market sales. The key to success here, would be to balance the financial needs of the seller with current market conditions and the needs of the community overall.

Some older units are also in need of energy efficiency upgrades as well as major repairs that would assist in the longevity of the properties as well as reducing on-going energy costs to maintain the units. For example, the earliest deed restricted properties in Park City were completed in the mid-1990's. Some of these properties are in need of major upgrades and repairs due to issues of mismanagement, deferred major maintenance projects and/or high flood insurance costs (FEMA's updating of flood plain maps in 2006 after Hurricane Katrina repositioned a number of properties in Park City within the 100 year floodplain). Assisting the owners of older properties with low-interest loans and recapitalization strategies on a case-by-case basis will ensure these units are viable for future qualified buyers.

RECOMMENDED STRATEGIES

Mortgage Lending

Over the past few years, mortgage lending has become very difficult and a new reason for workforce households to not buy homes. As a result of the real estate foreclosure crisis, mortgage lending has become tighter than ever. It is even difficult for those seeking conventional mortgages with upwards of 20 percent cash down to finalize sales. Target households for Park City's affordable housing are likely to have:

- Less than 5 percent cash for a down-payment,
- Less than stellar credit scores (650 and less), and
- Financial issues such as caring for aging parents, paying off medical bills or credit cards.

Households with these issues are finding it exceedingly difficult to find affordable mortgages today – and ironically it is in a mortgage market that has more affordable interest rates than it's had in a very long time. This creates a significant hurdle for buyers of Park City's affordable housing stock. Without mortgages, it will be difficult to sell new homes built for Park City workforce members.

A mortgage assistance program could begin to address these issues. It could also assist workforce households to purchase existing homes. Park City will never be able to build enough new homes to meet housing needs. This is due to the limited amount of unoccupied or usable land left for new-construction. Yet there are a number of homes on the market that are just out of the range of affordability for workforce members.

Therefore, staff is recommending that a finance pool be developed to assist eligible households in buying. Mortgage assistance in this form is often called equity sharing. It works as follows:

Example I: The gap between property price and affordability for a household at 100 percent of Park City WFW or $55,714 might be $158,000 or 42 percent of the total mortgage. The City lends this amount at 3.5 percent interest for as long as the family remains in the home. In seven to ten years the household is moving and sells the home. The seller receives all equity they've paid in plus original down-payment as well as 58 percent of any remaining profit. The City receives the original loan principal, accumulated interest and 42 percent of any remaining profit.

Example II: The gap between property price and affordability for a household at 150 percent of WFW or $83,571 might be $99,116 or 22 percent of the total mortgage. The City lends this amount at 3.5 percent interest for as long as the family remains in the home. In seven to ten years the household decides to upgrade and move into a larger home. The seller receives all equity they've paid in plus original down-payment as well as 78 percent of any remaining profit. The City receives the original loan principal, accumulated interest and 22 percent of any remaining profit.

Park City can use existing resources as a loan loss guarantee for a pool of funds. City staff has already met with lenders interested in such a program who are interested in participating. The fund can be capitalized with five or six individual investments of $750,000 to $1.5 million with a goal of having $5 million in five years. Once loans begin to revolve, the City has the potential for making enough to pay investments back as well as build additional equity to keep the program revolving.

Stewardship of Homeownership Resources

The Cornerstone Partnership based in Oakland, California is focused on the core issues of how to ensure that affordable homeownership programs realize generational success and are sustainable on a long-term basis. Although homeownership is not for everyone, it continues to be the basis of the American Dream and "*we envision a world where more Americans are able to safely realize that dream – one generation after another*."[22]

Cornerstone states that although research backs up the fact that homeownership can be an effective path to economic security, the way that mortgages are structured has made it a risky investment even prior to the recent real estate melt – down. They recommend the development of standards with the following rationale:

"*Public agencies and nonprofit organizations operate a range of programs under different names in different parts of the country, all of which strive to bring the cost of homeownership down to a level that is affordable to lower-income buyers. They do this either by providing deferred payment purchase assistance loans or by selling homes at below market prices. In spite of their differences, these programs share a common set of challenges:*

- *Assuring that publically subsidized homeowners do not end up in predatory mortgages;*
- *Protecting the public subsidy in the event of foreclosures;*
- *Ensuring that buyers understand affordability restrictions, and that those restrictions are fair;*
- *Avoiding confusion or misunder-standings that result when different programs in the same region have different requirements, and*
- *Planning and managing the cost of staffing for adequate monitoring and support*."[23]

In the past, Park City Municipal Corporation has been fairly hands-off as

[22] Cornerstone Partnership, http://affordableownership.org/vision/.
[23] Cornerstone Partnership, http://affordableownership.org/principles/developing-the-principles/.

to how the deed restricted properties are managed and/or maintained. The process has been that once a unit is sold, other than tracking compliance annually to ensure that the unit is in accordance with the restrictions on the property and that targeted populations were being served, no other inspections have been conducted.

Staff recommends that based on some current issues, closer monitoring might be in order to apply good stewardship principles where public resources are applied. Cornerstone recommends six guiding principles:

1. Impact-driven – set and track goals that reflect community priorities;
2. Targeted – focus on buyers who need help but are likely to succeed;
3. Balanced – build wealth for owners while preserving the community interest;
4. Managed – steward the public investment to ensure long term benefit;
5. Safe – ensure sound mortgage financing; and
6. Understandable – educate buyers on program requirements.

"These principles are intended to guide the implementation of programs that invest public or philanthropic resources to reduce the cost of homeownership and seek to preserve this public investment for maximum impact."[24]

For the most part, Park City's housing programs have adhered to the principles listed; however, several deliverables might assist in assurance of even greater future success:

- Provide education and technical assistance to the HOAs;
- Review annual financials of the HOAs of deed restricted properties;
- Utilize PCMC Building Department to inspect deed restricted properties periodically;
- Meet annually with HOA Boards of deed restricted properties;
- Assist homeowners with mortgage issues as they arise through education and advocacy and
- Provide referrals for credit counseling as is needed or appropriate.

Current Demand for Affordable Housing

Housing demand in the next five years will be between 213 and 390. Figures 10, 11 and 12 on page 21 provide charts that illustrate three alternative formulas for determining future demand.

Regional Housing Approach

With the completion of the City's housing plan and the County's completion of the Snyderville Basin plan, staffs will be working together to identify opportunities for collaboration. The jurisdictions are indistinguishable to most local residents. The City's housing resolution defines its service area as Park City School District boundaries. Within the city limits, there is scarce opportunity for construction of new units. Therefore, staff recommends focusing on the entire region as a resource for meeting affordable housing needs.

[24] Cornerstone Partnership, http://affordableownership.org/principles/.

According to the *Balanced Growth Strategy Outline* developed by czbLLC and TPC in March of this year, a regional approach is our best mechanism for balancing future growth in Park City. "*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'*."[25]

Housing Demand 2012-2017 Based on Rate of Location Substitution

Individuals working in Park City	10,500
Multiply by Location Substitution rate of 34%	3,570
Subtract persons already living in the City	- 2,066
Estimate of those wanting to live in the City	1,504
Divided by 1.5 jobs per household	1,003
Multiplied by 39% for Core Sector Jobs	391
Less: Pipeline of Projects	***179***
Estimate of households needing housing assistance	**213**

Figure 10: Housing Demand Based on Rate of Location Substitution. Location Substitution is the number of employees who work in one area and live in another. The optimal Location Substitution rate was set for Park City in 2005 at 34% (34% of households employed by Park City employers living within the city limits).

Housing Demands 2012-2017 Based on Renter Household Incomes

Pent-up Demand for Owner-Occupied Housing	131
Pent-up Demand for Affordable Rental Housing	336
New Core Resort Worker Demand	0
Subtotal	467
Less: Pipeline of Projects	***179***
Estimate of households needing housing assistance	**288**

Figure 11: Housing Demand Based on Rental Household Incomes

Housing Demand 2012-2017 Based on Profile of Commuters

Individuals working in Park City	10,500
Less 20% of those already living in PC	- 2,066
Workers Living outside city limits	8,434
Multiplied by 83.7% primary jobs	7,059
Divided by 1.5 jobs per household	4,706
Less 69% for households living in 84098	- 3,247
Estimate of those wanting to live in the City	1,459
Multiplied by 39% for Core Sector Jobs	569
Less: Pipeline of Projects	**179**
Estimate of households needing assistance	**390**

Figure 12: Housing Demand Based on Profile of Commuters

[25] *Balanced Growth Strategy Outline*, czb/TPC, March 12, 2012, Page 15.

PART III: 5-YEAR AFFORDABLE HOUSING PLAN

AFFORDABLE HOUSING PROJECT PIPELINE

The first recommendation is to ensure that all the projects in the pipeline are successfully built and sold or leased to eligible households. The following affordable housing projects are in the works and will produce 179 units.

- Ivory Homes – under sales agreement with Park City Municipal Corporation – will build 79 affordable homes as part of their larger Park City Heights development in Quinn's Junction. These will be for sale beginning in the fall of 2012.

- Lower Park Avenue Redevelopment – residential development is projected to produce up to 45 units of affordable housing. These will be a mixture of properties tailored to the needs of seniors and lower income households not ready to become homeowners. A small number of affordable ADA accessible units are projected as well.

- Another 42 units will be built to fulfill the affordable housing obligations of private developers working in the Empire Pass area. These units will be a combination of rental and for sale units.

- Park City's Public Works department received a Federal Transportation Administration grant to build 13 units for seasonal transit employees. These units will be completed by fall of 2013.

These projects combined meet much of the current need for new units projected over the next five years. Staff recommends that the key to ensuring success with all the projects listed above is to create a mortgage assistance product that will assist low and moderate-income buyers to close on purchases of these homes as well as other eligible, market rate homes.

GOALS

Therefore, staff recommends the following goals for meeting housing needs over the next five years:

Goal 1: Establish a Community Mortgage Assistance Program

Strategy A: Over the next five years establish partnerships with sufficient investment partners to build a pool of funds totaling $3-5 million.

Strategy B: Within 12 months develop an application process and identify two candidates for an initial demonstration program.

Strategy C: Within five years ramp up the program to 10 loans per year (depending on market and community needs/issues).

Goal 2: Establish a Program to Amend Deed Restrictions on Existing Units

Strategy A: Examine the feasibility and formulate a plan for buying deed restricted properties over time in order to update deed restrictions and convert the current appreciation caps to a shared equity framework.

Goal 3: Establish a Stewardship Program for Owner-Occupied Deed Restricted Properties.

Strategy A: Understand the current physical and financial condition of all owner-occupied deed restricted units.

Strategy B: Over two years develop a stewardship program that tracks the physical and financial health of deed restricted properties. Implement and then assess its effectiveness every five years.

Strategy C: Help owners of older properties to ensure long physical life for their units including energy efficiency upgrades to reduce utility costs.

Goal 4: Facilitate the Development of New Rental Units Including Units Specially Targeted to Seniors.

Strategy A: Incorporate housing development goals into the redevelopment plans for Lower Park Avenue and Bonanza Park that ensures the development of up to 80 affordable rental units as well as a limited number of market-priced, smaller-sized units for seniors.

	2015 Affordable Housing Inventory	# of units	
		Rentals	Ownership
Empire Pass Area			
	Silver Strike Condominiums		1
	Empire Club Drive		
	Ironwood at Deer Valley		1
	Marsac Avenue		
	Arrowleaf Lodge Condominium	3	
	Empire Club Drive		
	Montage	10	
	Marsac Avenue		
	Flagstaff	1	
	Empire Club Drive		
Silver Meadows Estates		28	21
	Cooke Drive & Stryker Avenue		
Silver Star Plaza Condominiums			20
	25 & 65 Silver Star Drive		
1465 Park Avenue Condominiums		5	3
	1465 Park Avenue		
Prospector Square Condominiums		23	
	2015 Prospector Ave		
Snow Creek Cottages			13
	Snow Creek Lane & Court		
St. Regis - Deer Crest		2	
	Deer Valley Drive		
Aspen Villas		88	
	Kearns Blvd		
Parkside		42	
	Kearns Blvd		
North Horse		94	
	Ironhorse Loop Road		
Washington Mill		8	
	Daly Avenue		
Holiday Village		80	
	Monitor		
The Line Condos			22
	Deer Valley Drive		
Black Rock Ridge			17
	Black Rock Trail, Wasatch County		
Habitat for Humanity			2
	125 & 126 Ontario		
Transit Seasonal Housing		13	
	Short Line		
Totals		**397**	**100**

MEMO

To: **Park City Mayor & City Council**
From: **Diane Foster & Kristin Parker**
Subject: **Council Retreat – Liaison Roles**
Date: **February 5-6, 2015**

The Park City Council members take on significant additional responsibilities each year by participating on municipal and community Boards and Commissions. Each year, during the City Council Retreat, the City Council has an opportunity to reassign Liaison roles.

On the following pages you will find the current assignments for Boards and Commissions. Sometimes there is a case where an assignment has changed during the year; please let Diane or Kristin know prior to the City Council Retreat if one of your assignments is incorrect.

For this year's discussion, we would like to provide you with the opportunity to think about, in advance of the Retreat, the liaison roles in which you may have interest.

During the City Council Retreat, you will have an opportunity to express your interest in a liaison role you currently hold or your interest in one that you do not currently hold. We will accomplish this using the following exercise:

Prior to the Retreat:

1. In advance of the City Council Retreat, please identify the top five liaison roles in which you have an interest. During the Retreat, we will work from the large Excel table, so you may want to work from that sheet in your packet.
2. Please also identify, prior to the Retreat, liaison roles where you are willing to be an alternate.

At the Retreat:

3. During the Retreat Exercise, you will be given five dots of the same color. We will have a table prepared that pairs your name with your dot color.
4. When the exercise begins, you will have an opportunity to place one dot next to each of the top five liaison assignments in which you have an interest. Please place your dot either to the right of the liaison role name or in the column titled "role".
5. We will start the discussion of liaison role assignments with the liaison roles that have the most dots at the end of step 4.

Council Liaison Roles - 2015

	Updated January 28, 2015	**P - PRIMARY / CP - CO-PRIMARY / A - ALTERNATE / CA - CO-ALTERNATE**						
Line #	**Board, Commission or Non-Profit**	**Role**	Andy Beerman	Tim Henney	Cindy Matsumoto	Dick Peek	Liza Simpson	Jack Thomas
1	BOARD OF ADJUSTMENT	Observing		A		P		
2	CITIZENS OPEN SPACE ADVISORY COMMITTEE (COSAC)	Non-voting	P			A		
3	FRIENDS OF THE FARM	Non-voting				A	P	
4	HISTORIC PRESERVATION BOARD	Observing			A	P		
5	LIBRARY BOARD	Non-voting			P		A	
6	PLANNING COMMISSION (Rotates Quarterly)	Observing						
7	PUBLIC ART ADVISORY BOARD	Non-voting						P
8	PUBLIC SERVICE CONTRACT SUBCOMMITTEE	Voting			CP		CP	
9	RECREATION ADVISORY BOARD	Non-voting		P		A		
10	RDA TAXING ENTITY COMMITTEE	Voting	A			P		
11	ADVISORY COUNCIL ON LATINO AFFAIRS	Non-voting						P
12	MOUNTAINLANDS COMMUNITY HOUSING TRUST	Non-voting					P	
13	PARK CITY HISTORICAL SOCIETY	Non-voting				P		
14	PARK CITY SUMMIT COUNTY ARTS COUNCIL	Non-voting						P
15	PEACE HOUSE	Non-voting	A		P			
16	RECYCLE UTAH	Non-voting	A		P			
17	SENIOR CENTER	Non-voting			A		P	
18	SUMMIT LAND CONSERVANCY	Non-voting	A		P			
19	SWANER ECO CENTER			P				
20	BASIN OPEN SPACE ADVISORY COMMITTEE (BOSAC)	Non-voting	p			A		
21	COLORADO ASSOCIATION OF SKI TOWNS (CAST)	Voting	CP	CP				
22	COALITION OF GOVERNMENTS (COG)	Voting						P
23	ENVIRONMENTAL PROTECTION AGENCY (EPA) / REPOSITORY	N/A	A				CP	CP
24	FEDERAL DELEGATION -CP rotates depending on issue	N/A	CP	CP	CP	CP	CP	P
25	HISTORIC PARK CITY ASSOCIATION (HPCA)	Non-voting		P		A		
26	INTERLOCAL TASK FORCE	N/A	CP			CP		
27	JOINT CITY/COUNTY ECONOMIC TASK FORCE		CP	CP				
28	JOINT TRANSPORTATION ADVISORY BOARD	N/A				A	P	
29	MOUNTAIN ACCORD	Voting	P					A

30	MOUNTAINLANDS ASSOCIATION OF GOVERNMENTS	Voting						
31	OLYMPIC BID	N/A	CP					CP
32	PARK CITY AREA LODGING ASSOCIATION	Non-voting	A				P	
33	PARK CITY CHAMBER/BUREAU BOARD OF DIRECTORS	Voting			P			
34	PARK CITY FIRE SERVICE DISTRICT ADMINISTRATIVE CONTROL BOARD (four year term)	Voting					P	
35	PARK SILLY SUNDAY MARKET (need 2)			CP	CP			
36	PARK CITY SCHOOL DISTRICT				P			
37	SKI UTAH	Voting	P					A
38	REGIONAL TRAILS GROUP	Non-voting	P	A				
39	ROCKY MOUNTAIN POWER						P	A
40	SUMMIT COUNTY BOARD OF HEALTH	Voting					P	
41	SUMMIT MOSQUITO ABATEMENT DISTRICT	Voting		p				
42	SNYDERVILLE BASIN WATER RECLAMATION DISTRICT (four year term)	Voting						P
43	ULCT LEGISLATIVE POLICY COMMITTEE	Voting	A					P
44	WESTERN SUMMIT COUNTY WHOLESALE WATER IMPORTATION PROJECT (WSCWWIP)	Non-voting			A			P
45	GEORGETOWN PRIZE	Non-voting	CP					CP
46	RENEWABLE ENERGY	Non-voting	CP					CP
	COUNCIL MEMBER or Mayor		Andy Beerman	Tim Henney	Cindy Matsumoto	Dick Peek	Liza Simpson	Jack Thomas
	PRIMARY		**5**	**4**	**6**	**4**	**8**	**8**
	CO-PRIMARY		**7**	**4**	**3**	**2**	**3**	**4**
	ALTERNATE		**7**	**2**	**3**	**6**	**1**	**3**
	CO-ALTERNATE		**0**	**0**	**0**	**0**	**0**	**0**
		TOTAL	19	10	12	12	12	15
	Total Primary or Co Primary		*12*	*8*	*9*	*6*	*11*	*12*

Staff
Thomas Eddington
Diane Foster
Denise Carey
Thomas Eddington
Adriane Juarez
Thomas Eddington
Jenny Dierson / Jason Glidden
Nate Rockwood,
Ken Fisher
Diane Foster
Phyllis Robinson
Phyllis Robinson
Thomas Eddington
Jenny Dierson
Rhoda Stauffer
Diane Foster
Rhoda Stauffer
Diane Foster
Diane Foster
Diane Foster
Kent Cashel
Jim Blankenau
Diane Foster
Jon Weidenhamer
Diane Foster / Ann Ober
Jon Weidenhamer
Kent Cashel
Ann Ober / Kent Cashel

Jason Glidden
Diane Foster
Jon Weidenhamer
Phyllis Robinson
Kent Cashel
Jason Glidden
Diane Foster
Diane Foster
Heinrich Deters
Diane Foster
Phyllis Robinson
Blake Fonnesbeck
Clint McAffee
Matt Dias
Clint McAffee, Tom Daley
Matt Abbott
Ann Ober / Kent

CITY COUNCIL LIAISON APPOINTMENTS

Mayor Jack Thomas
Council member Liza Simpson, Mayor Pro Tem
Council member Dick Peek, Alternate Mayor Pro Tem

CITY BOARDS/COMMISSIONS/TASK FORCES

	TYPE	LIAISON	STAFF
BOARD OF ADJUSTMENT Meets as needed on first and third Tuesdays at 5 p.m. in Council Chambers	Observing	Dick Peek Alternate: Tim Henney	Thomas Eddington
CITIZENS OPEN SPACE ADVISORY COMMITTEE (COSAC) Meets as needed on second Tuesdays at 4 p.m. in Council Chambers	Non-voting	Andy Beerman Alternate: Dick Peek	Diane Foster
FRIENDS OF THE FARM Meet third Wednesday of each month at 5 p.m.	Non-voting	Liza Simpson Alternate: Dick Peek	Denise Carey
HISTORIC PRESERVATION BOARD Meets first and third Wednesdays at 5 p.m. in Council Chambers	Observing	Dick Peek Alternate: Cindy Matsumoto	Thomas Eddington
LIBRARY BOARD Meets second Fridays at noon at Park City Library	Non-voting	Cindy Matsumoto Alternate: Liza Simpson	Adriane Juarez
PLANNING COMMISSION Liaisons rotate quarterly Meets second and fourth Wednesdays at 5:30 p.m. in Council Chambers Feb – March – April Cindy Matsumoto – Alternate: Tim Henney May – June – July Tim Henney - Alternate: Liza Simpson Aug – Sept – Oct Liza Simpson – Alternate: Andy Beerman Nov – Dec – Jan Andy Beerman – Alternate: Dick Peek	Observing	Liaisons rotate quarterly	Thomas Eddington
PUBLIC ART ADVISORY BOARD Meets second Mondays at 6 p.m. in Exec. Conference Room – Marsac Building	Non-voting	Liza Simpson	Sharon Bauman Jason Glidden
PUBLIC SERVICE CONTRACT SUBCOMMITTEE Meets as needed	Voting	Cindy Matsumoto and Liza Simpson	Nate Rockwood and Heinrich Deters
RECREATION ADVISORY BOARD Meets first Tuesdays at 6 p.m. at PC MARC	Non-voting	Tim Henney Alternate: Dick Peek	Ken Fisher
RDA TAXING ENTITY COMMITTEE Meets as needed	Voting	Dick Peek Alternate Andy Beerman	Diane Foster

COMMUNITY NONPROFIT ORGANIZATIONS

	TYPE	LIAISON	STAFF
ADVISORY COUNCIL ON LATINO AFFAIRS As Needed	Non-voting	Jack Thomas	Phyllis Robinson
MOUNTAINLANDS COMMUNITY HOUSING TRUST Meets second Tuesdays at 8:30 a.m. at MCHT Office	Non-voting	Liza Simpson	Phyllis Robinson
PARK CITY HISTORICAL SOCIETY Meets first Thursdays 8:15 a.m. at 528 Main Street	Non-voting	Dick Peek	Thomas Eddington
PARK CITY SUMMIT COUNTY ARTS COUNCIL Meets quarterly at 6 p.m. at rotating locations	Non-Voting	Liza Simpson	Sharon Bauman
PEACE HOUSE Meets the second Mondays every other month	Non-voting	Cindy Matsumoto Alternate Andy Beerman	Rhoda Stauffer
RECYCLE UTAH Meets the third Mondays of the month at 8 a.m. at Center	Non-voting	Cindy Matsumoto Alternate Andy Beerman	Diane Foster
SENIOR CENTER	Non-voting	Liza Simpson Alternate Cindy Matsumoto	Rhoda Stauffer
SUMMIT LANDS CONSERVANCY Meets the third Wednesdays of the month at 7:30 a.m. at The Yarrow	Non-voting	Cindy Matsumoto Alternate Andy Beerman	Diane Foster
SWANER ECO CENTER		Tim Henney	

OUTSIDE AGENCIES AND PROFESSIONAL ORGANIZATIONS

	TYPE	LIAISON	STAFF
BASIN OPEN SPACE ADVISORY COMMITTEE (BOSAC) Meets 2nd and 4th Tuesdays at 8:30 a.m. at Trailside	Non-voting	Andy Beerman Alternate Dick Peek	Diane Foster
COLORADO ASSOCIATION OF SKI TOWNS (CAST) Meets quarterly at rotating locations	Voting	Andy Beerman and Tim Henney	Diane Foster
COALITION OF GOVERNMENTS (COG) Meets quarterly	Voting	Jack Thomas	Kent Cashel
ENVIRONMENTAL PROTECTION AGENCY (EPA) Meets as needed	N/A	Jack Thomas/ Liza Simpson Alternate Andy Beerman	Jim Blankenau
FEDERAL DELEGATION Meets as needed	N/A	Jack Thomas; co-primary rotates depending on issue	Diane Foster
GEORGETOWN PRIZE AND RENEWABLE ENERGY	N/A	Jack Thomas and Andy Beerman	Ann Ober
HISTORIC PARK CITY ASSOCIATION (HPCA) Meets the third Tuesdays of the month at 8:30 a.m.	Non-voting	Tim Henney Alternate Dick Peek	Jon Weidenhamer

INTERLOCAL TASK FORCE	N/A	Andy Beerman and Jack Thomas Alternate: Dick Peek	Ann Ober and Diane Foster
JOINT CITY/COUNTY ECONOMIC TASK FORCE		Andy Beerman and Tim Henney	Jonathan Weidenhamer
JOINT TRANSPORTATION ADVISORY BOARD	N/A	Liza Simpson Alternate Dick Peek	Kent Cashel
MOUNTAIN ACCORD	Voting	Andy Beerman Alternate: Jack Thomas	Ann Ober Kent Cashel
MOUNTAINLANDS ASSOCIATION OF GOVERNMENTS Meets the fourth Thursdays of the month at 7 p.m. 586 E 800 N, Orem	Voting	None – MAG meets on Thursdays	Jason Glidden
OLYMPIC BID	N/A	Jack Thomas Andy Beerman	Diane Foster
PARK CITY AREA LODGING ASSOCIATION Meets the first Wednesdays of the month at noon at different locations	Non-voting	Liza Simpson Alternate: Andy Beerman	Jon Weidenhamer
PARK CITY CHAMBER/BUREAU BOARD OF DIRECTORS Meets first Wednesdays at 6:30 p.m. at rotating locations	Voting	Cindy Matsumoto	Phyllis Robinson
PARK CITY FIRE SERVICE DISTRICT ADMINISTRATIVE CONTROL BOARD Meets first Wednesdays at 5:30 p.m. at Administrative Office	Voting – four year term	Liza Simpson	Kent Cashel
PARK CITY SCHOOL DISTRICT (monthly meeting with Board representative)		Cindy Matsumoto	Diane Foster
PARK SILLY SUNDAY MARKET		Cindy Matsumoto Tim Henney	Jason Glidden
ROCKY MOUNTAIN POWER		Liza Simpson Alternate: Jack Thomas	Diane Foster
SKI UTAH Meets third Wednesdays at 9:30 a.m. at rotating locations	Voting	Andy Beerman Alternate: Jack Thomas	Diane Foster
SUMMIT COUNTY BOARD OF HEALTH Meets first Mondays every other month at 4 p.m.	Voting	Liza Simpson	Phyllis Robinson
SUMMIT MOSQUITO ABATEMENT DISTRICT Meets second Tuesdays every other month at 5 p.m. at District Office	Voting	Tim Henney	Blake Fonnesbeck
SNYDERVILLE BASIN WATER RECLAMATION DISTRICT Meets third Mondays at 5 p.m. at District Office	Voting – four year term	Jack Thomas	Clint McAffee
REGIONAL TRAILS GROUP	Non-voting	Andy Beerman Alternate: Tim Henney	Heinrich Deters
UTAH LEAGUE OF CITIES AND TOWNS (ULCT) **LEGISLATIVE POLICY COMMITTEE** Meets as needed	Voting	Jack Thomas Alternate: Andy Beerman	Matt Dias
WESTERN SUMMIT COUNTY WHOLESALE WATER IMPORTATION PROJECT (WSCWWIP) Meets as needed	Non-voting	Jack Thomas Alternate: Cindy Matsumoto	Clint McAffee and Tom Daley
GEORGETOWN PRIZE	Non-voting	Jack Thomas and Andy Beerman; Co-primary	Matt Abbott
RENEWABLE ENERGY	Non-voting	Jack Thomas and Andy Beerman; Co-primary	Ann Ober

MEMO

Public Works

1053 Iron Horse Drive
P.O. Box 1480
Park City, UT 84060
Tel 435.615.5360
Fax 435.615.4904
cashel@parkcity.org

To: **Park City Mayor & City Council**

From: **Kent Cashel, Transportation Planning Dir.**
Subject: **Council Retreat - Transportation**
Date: **February 5-6, 2015**

I am forwarding you a copy of the January 8th Staff report that provided relevant background information for the Study session on "Accelerating Achievement of Transportation Master Plan Goals." While a full re-read of the Staff report is not required you may wish to refresh your understanding of the topics covered in the report as these provide a foundation for the Transportation Planning team's work plan which we will cover during the 2015 Council Retreat sessions.

In addition to discussions on our 5 year work plan we will also provide two short informational sessions on:

1. "Bus Rapid Transit 101"
2. "The Types and Causes of Congestion".

I believe you will find both of these sessions interesting, informative and they should a solid foundation for a transportation planning discussion.

City Council
Staff Report

Subject:	**Accelerated Transportation Master Plan Goal Achievement**
Author:	**Kent Cashel, Trans. Planning Director** **Nate Rockwood, Capital Budget, Debt and Grants Manager** **Brooks Robinson, Senior Transportation Planner**
Department:	**Transportation Planning**
Date:	**January 8th, 2015**
Type of Item:	**Informational – Study Session**

Summary Recommendations:
Staff will present a framework and list of actions designed to accelerate the achievement of Transportation Master Plan goals. Council should read this report and come prepared to discuss the framework and list of prioritized actions.

Background:
Park City Council adopted the Transportation Master Plan (TMP) on October 6, 2011.

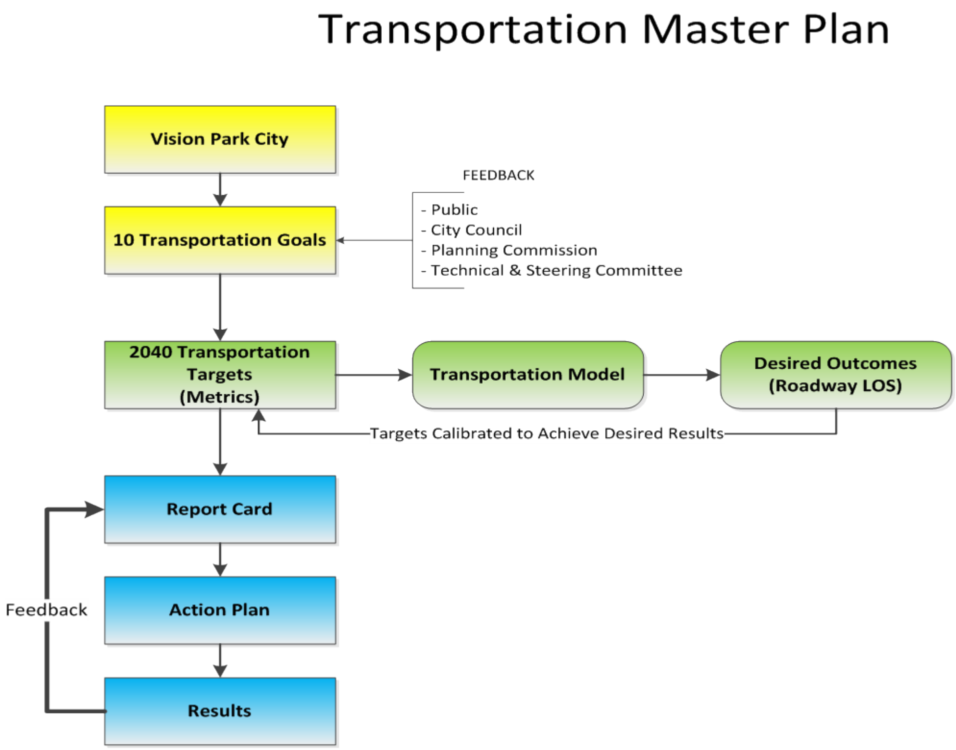
The TMP set forth 10 goals that were developed through a lengthy and methodical process that examined and incorporated input from:

- Vision Park City
- Park City Council
- Park City Planning Commission
- technical and stakeholder committees
- general public (provided at two public open houses and two City Council meetings).

Each of the 10 TMP goals has 2-4 targets (or metrics) associated with it. There are a total of 31 TMP targets.

Staff reviewed the TMP and its goals/metrics/report card with Council at the October 9th, 2014 work session. Council re-affirmed its commitment to the plan and requested that Staff return with a framework and list of actions that would enable the City to achieve TMP goals more rapidly.

The graphic found on the following page depicts the relationship of the goals and targets to the ongoing TMP management process.



A copy of the October 9th Staff report may be found at the link below:
http://www.parkcity.org/Modules/ShowDocument.aspx?documentid=13416

Analysis:
Staff conducted a review of the goals and targets set forth in the TMP and have identified tasks that will need to be accomplished to accelerate the achievement of these goals.

The TMP goals and targets were set to be achieved on or before 2040. Staff chose three time periods within which to achieve (or to make significant progress towards achieving) TMP goals as follows:

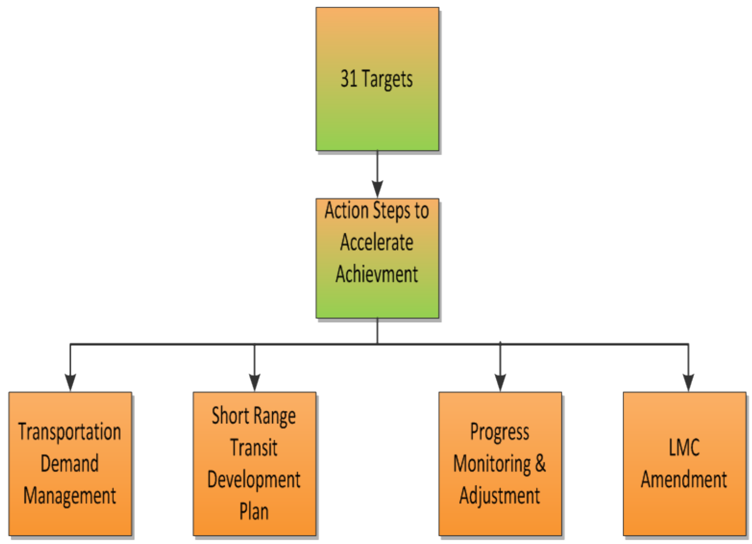
- Short Term 0-5 years
- Mid-Term 6-10 years
- Long-Term 11-25 years

Staff looked at each of the 31 goal targets and determined what specific actions would be required to achieve the target (or to make significant progress towards achieving the target) within each of the above terms. A table containing Staff's analysis and action plans is attached at the end of this report.

Staff found that these required actions fit nicely into four categories based upon their individual characteristics. Those categories are:

- Transportation Demand Management (TDM)
- Short Range Transit Development Plan
- Ongoing Progress Monitoring & Adjustment
- Land Management Code Amendment

TMP Targets- Action-Categories

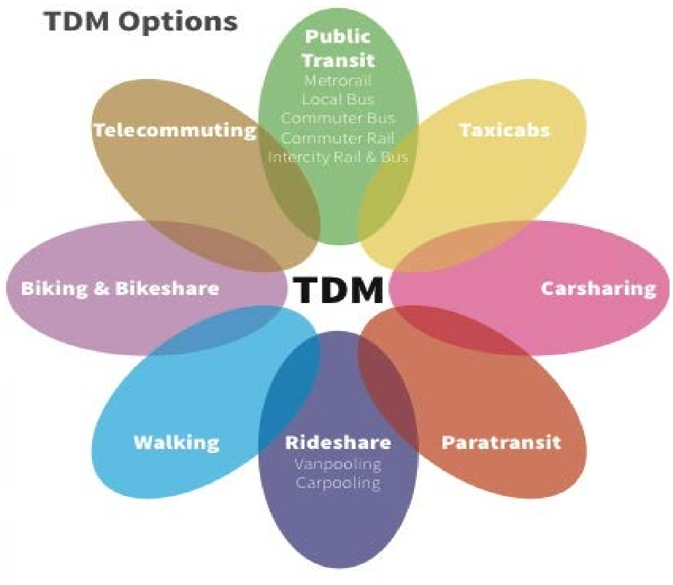


The categories of action items that were identified are contained in the table below:

Action Step Category	Key Action for Metric Achievement	% of total Metrics
Transportation Demand Management (TDM)	13 Metrics	42%
Short Range Transit Development Plan (SRTDP)	7 Metrics	23%
Progress Monitoring & Adjustment	9 Metrics	26%
Amend Land Management Code	2 Metrics	9%
Totals	31 Metrics	100%

The findings detailed above indicate that to accelerate achievement of the TMP goals the City should focus on these four "Action Step" categories. Following is a brief overview of each of these four categories and is followed by a brief discussion regarding the need to develop a financial plan to ensure required financial resources are in place when needed.

Transportation Demand Management TDM



Transportation demand management, traffic demand management or travel demand management (all TDM) is the development and application of strategies and policies to reduce travel demand (specifically that of single-occupancy private vehicles), or to redistribute this demand in space or in time.

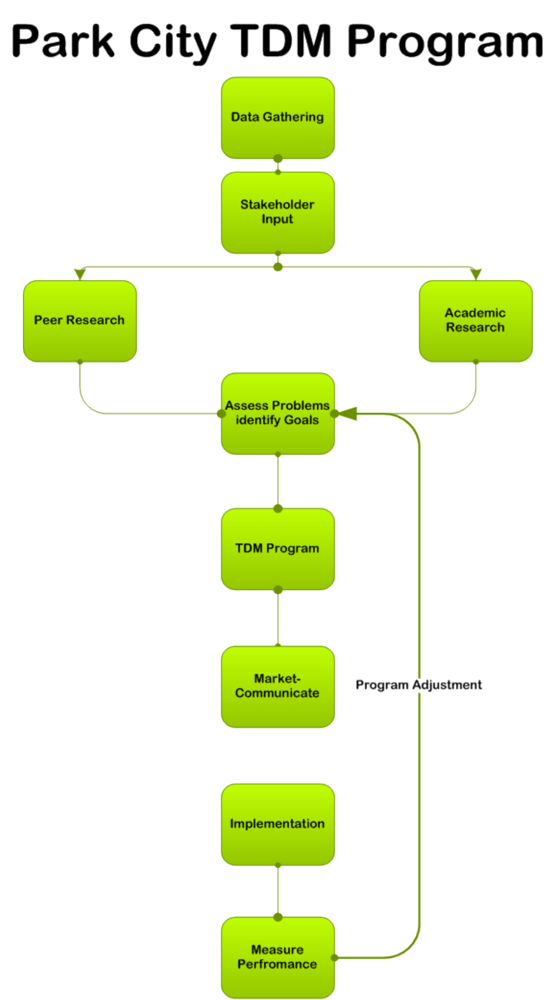
In the simplest of terms TDM is about moving more people without accommodating more cars. TDM is about creating awareness and an environment that supports mode choices other than the single occupant vehicle (e.g., ride sharing, walking, transit or flexible working hours). Staff believes that prior to embarking on an aggressive transit service expansion plan a comprehensive TDM plan should be established to support and promote an alternative travel choice (walking, biking, and transit).

The graphic above depicts a few of the TDM tools (or strategies) available to the City. Staff will present more of these tools at the January 8 Study Session.

An effective TDM program will incorporate many TDM strategies (tools) that are carefully targeted at those travelers whose demographics, travel patterns and travel needs indicate they have a high probability of being receptive to changing their mode of travel.

Developing and implementing a TDM program will involve several steps.

1. Gathering data to understand local and regional transportation patterns.
   a. Demographics
   b. Travel Patterns (time of day, origin, destination and etc.)
2. Facilitate Stakeholder Input



3. Research of successful programs
4. Assessing problem areas and setting goals for program.
5. Assessing most effective program of strategies (tools) to achieve goals.
6. Marketing- communicating the program
7. Implementing the program
8. Ongoing program monitoring and adjustment

The following discussion provides a brief summary for each level of accelerated trajectory. It is important to understand that these summaries are intended to provide a good "order of magnitude" time and resource requirement. More detailed analysis should be completed once Council has provided direction on its preferred approach and timeline.

Short Term (0-5 years)

To develop an effective TDM within this time frame staff will require the assistance of contractors experienced in developing TDM programs. Staff and consultant will work side by side to create and to begin executing the 8 required steps detailed above. This assistance will streamline the development of a well-designed and effective TDM plan.

The table below contains a summary level action plan with milestones and estimated costs.

Short Term (0-5 year) TDM Action Plan

Milestone	Estimated Completion Date	Estimated Cost (In 1000's)
1. Develop Scope of Work and procure consultant	3 months	Staff time only
2. Gather local-regional motorists travel characteristics and traffic pattern data.	6 months	$100 -120K
3. Conduct research determine appropriate TDM strategies and develop implementation plan.	6 months	$100-120K
4. Implement plan	12 months	$50 -60K
5. Monitor and Adjust plan	Ongoing	Staff time only
Totals	**27 months**	**$250-300K**

Program implementation and monitoring will likely require an additional FTE under contract or as a full time regular employee (Cost not reflected above).

TDM - Mid-Term (6-10 years)

Staff could accomplish the development and implementation of an effective TDM plan with a minimal amount of contractor support. The time required is lengthened due to other task commitments and lower level of in-house experience in developing and implementing TDM programs (requiring time to investigate and learn).

The table below contains a summary level action plan with milestones and estimated costs to achieve:

Mid Term (6-11 year) TDM Action Plan

Milestone	Estimated Completion Date	Estimated Cost (in Thousands)
1. Develop Scope of Work and Procure Consultant	3 months	Staff time only
2. Gather local-regional motorists travel characteristics and traffic pattern data.	24 months	$35-50K
3. Conduct research determine appropriate TDM strategies and develop implementation plan.	24 months	$35-50K
4. Implement Plan	18 months	$20-25K
5. Monitor and Adjust Plan	Ongoing	Staff time only
Totals	**69 months**	**$90-125K**

It is important to note the following:

1. a large volume of Staff time will need to be devoted under this approach
2. Program implementation and monitoring will likely require an additional FTE under contract or as a full time regular employee (Cost not reflected above).

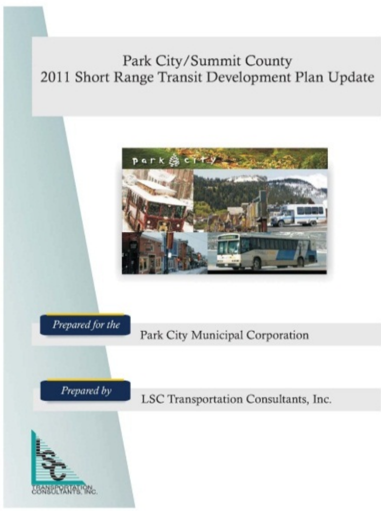
Long Term (11-25 years)

Staff believes the above table represents what can be achieved in the mid and long term achievement trajectories.

It is important to note that all of the TDM action plans (short, mid and long term) do not guarantee the City will achieve its ridership targets within the term but does represent significant progress towards achieving those goals.

<u>Short Range Transit Development Plan</u>

A Short Range Transit Development Plan identifies 5 year policy, service enhancements, capital investment and management actions that will move the City closer to its long range transit goals set forth in the TMP.



The SRTDP is a significantly more detailed "operational level" plan that constrains the recommended actions within a 5 year budget. The Federal Transit Administration requires the SRTDP as a prerequisite to providing financial assistance. The SRTDP will guide the Transit efforts of the City during the 5 years covered by the plan.

The most recent City\County SRTDP was completed in and adopted 2011 prior to the adoption of the City's TMP later that year. With rapid local\regional traffic growth and a sharper focus on accelerating transit expansion Staff believes the current plan should be updated prior to its scheduled expiration in 2016.

Staff's extensive experience with prior plans indicate that this project will require 10 months to complete (by November-December 2015) and will cost approximately $120,000 in consulting assistance. Staff has recently secured a Federal Transit Administration Grant that will cover $100,000 of this expense (80% federal share). Should Summit County choose to participate the City's financial commitment to this task would be $10,000 (50% of local share).

Ongoing Progress Monitoring and Adjustment

Progress monitoring and adjustment will be critical to determining if the City is making sufficient progress towards achieving its Transportation goals. This monitoring will occur (at a minimum) each fall with the preparation and presentation of the TMP report card to Council. This schedule will provide time for initial presentation and discussion with Council in time to include any adjusted action plans and associated financial requirements in the following year's budget process for consideration and disposition.

It is likely as time passes the plans and action items intended to achieve those goals will need to be adjusted. This process of adjusting and pursuing action items could bring additional work load and financial impacts that cannot be realistically anticipated or estimated at this time.

Land Management Code (LMC) Amendments

Goal Number 9 of the TMP requires that major new land developments (greater than 200 ERU's support clustered and diverse land uses and projects of this magnitude provide transportation, facilities, services and infrastructure to support balanced modal use (transit, trails and high occupant vehicles).

To ensure these requirements are in place will require a careful review of LMC requirements and amendment if the above requirements are not in place. City Transportation Planning and Planning staff are coordinating to ensure that this review and amendment takes place concurrent with the LMC update. Planning staff have indicated that the time frame for the update of the associated Code sections is scheduled to occur May-Aug 2015.

Financial Plan

The City's TMP anticipates significant transit service expansion and related capital investment. Staff anticipates that this expansion and enhanced investment will require the City to secure additional Transit revenue sources.

The City's Budget Department maintains a Transit Fund financial model that provides the ability to model the impact of expanded transit service and capital investment on the fund. The budget department will present more of this model at the Study session. What follows is a brief summary of the financial model output.

Transit Fund expenditures will exponentially increase to meet TMP transit service and capital goals (approximately $1.5 million dollars per year). While this level of increase may or may not be required, staff believes it is important to know if these goals are sustainable over the long run.

The above service level increases were entered into the financial model and a couple of key points resulted.

- On a cash flow basis the current level of transit service is sustainable over the long run. That is revenue and expenses are at ,or close to, equilibrium.

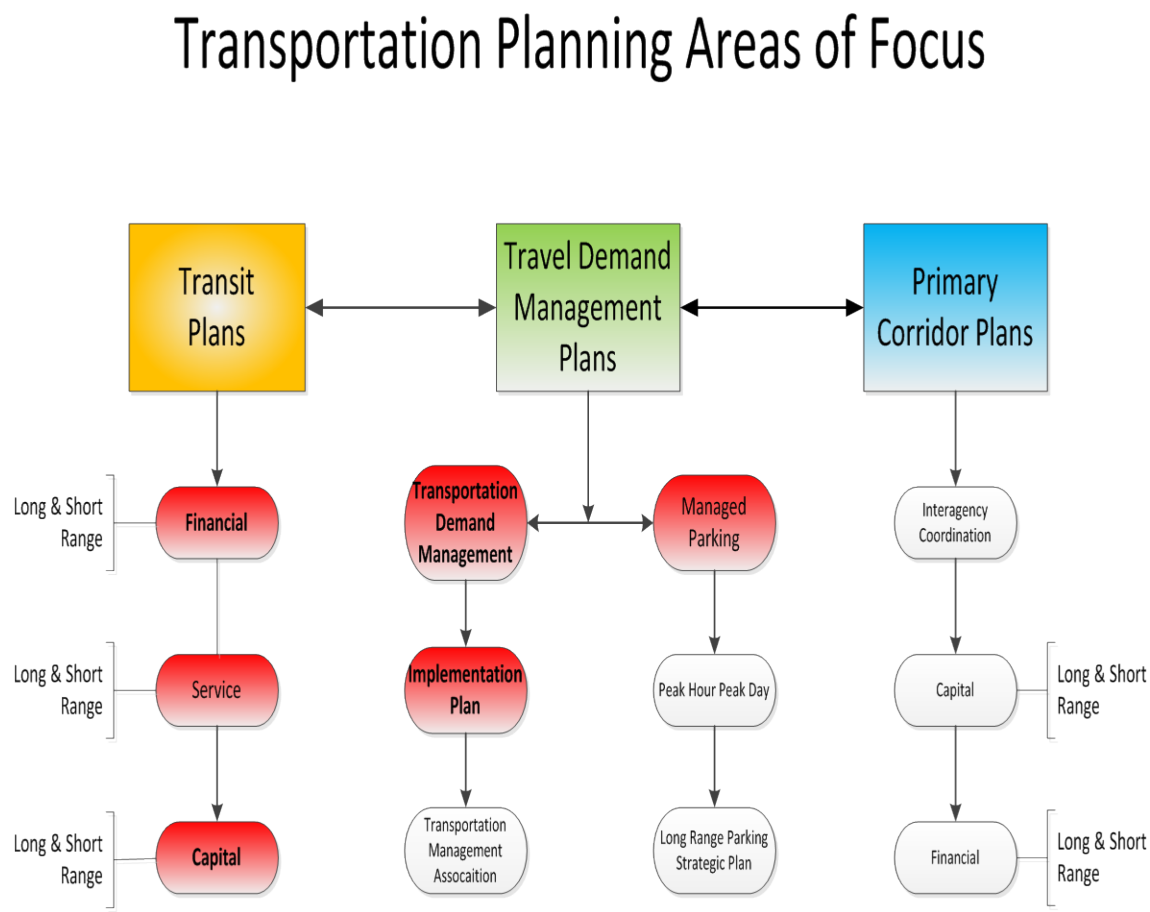
- The service levels called for in the TMP are not sustainable on a cash flow basis. The Transit fund would begin dipping into reserves in 3 years or so with this condition worsening with each passing year.

It is clear, should Council choose to expand transit services to meet TMP goals additional revenue sources will need to be identified. Some potential funding sources are as follows:

- Levy an additional .0025 Transit Sales Tax.
- Paid parking revenues
- Increased business license fees
- Regional partners (sharing in expense)
- Institute fares

Staff believes that a long term Transit financial plan designed to support the TMP goals should be developed. This plan would identify and recommend required revenues, identify sources to meet those needs, and set out an action plan to secure those sources. Staff could begin working on this financial plan immediately and anticipates it will require approximately six months to complete and can be accomplished within the existing budget.

The graphic below depicts how a plan to achieve TDM goals will fit into the Transportation Planning Departments work plan. The red capsules indicate areas where the action plan will be situated within the transportation planning department's areas of focus.



Summary

Staff believes the action steps identified are the most practical and prudent way for the City to proceed in pursuit of achieving its TMP goals. It is important to note that all TMP Goals will not be achieved without additional effort and investment that are not reflected here. The action steps identified in this report will provide a solid understanding and plans that will guide the City's efforts and investment.

The table below consolidates the action steps for each of the three time frames into one table. The mid and long term approaches take the same time to accomplish the difference would be when efforts would begin.

	Short Term (0 -5 Years)	Mid Term (6-11 Years)	Long Term (12-25 Years)
TDM Program	**Consultant Assisted** **27 Months** **$250-300K**	**Staff Developed** **69 Months** **$90-125K**	**Staff Developed** **69 Months** **$90-125K**
Short Range Transit Plan	**$10-20K**	**$10-20K**	**$10-20K**
LMC Amendment	**Yes**	**Yes**	**Yes**
Finance Plan	**Yes**	**Yes**	**Yes**
Estimated Cost	$270-320K	$100-145K	$100-145K
Estimated Critical Path (Time) to completion	27 Months	69 Months	69 Months

Department Review:
This study session report has been reviewed and commented on by City Manager's office, City Attorney's office, Public Works, Economic Development and Planning. Any and all comments received have been addressed in the report.

	World Class Multi-Seasonal Resort Destination **(Economic Impact)**	**Preserving & Enhancing the Natural Environment** **(Environmental Impact)**	**An Inclusive Community of Diverse Economic & Cultural Opportunities** **(Social Equity Impact)**	**Responsive, Cutting-Edge & Effective Government**
Which Desired Outcomes might the Recommended Action Impact?	+ Accessible and world-class recreational facilities, parks and programs + Accessibility during peak seasonal times + Well-utilized regional public transit	+ Reduced municipal, business and community carbon footprints	+ Shared use of Main Street by locals and visitors	+ Fiscally and legally sound + Well-maintained assets and infrastructure + Streamlined and flexible operating processes
Assessment of Overall Impact on Council Priority *(Quality of Life Impact)*	Very Positive	Positive	Positive	Very Positive
Comments:				

Funding Source: Adequate funds exist in the Transit Fund to finance any of the accelerated goal achievement scenarios. Appropriate staff will include any additional needs in their departmental business plan and FY2016 budget request.

Recommendation:
Staff will present a framework and list of actions designed to accelerate the achievement of Transportation Master Plan goals. Council should read this report and come prepared to discuss the framework and list of prioritized actions.

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	**Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
GOAL 1. Park City will have a multimodal transportation system with complete streets and balanced availability of pedestrian, bicycle, transit and auto travel.				
a) Drive-alone mode share for trips on gateway corridors into Park City jobs will decrease to 50 percent (from over 70 percent today).	SR-224 70% SR-248 76%	TDM Policies & Program – Contractor Assisted	TDM Policies & Program – Staff	TDM Policies & Program

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	**Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
b) The percentage of housing units within ¼ mile from transit routes (while maintaining transit service standard of minimum four units/acre) and paved multiuse trails will increase to 100 percent (from approximately 80 percent and 60 percent, respectively, today).	94% of housing (density of 4 or more units per acre) within ¼ mile of transit service.	Route improvements and demand determination for routes to serve missing housing included in next short Range Transit Development Plan	Route improvements and demand determination for routes to serve missing housing included in next short Range Transit Development Plan	Route improvements and demand determination for routes to serve missing housing included in next short Range Transit Development Plan
c) Changes to individual street cross sections will be addressed on a case by case basis but will put city-wide emphasis on providing “complete street” infrastructure that supports walking, biking, transit, and carpools over single occupant vehicles.	Ongoing as streets are scheduled for reconstruction	Ongoing Monitoring of program effectiveness.	Ongoing Monitoring of program effectiveness.	Ongoing Monitoring of program effectiveness.

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	**Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
GOAL 2. Park City's residents, workers, visitors and guests will have access to convenient transit for circulation throughout the City.				
a) Daily bus hours of local transit service in Park City will increase to 450 hours (from approximately 200 hours today).	203.7 hours of local service per day.	50 -250 additional daily bus hours per year. (50%- 125% growth rate)	25-42 additional daily bus service hours per year. (13-21% growth rate)	9 additional daily bus hours of local service per year (4.5 % growth rate)
b) Peak hour frequency on Park City's spine transit network will reach 10 minutes and support timed transfers to regional transit service.	Current Spine Frequency SR-224 North of SR248 30 min Sr-248 W of Wyatt Earp 13 min Park Avenue 10 min Transit Center to DVR 14 min PCMR to Main 10min	Determined by demand and included in Short Range Transit Development Plan	Determined by demand and included in Short Range Transit Development Plan	Determined by demand and included in Short Range Transit Development Plan
c) Transit travel times will remain within 10 minutes of drive times on major origin destination pairs within Park City.	Goal Currently achieved	Routing to be optimized in next Short Range Transit Development Plan	Routing to be optimized in next Short Range Transit Development Plan	Routing to be optimized in next Short Range Transit Development Plan

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	**Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
GOAL 3. Park City's residents, workers, day visitors and overnight guests will have efficient, direct and convenient regional transit connections from and to area resorts, Salt Lake and Utah Counties, and other communities of the Wasatch Back.				
a) Average daily bus hours of regional transit service connecting Park City to points within Salt Lake, Utah, Wasatch Counties, and other parts of Summit County will reach 350 hours (from approximately 85 hours today).	98 daily hours of regional transit service.	50 -250 additional daily bus hours per year. (62% - 311% growth rate)	17-28 additional daily bus service hours per year. (31%- 52% growth rate)	9 additional daily bus hours of local service per year (12% -28% growth rate)

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	**Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
b) Weekday commuter transit service will efficiently connect Park City with at least five other cities/communities in the Wasatch Front and Back as demand dictates.	Currently 2 1. Snyderville Basin 2. Salt Lake City	Determined by demand and included in Short Range Transit Development Plan	Determined by demand and included in Short Range Transit Development Plan	Determined by demand and included in Short Range Transit Development Plan
c) Annual ridership will grow to exceed 5 million passengers (from under 2 million today).	Approximately 2 million annually	TDM Policies & Program – Contractor Assisted	TDM Policies & Program – Staff	TDM Policies & Program

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	Short Term 0-5 Years	Medium Term 6-10 Years	Long Term 11-25 Years
d) Park City will build and/or support, through transit service and rideshare programs, continued expansion of intercept park-and-ride facilities at all gateway corridors.	SR-248 facility in place awaiting signal & Dedicated Bus Lane SR-224 project unfunded in Snyderville Basin Plan	TDM Policies & Program – Contractor Assisted SR-248 service could be activated depending on UDOT funding availability for SR-248 dedicated bus lane.	TDM Policies & Program – Staff SR-224 Park and Ride will require approximately 6.5 million in funding.	TDM Policies & Program - Staff

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	**Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
GOAL 4. Park City will have a complete and well-connected network of trails, bicycle lanes and sidewalks that supports safe, convenient and pleasant walking and bicycling to accommodate the needs of residents, visitors, and guests for short trips within the City and surrounding neighborhoods.				
a) All of the primary bicycle corridors identified in the Park City Transportation Master Plan will be completed and open to use and redundant systems for multiple users will be planned and initiated.	All primary bicycle corridors scheduled for completion by late Fall 2015	<u>Ongoing Monitoring</u> Projects funded and underway	<u>Ongoing Monitoring</u> Projects funded and underway	<u>Ongoing Monitoring</u> Projects funded and underway

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	**Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
b) At least 75 percent of the linear mileage of secondary bicycle corridors identified in the Park City Transportation Master Plan will be completed and open to use.		<u>Ongoing Monitoring</u> Funding and projects are scheduled for completion by 2018	<u>Ongoing Monitoring</u> Funding and projects are scheduled for completion by 2018.	<u>Ongoing Monitoring</u> Funding and projects are scheduled for completion by 2018.
c) Park City will establish roadway automobile capacity trigger points on major roadways (commercial collectors and arterials) that will require a proactive review of the roadway cross section with emphasis on providing "complete streets" which improve serving balanced modes of users either directly on the corridor or on parallel corridors.	Thresholds established and monitoring program established	Ongoing Monitoring	Ongoing Monitoring	Ongoing Monitoring

	Current Condition	Steps Required to Achieve (or make significant progress towards achieving) Goal in Term **Short Term** 0-5 Years	 **Medium Term** 6-10 Years	 **Long Term** 11-25 Years
GOAL 5. Mobility and accessibility in Park City will be as good or better than today while achieving a net reduction in the amount that each person drives a car.				
a) Park City VMT will be tracked based on automobile counts at the major gateway corridors and will not increase faster than Park City housing or job growth.	VMT currently growing faster than jobs and population growth	TDM Policies & Program – Contractor Assisted	TDM Policies & Program – Staff	TDM Policies & Program
b) Park City will track the automobile drive time between three major internal origin destination pairs on an annual basis and will mitigate traffic congestion when travel times increase above 10 percent on any given year.	Goal currently achieved	TDM Policies & Program – Contractor Assisted	TDM Policies & Program – Staff	TDM Policies & Program

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	**Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
c) Park City will track the ratio of drive time to bicycle travel time and transit travel time between three major internal origin destination pairs and will take proactive steps to maintain increasing ratios.	Historical times not measured and recorded prior to 2014.	Transit routing to be optimized in next Short Range Transit Development Plan	Transit routing to be optimized in next Short Range Transit Development Plan	Transit routing to be optimized in next Short Range Transit Development Plan
GOAL 6. Park City's street network will be well-maintained, with streets that are not significantly wider than today and without a significant increase in lane mileage.				
a) Lane miles of Park City streets will not exceed 250 (from 200 today, not including Park City Heights). This objective does not reflect new roads in potential annexation areas.	Lane miles of roads within Park City including (SR-224 & SR-248) currently = 20.	TDM Policies & Program – Contractor Assisted	TDM Policies & Program – Staff	TDM Policies & Program

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	Short Term 0-5 Years	Medium Term 6-10 Years	Long Term 11-25 Years
b) Park City will track pavement condition on a continuous basis using a Remaining Service Life (RSL) scale with 20 years being the best possible condition. Park City collector and higher functioning streets will have an RSL of no less than 8.0.	RSL is Currently 8.8	Ongoing Monitoring of program effectiveness.	Ongoing Monitoring of program effectiveness.	Ongoing Monitoring of program effectiveness.
c) All elements of the transportation system including street furniture, transit equipment, signs, striping, etc. will be kept in good condition.	Goal Currently Achieved. Maintenance plans developed, budgeted and operational for all identified system components.	Ongoing Monitoring of program effectiveness.	Ongoing Monitoring of program effectiveness.	Ongoing Monitoring of program effectiveness.

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	**Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
GOAL 7. Park City's transportation system will contribute positively to public health and quality of life by achieving a high level of travel safety and by creating an environment that supports active living.				
a) The crash rate for reported traffic crashes within Park City will be no more than 3.5 crashes per million vehicle miles.	6.98 per million vehicle miles. (Historical year over year decrease)	Ongoing Monitoring	Ongoing Monitoring	Ongoing Monitoring
b) Park City will take positive steps to react to all fatalities resulting from traffic crashes with a goal of achieving zero fatalities within Park City.	O fatalities Protocol to review all fatalities and recommend roadway improvements for any element that contributed to fatal accident.	Ongoing Monitoring	Ongoing Monitoring	Ongoing Monitoring

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	**Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
c) Park City will establish a bicycle and pedestrian count program on at least five major trail corridors on the primary network and will achieve incremental increases of over 25 percent with the completion of major corridors and steady increases of over 10 percent per year.	<u>Brooks</u> Determine current status develop plan to meet target . Work with Heinrich	TDM Policies & Program – Contractor Assisted	TDM Policies & Program – Staff	TDM Policies & Program
d) Park City Engineering will coordinate with police and public safety services to provide annual crash statistics on the street system.	Protocol in place	Annual gathering of crash statistics.	Annual gathering of crash statistics.	Annual gathering of crash statistics.

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	**Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
GOAL 8. Park City's transportation system will contribute positively to improved environmental, social and economic sustainability of the community.				
a) Annual petroleum consumption by surface transportation within Park City will be no more than 470,000,000 kBTU equivalent (from approximately 570,000,000 kBTU equivalent today).	576.2 million	TDM Policies & Program – Contractor Assisted	TDM Policies & Program – Staff	TDM Policies & Program
b) Annual greenhouse gas emissions from surface transportation with Park City will be no more than 50,000 short tons (approximately equal to today).	50,181 million	TDM Policies & Program – Contractor Assisted	TDM Policies & Program – Staff	TDM Policies & Program

	Current Condition	Steps Required to Achieve (or make significant progress towards achieving) Goal in Term **Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
c) Parking pricing, transit fares, and other cost incentives will be used to minimize or decrease the growth in overall vehicle miles traveled (VMT) while supporting a strong and growing Park City visitor base.	Main Street Paid Parking. Peak-Day, Peak-Hour Task Force	TDM Policies & Program – Contractor Assisted	TDM Policies & Program – Staff	TDM Policies & Program

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	**Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
GOAL 9. Park City's transportation system will support development of clustered and diverse land use centers by providing convenient multimodal access to each center concurrent with its development.				
a) Major new land developments (of greater than 200 additional Equivalent Residential Units) will be required to provide clustered and diverse land uses in order to minimize their impact on transportation infrastructure.	Need to ammend LMC to include appropriate language	Scheduled to integrate language into LMC update – (currently scheduled for May-July 2015)	Ongoing Monitoring of Effectiveness	Ongoing Monitoring of Effectiveness

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	**Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
b) Major new land developments (of greater than 200 additional Equivalent Residential Units) will not be approved unless or until concurrent transportation facilities, services, and infrastructure can be in place to offer balanced modal use (transit, trails, and high occupant vehicles).	Need to ammend LMC to include appropriate language	Scheduled to integrate language into LMC update – (currently scheduled for May-July 2015)	Ongoing Monitoring of Effectiveness	Ongoing Monitoring of Effectiveness

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	**Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
GOAL 10. Park City will use system management and demand management techniques to minimize the financial burden and environmental impact of local transportation facilities.				
a) Traffic flows on Park City roads and streets (including state highways) will be managed for efficient multimodal operations through comprehensive signal synchronization and use of intelligent transportation systems (ITS) technologies such as variable and demand-based pricing, real time parking and transit information, etc.	Need to develop ITS plan, SCATS already exists.	TDM Policies & Program – Contractor Assisted Staff to bring recommendations to Council on ITS signage and related capital request as part of 2015 Budget	TDM Policies & Program – Staff	TDM Policies & Program

		Steps Required to Achieve (or make significant progress towards achieving) Goal in Term		
	Current Condition	**Short Term** 0-5 Years	**Medium Term** 6-10 Years	**Long Term** 11-25 Years
b) Park City's festivals and special events will feature coordinated transportation strategies that minimize impacts of vehicular traffic while fostering growth in economic benefits.	Coordination protocol currently in place	Ongoing Monitoring of Program Effectiveness	Ongoing Monitoring of Program Effectiveness	Ongoing Monitoring of Program Effectiveness
c) Park City will be viewed as an innovator in offering effective travel demand management incentives through both public and private programs.	TDM program not yet developed or implemented	TDM Policies & Program – Contractor Assisted	TDM Policies & Program – Staff	TDM Policies & Program

PARK CITY COUNCIL MEETING MINUTES
SUMMIT COUNTY, UTAH,
January 8, 2015

Study Session

Transportation Master Plan Discussion

Kent Cashel, Brooks Robinson, Transit and Nate Rockwood, Debts, Grants and Capital Manager, presented a series of plans that they have compiled since the October 2014 Study Session. Cashel made the Council aware of the transit hurdles and the commitment it will require from the Council to insure the success of these programs. Discussed Transportation Demand Management and Land Use Policy as well as the Performance Measurement and Adjustment aspect of the plan. Cashel outlined the trajectories to achieve these goals to include: Financial Plan, Transportation Demand Management Plan, LMC Update and Short Range Transit Plan.

Robinson discussed the LMC Amendments including the major new land developments, Short Range Transit Development discussing a business model for the next 5 years; spoke to the subdivision density monitor progress map which will assist staff in developing the short term plan.

Council member Henney inquired if staff has looked at changing or updating the routes to cut down on stops and promote quicker travel to get people out of their cars.

Cashel discussed the TDM options looking at multiple tools that would help achieve these goals. He discussed a portfolio including Improved Transportation Options, Incentives, Land Use Polices, and Policies and Procedures as described below.

Improved Transportation Options: transit improvements, non-motorized improvements, rideshare programs, flex-time-telework, bike transit integration and guaranteed ride home program. Cashel commended the City staff on the great effort that they have made to improve walkability in the community.

Incentives: parking pricing, parking buy-out, transit cafeteria plan, walking-cycling encouragement

Land Use Policies: Smart Growth, transit oriented development, location efficient redevelopment, car free planning and traffic calming.

Policies and Programs: TDM programs, Commute Reduction, Visitor Trip Reduction, TDM Marketing, and Performance Monitoring.

Mayor Thomas inquired if Cashel had numbers of the construction traffic that comes into Park City. Cashel stated that staff does have preliminary numbers but they need to dial down further to get the exact data. Council member Beerman felt the construction vehicles should not be changed due to the nature of their jobs, he wants to look at the workforce and tourist commuters. Beerman stated he heard at a round table discussion this morning where they said that 80% of the tourists leaving the airport traveling to ski towns in Utah drive rental vehicles.

Cashel spoke to the steps of getting a TDM program in place for Park City to include: data gathering, stakeholder input, academic and peer research, assess and identify goals, market communication, implementation and finish with evaluating performance measures as well as monitoring the program.

Cashel discussed the timeline stating that a 0-5 year plan with consultant assistance would be $270-320K and staff would be able to create this plan in 6-11years with a cost of $80-110K stating that the biggest hang up for staff would be time.

Rockwood discussed the Transit fund revenue stating that 2/3rds of the funds come from sales tax. The other funds are Resort Sales tax, business license fees, federal operating assistance, donations, advertising and other fees, parking revenue and regional transit revenue.

Cashel discussed the success of the last 10 years with receiving federal funds, however, with federal funds becoming very difficult to reach due to the dwindling funds and the increase in agencies staff is not counting on those funds to help with the TDM.

Cashel revisited the trajectory slide to see where the Council is standing. Stating that he feels that the TDM plan is the most critical step to move this forward quickly stating that the transit fund has significant funds to move forward prior to the budget process.

Council concurred that staff should move ahead on the outlined plans discussed tonight.

Council member Beerman inquired if staff could look in to short, short, term items to help with the traffic currently such as signs, travel time. Council member Henney suggested adding a sign in the buses to promote the new app.

Cashel discussed the traffic congestion from Monday, December 29th likening it to an EOC and being prepared and having the tools in place to deploy as needed. Such as signs, social media, dedicated bus lanes, working with the ski areas.

City Council Staff Report

Subject: **Municipal Innovation Challenge Program**
Author: **Matt Dias, Assistant City Manager**
Phyllis Robinson, Public Affairs Manager
Date: **February 5, 2014**
Type of Item: **Work Session**

Summary:
Council should consider the proposals submitted through the Municipal Innovation Challenge program and providing funding recommendations.

Background/Update:
The Municipal Innovation Challenge (MIC), launched in November 2014, was developed to encourage innovation and creativity among staff. The goal of the program is to encourage staff to seek out bold and innovative approaches to the challenges they confront daily. The City allocated up to $98,000 in funding to the Municipal Innovation Challenge. Program funding is made possible by unexpected cost savings in the capital budget.

The City issued a call for proposals. Eighteen proposals were received. An interdepartmental staff panel reviewed the proposals for consistency with program eligibility and application responses. Also as part of the review process each applicant made a short pitch to the panel about why their project should be funded and answered questions from the panel. The panel met subsequently and winnowed the list down to the five proposals forwarded to Council for funding consideration

<u>Municipal Innovation Challenge Staff Panel</u>
Karen Anderson, Executive
Lori Collett, Finance
Jenny Diersen, Sustainability
Makena Hawley, Planning
Kyle MacArthur, Water
Claire Marlin, Police
Destry Pollard, Transit
Nate Rockwood, Capital Budget
Michelle Stucker, Recreation

Analysis
During Council Visioning on Friday afternoon, February 6 each of the finalists will make their best seven minute pitch for funding to Council. Council will have seven minutes to ask clarifying questions to aid them in their decision-making. Following all the presentations, Council will begin a three-round deliberation process to allocate up to the $98,000 available for funding to one or more proposals. Staff will provide specific instructions at the beginning of the deliberations.

Following Council's funding recommendations, staff will return to Council and hold a public hearing and formally amend the budget to include the expenditure of funds not previously authorized.

A copy of each proposal is attached to this staff report. Also included in this report are the information sheet and promotional flier provided to staff to promote the program.

Department Review: This report was reviewed by Budget, Legal and Executive Departments.

MUNICIPAL INNOVATION CHALLENGE

Calling all Creative and Innovative City Employees!

Do you have a new program idea you'd like to try? A great idea to improve service delivery or efficiency? Ever wished there was a fund to try new ideas? Join the Municipal Innovative Challenge for a chance to receive up to $98,000 in one-time startup funding for your great idea.

PARK CITY
1884

Got a great idea?

Up to $98,000 in start-up funding available

Open to all City employees

Application deadline is December 2

Ready, Set, Innovate

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EP.PARKCITY.ORG

QUESTIONS???

MATT DIAS 615-5180

PHYLLIS ROBINSON 615-5189

MUNICIPAL INNOVATION CHALLENGE

PROPOSAL INFORMATION

Objective: The Municipal Innovation Challenge encourages and incentivizes innovation among municipal staff to produce atypical results and pursue solutions to tough challenges often outside of the annual Budgeting For Outcomes (BFO) process.

Challenge: Municipal governments are not always organized to support innovation and risk, especially when it comes to addressing adaptive issues—such as smart growth, sustainability, and/or customer service. In addition, many municipalities lack the human capital, organizational capacity, and financial resources to take on bold ideas or difficult challenges that face a high risk of failure. Because of this, there are few incentives within local government to experiment and try new things—but there are plenty of motivations to maintain the status quo or settle for incremental change.

Purpose: The Municipal Innovation Challenge was created to provide PCMC staff with a meaningful method to sidestep these common barriers and potentially deliver change more effectively while not derailing the Budgeting for Outcomes process. The Innovation Challenge reduces the risks associated with innovation, and provides staff with a safe place to present idea generation techniques and use data-driven approaches to delivering results.

Funding Available: $98,000 is allocated to this program. Program funding is made possible by cost savings in the capital budget. Proposals can be for the entire amount or a portion of allocated. Council reserved the right to not allocate the full amount of funding available. Unallocated funds will be included in the FY16 capital budget.

Eligibility:

- Funding is one-time money.
- Funding cannot be used for ongoing expenses.
- Programs or projects should be ready to proceed within 60 days of selection.

Application Deadline: December 2, 2014

Council Decision Deadline: January 15, 2015

Project Start Date: No later than March 15, 2015

APPLICATION PROCESS

Step One: Submit your Innovation Challenge proposal by December 2, 2014 to Phyllis Robinson, Sustainability Department through interoffice mail or by email to probinson@parkcity.org. Your proposal should address the five questions below. Please do not submit more than five pages typed using a 12pt Arial font with one-inch margins.

Proposal Questions:

1. How much are you requesting? If the project cost exceeds the maximum amount available provide documentation that the remaining funds are available to implement this proposal immediately.
2. What are we buying? What problem or process is your proposal addressing? What makes this project/program an innovative solution and different from business as usual?
3. How does your proposal make a difference? Will your proposal create ongoing cost savings to a program? Will it facilitate an increased level of service? Does it address an unmet need in a creative way? Is it a demonstration program to test a new approach? Why are you recommending this approach?
4. Can this innovation be sustained without additional funding? The Innovation Challenge is looking for new ideas and approaches to municipal challenges and should be considered as start-up funding that can produce results without relying upon ongoing fund.
5. What is the likelihood it will be funded could be funding through another existing city budget process?

Step Two: Internal Review (December 2015)
A seven member staff review panel with managers and non-managers (sorry applicants are not eligible to participate) will be formed. The internal panel will screen programs for consistency with program eligibility and application responses. Applicants will be invited to make a short pitch to the Internal Review committee. The review panel will forward its recommendations to Council. The expectation is that the applications forwarded to Council will exceed the entire amount available.

Step Three: Council Review (January 2015)
Finalists will make a short pitch before Council as part of the Council review. Each Councilmember will then review and score the finalist applications independently to identify their top three projects. Depending on the outcome of the Council review, staff will either forward a staff report to council recommending funding or facilitate a study session "shark tank" format to arrive at the final recommendations.

Step Four: Post-Project Reporting: (December 2015)
Recipients of innovation challenge bucks will develop a project report to be presented to Council at the conclusion of their project. The report will follow a standardized format and include the project goals, implementation plan, budget, challenges and solutions, outcomes, and references.

Questions??? Contact **Phyllis Robinson** at 435-615-5189 or by email to probinson@parkcity.org or **Matt Dias** at 435-615-5180 or by email to matt.dias@parkcity.org

Municipal Innovation Challenge

Innovation Proposal: **Bus Stop Play Project**
Proposal Submitted By: Heather Todd, Recreation Coordinator
Jessica Moran, Recreation Supervisor
Date: January 15, 2015

1. How much are you requesting? The Bus Stop Play Project could be implemented with a modest budget, starting around $160.00 for supplies plus staff costs for one bus stop. With the addition of numerous and more extravagant playground features the project could increase to a City wide bus stop play land. The play areas would be most impactful if completed with features that create a noticeable difference, so for the Bus Stop Play Project **the requested amount is $27,575**. This amount would furnish 4 bus stop play locations using the features listed below and unspecified additional number with the sidewalk paint and stencils. The locations agreed upon by transit, parks and recreation include the bus stops in front of Miner's Hospital (Park Ave.), the PC MARC, and the two stops in front of A Fresh Market. The locations were chosen because they have enough space to accommodate a feature without posing any safety concerns, and are well utilized by Park City youth.

An intriguing aspect of this project is that the features are not limited to commercial playground options. With the help of local artists, we believe we could provide a higher quality product, support the local community, and personalize the features to meet the Park City brand while cutting production and freight costs.

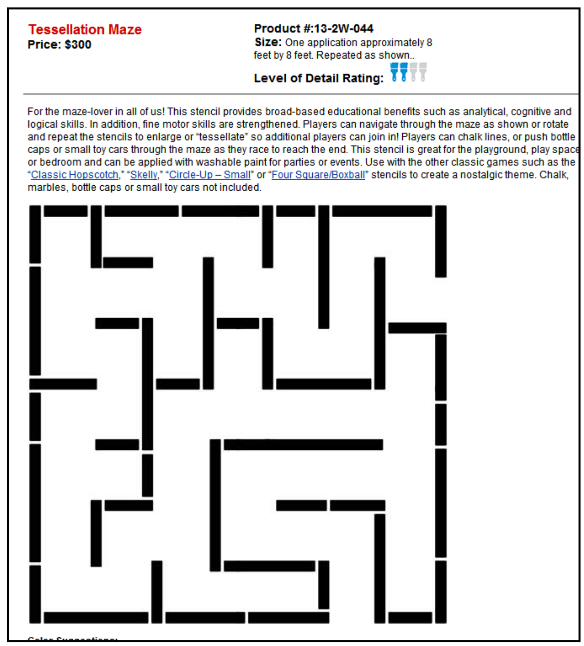
The following prices are examples of features as quoted by Goric, a playground equipment supplier. If funding becomes available further research will be done to compare pricing and features.

Feature	Price
*Stone Abacus	4410
~~Floating Rocks~~	4930
*Distortion Mirror	6265
*Rolling Bells	4785
~~Sound Column~~	5950
*Striping Paint	120
~~Tetherball~~	160
~~Local Artist for Bansky-like art~~	1500

*these four features have been specifically chosen to move forward with this project.

2. What are we buying? What problem or process is your proposal addressing? What makes this project/program an innovative solution and different from business as usual? The Bus Stop Play Project proposes purchasing structures to create opportunities for play at several popular City bus stops. The play pieces range from simple striping paint for hopscotch or a maze to tetherball games, various musical features, and sensory discovery pieces (examples attached). The problem that is being addressed is the lack of "general play" opportunities for children. Our community offers an exceptional source of transportation and boasts state-of-the-art neighborhood parks and playgrounds, but some kids in our community are not able to make it to the park daily to get in a healthy amount of play. The opportunity for play could become part of their daily travels as their parent's busy schedules whisk them from place to place via public transportation. This project could not only increase the opportunity for our youth to be imaginative and active, but also serve as playful art pieces along major bike and walking pathways.

A street maze.



Tessellation Maze
Price: $300

Product #:13-2W-044
Size: One application approximately 8 feet by 8 feet. Repeated as shown..
Level of Detail Rating:

For the maze-lover in all of us! This stencil provides broad-based educational benefits such as analytical, cognitive and logical skills. In addition, fine motor skills are strengthened. Players can navigate through the maze as shown or rotate and repeat the stencils to enlarge or "tessellate" so additional players can join in! Players can chalk lines, or push bottle caps or small toy cars through the maze as they race to reach the end. This stencil is great for the playground, play space or bedroom and can be applied with washable paint for parties or events. Use with the other classic games such as the "Classic Hopscotch," "Skelly," "Circle-Up – Small" or "Four Square/Boxball" stencils to create a nostalgic theme. Chalk, marbles, bottle caps or small toy cars not included.

3. How does your proposal make a difference? Will your proposal create ongoing cost savings to a program? Will it facilitate an increased level of service? Does it address an unmet need in a creative way? Is it a demonstration program to test a new approach? Why are you recommending this approach?

Bus stop play could increase the desire to bus, bike, or walk - therefore decreasing traffic in town and increasing local ridership on the City transit system, effectively reducing our town's carbon footprint. Parents may be more inclined to take their kids to use the bus system knowing they won't make it to the park, but have the opportunity for a little fun while they wait. This project would increase the level of service by providing something unique to residents, effectively promoting a cutting-edge government that provides opportunities for a diverse group of community members.

In Next City's column, *For Family-Friendly Cities, Build Play Beyond the Playground*, Rachel Dovey explains that the walking and biking movement is actually an inspiration, and that kid-friendly infrastructure can complement a transportation system that utilizes public space. "Add play spaces to a mode of transit where you're stopping to board a bus, walking and or can easily pull your bike over for 10 minutes, and likely, more parents would get out of their cars." (2014). Darell Hammond adds that "family friendly infrastructure can help urban cores retain residents with children" – a decidedly important factor in Park City proper where we strive to maintain our small town feel. This Next City article goes on to say that play spaces tend to be something that can add "*20 years of life to wealthier zip codes".*

Park City offers outstanding transportation service with a few cleverly designed bus stop waiting stations; however with minimal space left in the proper boundaries park space is as limited as the free play schedule of today's children. By adding one play structure or game to various bus stops throughout the city we will have integrated our love of recreation into the daily lives of those who are limited by lack of time.

Bus stop play implements could, over time, become present at all 150+ bus stops in the City boundaries, but this project proposes to implement it in a few popular and spatially available stops. I believe that with the surprise of a few playful options at various stops parents and kids will seek out these areas, increasing the free play and brain-boosting activity they supply.

4. Can this innovation be sustained without additional funding? The Innovation Challenge is looking for new ideas and approaches to municipal challenges and should be considered as start-up funding that can produce results without relying upon ongoing fund. Once the play equipment is purchased and installed there would be no need for ongoing or additional funding, unless additional play structures were requested or recommended at additional stops. Nominal equipment upkeep and repainting of lines would be required, but this minimal cost is outweighed when considering the potential savings of increased public transportation usage and the recreational benefits to our community members. The Parks Department is supportive of the project and willing to assist with the upkeep.

5. What is the likelihood it will be funded/could be funded through another existing city budget process? The project could be submitted as a CIP project as part of the budget cycle. The likelihood of receiving funding is low as we would be competing for General Fund surplus. Based on the scoring criteria used by the committee this project would likely receive a low score.

These photographs show the specific features that we have chosen:

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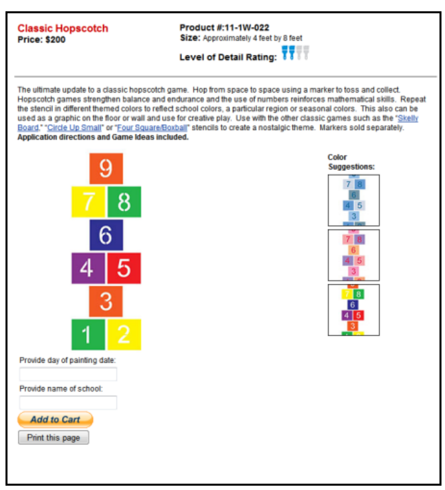
To easily create these colorful games, our large stencils are specially designed to be simple and durable so they can be applied quickly and effortlessly... no measuring or chalking of lines needed! Essentially, we provide the stencils – you provide the paint. We provide easy-to-follow instructions, plus we give you game ideas with many field-tested tips! All you have to do is (1) remove the stencil from the box, (2) Roll out the stencil where you would like the game to be located and (3) Paint. You can reuse your stencil again and again, storing it for future use.

1 Collect basic supplies.

2 Roll out stencil.

3 Begin painting!



Classic Hopscotch

Price: $200

Product #:11-1W-022

Size: Approximately 4 feet by 8 feet

Level of Detail Rating:

The ultimate update to a classic hopscotch game. Hop from space to space using a marker to toss and collect. Hopscotch games strengthen balance and endurance and the use of numbers reinforces mathematical skills. Repeat the stencil in different themed colors to reflect school colors, a particular region or seasonal colors. This also can be used as a graphic on the floor or wall and use for creative play. Use with the other classic games such as the "Skelly Board," "Circle Up Small" or "Four Square/Boxball" stencils to create a nostalgic theme. Markers sold separately. **Application directions and Game Ideas included.**

Color Suggestions:

Provide day of painting date:

Provide name of school:

Add to Cart

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6321 S. Heughs Canyon, SLC, UT 84121
Phone: 801-274-0212/800-840-5410
Fax: 801-274-0214
diana@goplayspace.com

QUOTE

1.15.15
VALID 30 DAYS
prepared by D. Ross

PRODUCT: GORIC

PROJECT: PARK CITY BUS STOPS

OPTION 1

QTY	DESCRIPTION	UNIT
1	Tilia Chimes, Urban Model	$6,380
1	Stone Abacus w/ Oak Posts*	$3,830
1	Distortion Mirror w/ Oak Posts**	$5,280
1	Rolling Bells	$4,785
	Freight	$5,100
	Installation	$1,200
	TOTAL	**$26,575**

OPTION 2

QTY	DESCRIPTION	UNIT
1	Tilia Chimes, Urban Model	$6,380
1	Distortion Mirror w/ Oak Posts**	$5,280
	Freight	$2,450
	Installation	$850
	TOTAL	**$14,960**

*** Stone Abacus with stainless steel posts: $4,410.**
*** * Distortion Mirror with stainles steel posts: $6,265**

NOTES:

- Equipment required for offloading.
- Please inventory product within 5 days of receipt and notify us of any problems.
- Payment net 30 days.
- We are a supplier only. Customer is responsible for accuracy and conformity to plans and specifications.
- Freight has been quoted for single delivery. If customer requires multiple deliveries, additional costs will apply.
- Customer will be prepared to receive material upon delivery. If unable, customer responsible for additional storage and/or reconsignment fees.

City Council
Staff Report

Subject:	**City Electric Bike Fleet**
Author:	**Heinrich Deters and Ken Fisher**
Department:	**Sustainability & Recreation Departments**
Date:	**January 29, 2015**
Type of Item:	**2015 Municipal Innovation Challenge**

Summary Proposal:
Staff recommends purchasing six (6) electrically assisted bicycles for use by City employees for City business at a cost of **$14,970.**

Proposal Goals:
1. Reduce City employee vehicle trips between facilities and/or meeting sites
2. Provide City employees with an efficient and healthy alternative to vehicle transportation.
3. Reduce City expenditures associated to employee vehicle trip reimbursements.

Council Goals:
The proposal is consistent with the following Council goals and priorities:
1. Preserving & Enhancing the Natural Environment
2. World Class Multi-Seasonal Resort Destination

Priority: Congestion Reduction

Background:
Electric assisted bicycles have been a concept/prototype design since the late 1800's but have only become a mainstream product, primarily in Asia and Europe over the past decade. In the United States, the consumer product is just starting to become relevant as a viable means of transportation.

Traditional bike programs
The recreation department purchased the first (non-electric) city owned bike in the fall of 2006. An additional eight (non-electric) city bikes were purchased in 2008 by several departments, including Sustainability, IT, Transit, Library and Public Works.

The goal of each acquisition was to provide employee city owned bikes, which could be used in place of a vehicle for travel between meetings and run errands around town. Reduction of vehicle congestion and promotion of healthy choices were the driving force behind the initiatives.

In 2014, staff discussed 'electrically assisted bicycles' with City Council in a work session. The report discussed the positive aspects of electric assisted bicycles and how they could be used to help stimulate alternative transportation decisions by a greater number of constituents, which are sometimes discarded due to health concerns or the altitude and topography of Park City. Staff plans to return to Council in February of 2015 with a one year pilot program to measure the use and possible impacts of electric bikes.

Analysis:

Riding a bicycle is a source of great pleasure. Many people just love riding their bike. When you have to think about something, when you are searching for a solution, when you want to relax, and when you are looking for freedom, riding a bicycle can be the answer.

What problem or process is your proposal addressing?

1. Physicality: Park City's topography and altitude, combined with individual's physical fitness constraints, real or perceived, limits the use of the current City bike fleet. Providing for a more conducive option has been shown, through studies to promote the use of cycling.

2. Workplace Environment: Many employees note the time it takes to ride between meeting sites, in addition to, the reality of arriving at your destination stinky and sweaty as a major concern.

3. Availability of City Vehicles: The Ice Arena currently doesn't have access to city vehicles. The electric bike will provide a great alternative to a vehicle at a fraction of the cost.

4. Vehicle Reimbursement Costs: Employees who utilize the electric bikes for City business will not submit for mileage reimbursement costs. This will come as a cost savings to the City.

5. Congestion and Emissions Free: Fewer vehicle trips with no emissions are good for all of us and the environment.

Ancillary Benefits of Bicycling:
Riding a bicycle has been well documented to provide the following benefits.

- Physical Activity
- Increased Productivity at the Workplace
- Stimulates Creative Thinking
- Reduces Stress
- Reduction of Healthcare Claims
- City Leads by Example

An electrically assisted bicycle provides the opportunity for a greater number of users to attain these benefits. Additionally, it promotes more trips by casual commuters.

What makes this project/program an innovative solution and different from business as usual?

Bikes in themselves are a creative endeavor. They promote innovation through physical exercise and connections with the environment. Everything about the proposal is different from the normal reliance on the automobile.

Logistics

Staff has provided an analysis of how the logistics associated with the proposed program would be addressed:

Purchase

Staff is proposing to procure the purchase of the bicycle fleet consistent with City policy. Below is a photo of a typical, step through, electrically assisted bicycle with rack, which will serve as a great employee commuter.

Suggested Manufactures Retail $2,495

Product	Units	Cost/Unit
Electric Bike	6	$2,495
Total Cost		**$14,970**

*taxes exempt, staff believes free shipping could be included in procurement.

Locations

The six electric assist bicycles would be dispersed at the following locations:

Marsac Building	**2**
MARC	**1**
Ice Facility	**1**
Public Works/Water	**1**
Library	**1**

Long-Term Storage

Bikes will be stored in the secured portion of the China Bridge parking structure during winter months.

Maintenance

Electrically assisted bicycles have shown to have little to no additional maintenance compared to a traditional bicycle. However, special attention should be taken to address a normal charging pattern of the battery, so as to prevent exposure to the amount of charge in the battery life.

Nightly Storage/Charging
Departments will need to assign an employee(s) to oversee the bicycle, to ensure it is secured indoors and charged appropriately each evening and over the weekends.

Other Considerations
Electricity Cost per Charging Battery
On average, it takes about 0.36 kW to charge a bike for one hour. In most cases, a bike will need to charge for about 4 to 5 hours. Thus the total charge is 1.8kWh.
(5 hours x 0.36 = 1.8 kWh)

In Utah, the cost per kWh average is $0.075. **Thus, the cost associated with each charge is approximately $.13 cents.**
($0.075 x 1.8 kWh = $0.13)

Program Goals and Savings
Staff has provided several examples and goals of how the program can be quantitatively evaluated. Below are a few of the examples.

Staff is proposing a goal of each bike being utilized once, each day during the riding season (May-October).

Item	Proposed Goal/Result
Vehicle Trips Saved	6 bikes x 1/day x 5 times/week x 4/weeks x 6/months= **720 vehicle trips saved**
Miles Ridden	Average trip 1.28 mile (one way based on from PW-Marsac) 2.56 miles round trip**= 1,843.2 miles**
Employee Reimbursement Savings:	Mileage Rate as of 1/1/2014 ($.56/mile) x 720 **= $403.20**
Carbon Emission Reduction	720 trips * 2.56 mi/trip = 1,843.2 mi / 24.7 MPG (US EPA Average) = 74.62 gal gasoline * 19.59 lbs. CO_2e/gal **= 1,461 lbs. CO_2e/yr.**

Post-Project Reporting: (December 2015)
Staff finds that the project will be easily evaluated and is proposing the following measures to be considered in the post reporting format of the challenge should the project receive funding.

- Each Department will have a log in/out sheet available for calculating number of trips and destinations/distance
- Staff would like to propose an option of riding the city bikes ten (10) times to the 'Healthy Living' brochure to further promote use. (HR has not approved this to date)
- Odometers could be added to the bikes to track mileage.
- Online surveys could be provided to employees to receive feedback.

Final Thought
The bicycle, as much as, the snow ski and the ore cart, represent what Park City and its residents take pride in. From a world class recreational destination, to 'live, work, play' this program provides an opportunity for employees to participate and represent the best of our community.

Thank you for your consideration,

Ken Fisher, Recreation Manager
kfisher@parkcity.org
435. 615.5411

Heinrich Deters, Open Space & Trails Project Manager
hdeters@parkcity.org
435.615.5205

12/2/14

To Whom It May Concern:

We are excited for the opportunity to apply for the Innovation Challenge. On behalf of the PC MARC we are looking for ways to be keeping our community safe through education and awareness with First Aid, CPR and AEDs.

Our proposal- **Outdoor Placement of AEDs in Public Parks**

1. How much are you requesting? **Up to $63,000**

2. What are we buying? **Four AEDs and Outdoor Storage Cases with the possibility of adding local/regional informative smartphone app called PulsePoint.**

AEDs and Cases: $8,500

PulsePoint App Breakdown:

Option A: Cost for One Year commitment:

$22,000 first year, $8,000/year to year five

Option B: Cost for Five Year commitment:

$39,500 first year, $3,000/year to year five

What problem or process is your proposal addressing? **The problem being addressed is proximity to lifesaving devices when away from a city building. By adding AEDs in public parks/sports fields we allow closer access to an AED in case of an emergency. Additionally, using a computer-aided dispatch inferface, such as the city's reverse 911 calling system, the technical connection is made for the PulsePoint App. This dynamic system allows for community members to be alerted when an emergency happens, making way for a fast first response. This app is based on mapping tools, GPS coordinates and citizen involvement.**

What makes this project/program an innovative solution and different from business as usual? **Having AEDs in place allows for a community member to be a possible first responder and provide additional support further than CPR. Studies show that for every minute an AED is delayed in a cardiac**

arrest situation there is a 10% reduction in potential revival. With the PulsePoint App, there is increased ability to have a faster response time by alerting community members.

3. How does your proposal make a difference? **We hope to never have to use one of these again, but as shown with the March 2014 efforts of the PC MARC Staff an AED can be the difference between life and death. As mentioned above, having an AED in close proximity to a public park/sports field we are able to not lose precious time.**

Proposed Outdoor AED locations would be:

Quinns Sports Complex adjacent to Quinns Junction Trailhead

Poison Creek Trail adjacent to the City Park Recreation Building

Rail Trail behind White Pine Touring

Miner's Park on Main Street

Will your proposal create ongoing cost savings to a program? **No, it will not have any kind of cost savings, but might potentially save a life. I feel saving a life outweighs any potential cost savings.**

Will it facilitate an increased level of service? **Yes and No. Having an AED present can be looked at as providing a higher level of service and positive message about the safety of our community.**

Does it address an unmet need in a creative way? **No**

Is it a demonstration program to test a new approach? **Yes. I believe that this is a new focus and could be used to support additional AED placement in the future. I believe this aligns with the Council priority to be a 'responsive, cutting-edge and effective government.**

Why are you recommending this approach? **As an instructor for the National Safety Council, I am a proponent to have community members understand their role in the Emergency Management System. By having a useful tool such as an AED in close proximity can make the difference between life and death. While on City Tour in Vail, I noticed AED's placed throughout the Vail Village similar to that of fire extinguishers. Using that mentality and with Cardiovascular Disease as the leading cause of death in the United States, it is more likely someone may need to use an AED to**

potentially safe a life than put out a small fire.

4. Can this innovation be sustained without additional funding? The Innovation Challenge is looking for new ideas and approaches to municipal challenges and should be considered as start-up funding that can produce results without relying upon ongoing fund. **This will be a startup, but the AEDs will need to be updated with new pads and batteries upon expiration dates. If the PulsePoint App is included in this there will be future software licensing fees once the initial five years is up.**

5. What is the likelihood it will be funded could be funding through another existing city budget process? **There is possibility that this could be funded through Emergency Management Funds, but it would be the AEDs alone and incremental over multiple years.**

Attached is marketing/technical information from PulsePoint as well as the quote from the Utah Safety Council.

Thank you for your time in reviewing this proposal.

Cheers!

Tate Shaw, CPRP, AFO

Park City Recreation

ACTIVATE YOUR COMMUNITY- The Power of PulsePoint.

Together, we can ignite the lifesaving potential of CPR-trained citizen responders and help improve cardiac outcomes with PulsePoint and Physio-Control Implementation Services.

Using a computer-aided dispatch inferface, such as the city's reverse 911 calling system, the technical connection is made for the PulsePoint App. This dynamic system allows for community members to be alerted when an emergency happens, making way for a fast first response. This app is based on mapping tools, GPS coordinates and citizen involvement.

This system comes with implementation and professional marketing materials for the community launch. The materials come include print ready and customizable posters, banners, handouts, brochures, business cards, stickers, website landing pages, media templates, FAQ's and web-ready images.

In addition to the marketing materials, the PulsePoint App is software that has an assigned PulsePoint Project Manager to oversee all aspects of the implementation, training, resource control and customer questions.

The fee's below are based on the smallest population services (under 300K) and provide 24x7 technical support, background monitoring of functionality, and support of future upgrades.

Cost for One Year commitment:

$22,000 first year

$8,000 per year up to year five

Cost for Five Year commitment:

$39,500 first year

$3,000 per year up to year five

Let's make it happen with PulsePoint.

UTAH SAFETY COUNCIL

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SALT LAKE CITY, UTAH 84104

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Promoting Health, Protecting Life
www.utahsafetycouncil.org

Park City Municipal

December 2, 2014

Tate Shaw

AED Quote

Item	Qty	Retail	Rate	Total
Heartstart FRx Defibrillator	4	$7,808.00	$1,640.00	$6,560.00
Standard Carrying Case	4	$588.00	$123.00	$492.00
Pediatric Key	4	$432.00	$90.00	$360.00
Fast Response Kit	4	$184.00	$38.00	$152.00
Alarmed Wall Cabinet	4	$1,012.00	$212.00	$848.00
			Total	***$8,412.00**
Optional Items				
AED Wall Sign	4	$35.00	$28.00	$28.00
Extra Pads	4	$56.00	$48.00	$48.00

*Shipping charges not included in quote

The Utah Safety Council provides the following services **FREE** of charge with every purchase:

Free Services with Purchase

Smart Track-we monitor your device and will notify you when your pads and batteries need to be replaced-90, 60, and 30 days prior to expiration. **($1,000 value)**

Event Review Express Software-allows you to download event information after the device has been used on a patient.

Protocols/Procedures- The Utah Safety Council will help you customize your AED program using our protocols and procedures template. **($125.00 value)**

If you are interested in additional certifications in First Aid, CPR and AED training, The Utah Safety Council provides that service. However, there are additional costs associated with that particular course.

Please contact Cassandra Tassie with any questions at (801) 746-7233 ext. 307.

LED Street Lighting

Matt Abbott, Troy Daley, and Jason Christensen

Summary

Staff is proposing a two phase, LED street lighting retrofit. This project will replace all street lights with LEDs. These lights will match Park City's aesthetic, reduce energy and maintenance costs, and improve the quality and directionality of light. Staff is proposing that the funds be directed through the Environmental Revolving Loan Fund so that this one-time distribution can be leveraged City-wide, in perpetuity. Staff is also investigating networked lights through our Sensus system to remotely diagnose, control, dim, and schedule lights. Staff is taking a 'future-ready' approach to procurement.

Proposal Questions

1. **How much are you requesting?[a] If the project cost exceeds the maximum amount available provide documentation that the remaining funds are available to implement this proposal immediately.[b]**
    a. $98,000 for Phase I
    b. The total replacement cost for all street lights is approximately $165,000. Our team will be pursuing the retrofit in two phases, starting with a bulk purchase of the highest return on investment bulbs in Phase I, using the subsequent savings to fund Phase II. The cost of Phase I is estimated to be $98,000. Channeling this money through the Environmental Revolving Loan Fund will allow costs savings to refill the Fund for Phase II and future projects. The Environmental Revolving Loan Fund has a current balance of approximately $28,000. Phase I of this project will be completed in 2015 and Phase II will be completed in 2019, the whole project is projected to break-even Q3 2021.

2. **What are we buying?[a] What problem or process is your proposal addressing?[b] What makes this project/program an innovative solution and different from business as usual?[c]**
    a. We are buying reduced maintenance costs, energy efficiency, and improved lighting in the form of approximately 1,000 LED street lights. We are

proposing a phased approach, starting with 471, 150 watt high pressure sodium bulbs. Staff would remove existing bulbs and ballasts and replace them with the LED bulbs. Staff is assessing a corresponding control update utilizing our existing Sensus system, utilizing a separate budget.

Lamp Type	PCMC	RMP	Total	Energy Savings w/ LED	Annual Savings (kWh)	Lifetime Savings ($)
400 Watt HPS	37	4	41	63%	43,578	$ 66,323
400 Watt MH	31	1	32	53%	28,538	$ 43,433
250 Watt HPS	26	8	34	65%	23,762	$ 36,164
250 Watt MH	2	0	2	47%	990	$ 1,507
175 Watt MV	0	69	69	75%	33,153	$ 50,457
150 Watt HPS	471	1	472	70%	223,350	$ 339,927
100 Watt HPS	6	44	50	74%	17,472	$ 26,591
100 Watt LED	1	0	1	N/A	-	$ -
70 Watt HPS	11	1	12	78%	3,101	$ 4,720
Total	**465**	**128**	**593**	**66%**	**373,944**	**$ 569,122**

b. LED street lights address:
   i. Public safety
   ii. Cost savings through reduced maintenance costs, equipment costs, and energy costs
   iii. Citizen requests for improved lighting
   iv. Regional leadership, lessons learned will be shared with neighboring institutions
   v. Reduced carbon footprint (2% reduction of PCMC total)
   vi. Measurable improvement for the Georgetown University Energy Prize
   vii. Compliance with the Dark Skies Initiative
   viii. Improved aesthetic/brand

c. A fully funded LED street lights program allows staff to make retrofits in a uniform and timely manner with the added advantage of bulk pricing. This process allows staff to get the best possible price, consistency, and service throughout the retrofit process.
   We are currently investigating integrating our street lighting with Sensus, the system that monitors our water meters. Initial investigations indicate that doing so will allow us to leverage an existing radio network increasing the

return on an investment the City has already made. This interconnection will allow us to monitor and modify our street lighting program remotely, bringing our street light program into the 21st century. This system will generate additional cost savings (energy, equipment, and labor) through remote diagnostics, improved scheduling, and the ability to dim lights during certain times (e.g. 2 to 5 AM). Finally, Sensus integration can be incorporated into Emergency Management, allowing PCMC to strobe accidents or evacuation routes.

3. **How does your proposal make a difference?[a] Will your proposal create ongoing cost savings to a program?[b] Will it facilitate an increased level of service?[c] Does it address an unmet need in a creative way?[d] Is it a demonstration program to test a new approach?[e] Why are you recommending this approach?[f]**
   a. LED street lights will maintain/improve public safety, improve light quality and directionality, reduce PCMC's expenses, demonstrate regional leadership, reduce carbon emissions, produce measurable gains for the Georgetown University Energy Prize, improve Dark Skies compliance, and improve the overall look and feel of Park City.
   b. Excluding labor and equipment savings, the project will breakeven in five years and create lifetime savings of at least $569,122 (Phase I: $339,927, Phase II: $229,195).
      - $40,652 in average annual energy savings (373,944 kWh, 331 tons CO_2e/yr)
      - ≈$40,000/year addition to reduced labor and equipment costs (industry estimate)
      - $2,800 - $4,800 in annual estimated savings through Sensus controls
      - Average estimate annual saving: $84,452

      Funding this project through Environmental Revolving Loan Fund will allow the energy savings to be leveraged in future energy conservation projects for all City departments, in perpetuity.
   c. LED street lights integration with our Sensus system will increase Park City's level of service through remote monitoring and control. More reliable lights with integrated feedback will maximize street lighting uptime and overall performance.

d. Adaptability of our lighting program is the primary unmet need. Installing long-lasting, controllable, easily monitored, directional lighting improves our adaptability. Directional lighting means that light can be directed where it is needed, instead of into citizen's windows. Directional lighting also improves our Dark Skies performance.
e. Internally, this is not a demonstration project Staff has already piloted LED street lighting. Externally, LED streetlights will serve as a demonstration project to neighboring institutions as a best practice as we compete for the Georgetown University Energy Prize.
f. Successful pilots have encouraged Staff to scale LED lighting solutions City-wide. The LED industry has matured to a point where they have high-performance, long-lasting products that are cost competitive and American Made. LED products are compatible with our fixtures, color matched, and directional.

4. **Can this innovation be sustained without additional funding?[a] The Innovation Challenge is looking for new ideas and approaches to municipal challenges and should be considered as start-up funding that can produce results without relying upon ongoing funding.**
    a. This innovation will be sustained without additional funding. In fact, it will reduce annual energy expenses by over $40,000 and substantially reduce labor and equipment expenses. Energy savings will be recouped and redeployed through the Environmental Revolving Loan Fund in perpetuity.

5. **What is the likelihood it will be funded?[a] Could there be funding through another existing city budget process?[b]**
    a. Staff believes this project could be funded during the FY2017 BFO process. Unfortunately, this is outside of the Georgetown University Energy Prize performance period. Secondarily, staff is not confident that the project will be funded at a level or in a manner that is most conducive to bulk pricing, rapid deployment, and a consistent level of contractor service. $98,000 in the Environmental Revolving Loan Fund will double the fund, dramatically increasing the funds productivity.

b. This project could also be funded exclusively through the Environmental Revolving Loan Fund. Again, these funds will not be available during the Georgetown University Energy Prize performance period. The majority of the Environmental Revolving Loan Fund is actively invested in the Ice Arena's ice de-oxygenation project that is three months into a 44-month payback period

Park City Library
1354 Park Ave
Park City, UT 84060

January 15, 2015

City Council
Municipal Innovation Challenge
445 Marsac Ave
Park City, UT 84060

Dear City Council:

The renovated library will be a highly engaging destination for people of all ages. To help the community and our visitors discover their new library, we advocate for the installation of Little Free Libraries within Park City. Little Free Libraries will promote the library, advance literacy, engage and delight the public. No matter the season, Little Free Libraries create a memorable experience.

OBJECTIVE

The purchase and installation of three to five Little Free Libraries in Park City

INNOVATION

- Inspires a positive connection with the library, even when the user is outside the library walls
- Delights the user and reinforces that our resources are free to the public
- Promotes the library and encourages people to find us online and in person
- Reminds our community to think about the library in a moment when they otherwise might not be
- Allows the library to better distribute free books throughout the city on an ongoing basis
- Is a small-scale project with a large impact
- Builds upon the positive feedback received when books were available at City Hall, and then takes it to the next level

BENEFITS

- Promotes Park City as a unique, fun community
- Increases literacy
- Advertises the library and distributes our newsletter
- Attracts new users to the library, its resources and services
- Inspires goodwill and community engagement
- Makes free books available throughout the city
- Increases the library's presence in the community

IMPLEMENTATION

- Identify sites such as City Hall, Poison Creek Trail, Main Street, MARC, etc., where a Little Free Library would be most impactful
- Purchase, brand, and install the Little Free Libraries
- Restock the Little Free Libraries with fresh books and library promotional materials on a weekly basis

COSTS

Little Free Library (cost for one, plus shipping estimate)	\$500
Installation cost estimate per unit	\$300
TOTAL, if Council approves a quantity of 3	\$2,400
TOTAL, if Council approves a quantity of 5	\$4,000


Take a Book
Return a Book
LittleFreeLibrary


Take a Book
Return a Book
Little Free Library
DAN BROWN