

**PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
FEBRUARY 3, 2005**

PUBLIC NOTICE IS HEREBY GIVEN that the City Council of Park City, Utah will hold its regularly scheduled meeting at the Marsac Municipal Building City Council Chambers, 445 Marsac Avenue, Park City, Utah for the purposes and at the times as described below on Thursday, February 3, 2005.

Closed Session – Executive Conference Room

3:00 p.m. Personnel, property and litigation

Work Session – City Council Chambers

4:15 p.m. Migration to Microsoft Outlook training
4:45 p.m. Council questions and comments
4:55 p.m. Legislative update
5:10 p.m. Consideration of trash container removal ordinance
5:30 p.m. Cultural tourism strategic plan recommendation

Regular Meeting – City Council Chambers

6:00 p.m.

I ROLL CALL

II COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

III PUBLIC INPUT (any matter of City business not scheduled on agenda)

IV OLD BUSINESS

Ordinance approving a plat amendment for 7013 Silver Lake Drive, Lot 10, Amended Evergreen Subdivision, Park City, Utah

- (a) Staff presentation
- (b) Continuation of public hearing
- (c) Action

V ADJOURNMENT

A majority of City Council members may meet socially after the meeting. If so, the location will be announced by the Mayor. City business will not be conducted.

Posted: 01/31/05

See: parkcity.org

Note: This future meeting schedule is TENTATIVE and subject to change.
PARK CITY COUNCIL TENTATIVE MEETING SCHEDULE

February 2005

- 10 Closed session
Olympic sculpture dedication – 4 p.m.
Quinns Recreation Complex update – work – (30 min)
Legislative update – work – GH/BH
Ordinance- 1359 Park Avenue- plat amendment JW
MFL – Arte Latino MFL and street closure of Heber between Main and Park Avenue - March 12, 2005
Banner Wood Subdivision final plat – BR
Trash container ordinance – tentative public hearing/action
Sales tax revenue and refunding parameters bond resolution
- 17 Closed session
Legislative update – work BH/GH
Joint work session with Planning Commission – work (1 hour)
Taxi insurance liability levels - work
Public Use Transition District – work – public hearing - action
Draft strategic plan for City properties with development potential – work 30 min - KC
Ordinance – 2858 Estates Drive plat amendment - AC
Ordinance – 1301 Park Avenue plat amendment - KW
- 24 **No meeting**
- 25 *Management Team retreat*

March 2005

- 3 Legislative update – work
Strategic plan for City properties with development potential – work 30 min - KC
Debriefing of 2005 Storm and Snow Removal efforts – work 15 min – KC
Sidewalk Snow Removal Policy – work 30 min - KC
Ordinance- 239 Woodside Avenue- plat amendment – AC
Ordinance - 44 Chambers Street final subdivision plat – BR
Ordinance - 2414 Iron Canyon Drive plat amendment – RM
Ordinance - Risner Ridge No. 2 Subdivision plat amendment – BR
Ordinance - 713 Norfolk Avenue pat amendment and vacation of ROW – PP
- 10
- 17 **No meeting**
- 24
- 31

Pending Items:

Bus service to SLC - work
Water Service District – Grant of easement from Iron Mountain Associates
Transit Center Land Match Resolution – Gary
CDBG preliminary hearing - July

DATE: February 10, 2005
DEPARTMENT: Public Works
AUTHOR: Jerry W. Gibbs, P.E.
TITLE: Storage of Trash Receptacles
TYPE OF ITEM: Discussion- work session only

SUMMARY RECOMMENDATIONS: Discuss an ordinance to require all trash containers to be removed from the City's rights-of-way by the end of the day of service.

DESCRIPTION:

Topic: Removal of trash containers from the street.

Background:

BFI has the exclusive right to provide residential trash service within Park City through a contract issued by Summit County in November 1999. Residents, property managers and guests can set out their respective trash can at a time convenient for them. Trash cans set out to earlier or left out for days after being emptied can be considered unsightly in many neighborhoods and makes Park City unattractive to our visitors. Some residents are concerned that trash cans are becoming part of the streetscape.

City Council first considered this issue in June of 2000. No action was taken, but in July 2001, the Council adopted Ordinance 01-28 which limits the placement of trash containers in the HCB zoning district (Main Street) from 10 p.m. the night before until 10 a.m. the day of service, however, City Council decided against adopting an ordinance citywide. That Ordinance is enforced primarily in response to complaints.

A potential complication is trash removal in second homes. Trash pick-up day in residential neighborhoods is either Wednesday or Thursday depending on the location. Rental properties with weekend users could have trash cans out all week.

Salt Lake City requires "All empty receptacles must be removed from the street as soon as practicable after being emptied, and in every case must be removed from the street the same day they are emptied. No such receptacle shall be permitted to remain on any street longer than may be necessary for the removal of the contents thereof."

Analysis: In the past the City Council has heard from residents with the following concerns:

- ☐ Trash cans should be removed from the street after service. Cans are a traffic hazard, impede snow removal, unsightly, and easily knocked over.
- ☐ Residents should be fined or their cans confiscated if left on the street.

- ☐ Old Town is not “the Jewel of Park City” as long as the blue containers are on the street,
- ☐ Neighborhoods would be willing to help enforce.

The legal department has drafted the following ordinance:

AN ORDINANCE ADOPTING REGULATIONS FOR STORAGE OF TRASH RECEPTACLES IN THE MUNICIPAL CODE OF PARK CITY, TITLE 6, HEALTH, NUISANCE ABATEMENT, AND NOISE

WHEREAS, in January 2000 the waste collection process in Park City changed from manual pick-up to automated curbside pick-up, requiring the use of sixty and ninety gallon receptacles; and

WHEREAS, during the first six months of the process the City received numerous visitor and citizen complaints regarding receptacles being left out for extended periods, which has caused blocked sidewalks, restricted parking, and increased litter from spilled receptacles; and

WHEREAS, the beauty and appearance of the City is of great importance; and

WHEREAS, trash receptacles left out for extended periods of time constitute a visual blight, particularly in the Historic District;

NOW THEREFORE BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF PARK CITY, UTAH THAT:

SECTION I. The recitals above are incorporated herein as findings of the City Council, Park City’s legislative body.

SECTION II. The Municipal Code of the City of Park City, Utah, is hereby amended by adding a new Section 11, Chapter 1, Title 6, which said Section shall read as follows:

6-1-11. COLLECTION TIME - PLACEMENT OF PRIVATE TRASH RECEPTACLES.

- Private trash receptacles to be collected and emptied curbside by the County, or a licensed collector, shall be set out for collection at the places and at such times as may be designated by the County, or licensed contractor. Such receptacles must not be set out upon or adjacent to the street for collection prior to 6:00 PM. of the day before collection.
- With the exception for property in the HCB Zone which is regulated by 15-2.6-11, all empty trash receptacles must be removed from the street as soon as practicable after being emptied, and in every case must be removed from the street and front yard setbacks the same day they are emptied.

- Each day that a violation of this section occurs shall constitute a separate offense.
- This section does not apply to municipal receptacles or dumpsters approved pursuant to Section 6-1-9.

An ordinance of this type will require a high level of enforcement initially. Code enforcement would fall to the Building Department. Enforcement will require one or two warnings to be issued prior to a ticket. Additional time may be required to prepare for court proceedings when tickets are issued. Additional manpower resources will be required. The estimated additional cost could vary between \$1,500 and \$4,000 per month.

An additional complication to enforcement will be absentee owner, property managers, and tenant responsibility.

Department Review:

Legal, Building, Police, Public Works, and the City Administration have reviewed the issues. The Building Division and Police Department expressed the following concerns:

- It will be difficult to file information against the property owners that live out of state. (It would be a class B misdemeanor, but the person has to be in the state to be served.)
- An accommodation or hardship waiver may be required for senior citizens that are not able to maneuver these trash cans as required.
- The Building Department does not have staff on duty to enforce a 6:00 PM or later time requirement.
- The Building Department would need to request a budget adjustment to hire an additional code enforcement officer part-time.
- This is primarily an aesthetic issue with minimal health safety implications.
- Police would be expected to be the after hours enforcement unless a new position was authorized for Code Enforcement.
- Enforcement by police would be a low priority with respect to health safety related calls.

ALTERNATIVES:

A. Adopt an Ordinance: Staff is requesting direction on the adoption of an ordinance to remove trash containers from the street.

B. Do Nothing: This option would rely on residents taking the initiative to police their neighborhoods.

SIGNIFICANT IMPACTS: Citizens will expect results immediately. Complications with tenant/owner/property manager's relationship may create difficult enforcement issues. Enforcement does not remove the can.

RECOMMENDATION: Review and discuss alternatives and implementation issues.
Give staff direction to finalize an ordinance and identify the needed resources.

City Council Staff Report



Author: Colin Hilton
Subject: Cultural Tourism Advisory Committee –
Review of Strategic Plan Recommendations
Date: February 3, 2005
Type of Item: Informational

Summary Recommendation

The Park City Cultural Tourism Advisory Committee (PCCTAC) is proposing a series of options to further advance a newly created strategic plan for promoting cultural tourism. The Advisory Committee desires City Council feedback and possible direction towards one of the outlined recommendations.

The Staff recommendation is to incorporate the resource needs outlined by the enclosed report into a broader "Park City Economic Development Coordination and Planning" entity that Staff desires to further develop and review during the upcoming Budget season. Staff is supportive of the work and general plan developed by the Cultural Tourism Advisory Committee, but feels that this should be considered as one facet of an overall effort to promote Park City's culture, business, events, and heritage.

Description:

Topic: Cultural Tourism Advisory Committee – Review of Strategic Plan Recommendations

Background:

In July, 2003, Park City Council approved a special service contract with the Park City Summit County Arts Council to research, assess and prepare findings as to how cultural tourism can positively impact our community, and formulate recommendations to further those efforts into the future. The Arts Council established a 19-person Cultural Tourism Advisory Committee and discussion meetings were held that accomplished the following:

- Research the economic impacts of cultural tourism nationally
- Assessment of past initiatives provided by reports, studies, workshops, programming, surveys and visioning sessions
- Assessment of Park City's cultural product through new surveys and previous data. Transfer data to committee members.
- Identification of current strengths and weaknesses
- Formulation of a five-year strategic cultural tourism plan recommending actions steps to improve the community's economic vitality and quality of life.

- Facilitated discussions within the committee along with informal conversations throughout the community.
- Hosted guest speakers to better understand “Cultural Tourism.”

Brian Hess (Executive Director of the Park City/Summit County Arts Council) organized and brought together committee members to discuss and debate the tasks outlined above. Momentum developed as committee members began to better understand and articulate what benefits Cultural Tourism currently has in Park City / Summit County and the potential that exists to further develop it. Over the course of a year leading up to the Fall of 2004, a Strategic Plan was developed.

A detailed review of Cultural Tourism and the advisory committee's recommendations are found in the attached Strategic Plan (please see Attachment A).

Peg Bodell, Joanna Charnes, Elizabeth Swank, and Peter Roberts have been instrumental in putting the final report together.

Analysis:

With the completion of the Strategic Plan, the advisory committee is seeking direction from the City Council regarding possible next steps in promoting cultural tourism.

To facilitate the discussion at the City Council meeting, Staff suggests that the Mayor and City Council read through the attached Plan and use the time in the meeting to address the following discussion topics:

Discussion Topics for the Council Meeting

1. Initial Reactions to the Strategic Plan?
 - i. Phase 1:
 - a. Education/Outreach activities
 - b. Community Networking
 - c. Funding
 - d. Continued Monitoring / Assessment
 - ii. Phase 2:
 - a. Establish a Tourism Development Council
 - b. Develop a Branding Strategy
 - c. Develop Action Steps/Programs
2. Thoughts on State Direction for Cultural Tourism
 - a. Looking to get a boost. Park City should get involved as much as possible.
3. Activities Ongoing to Coordinate/Promote Events in Park City (PC Events Group)

- a. This events committee has just recently formed within the past four months – currently with representation from the Chamber, City, Restaurant Assoc., Lodging Assoc., HMBA, and all three Resorts. Current sentiment is to hold a seat for representation from a yet to be formed Cultural Tourism group/administrator.
 - b. This group's current focus / mission statement is geared towards in-town communications and coordination.
 - c. Future interests of this group are in promoting additional revenue generating events in Park City.
 - d. Although the group has not progressed to a point where funding resources are requested/required, it may in the future.
4. Review of Cultural Tourism Advisory Committee Recommended Options:
- ✓ Option One (Funding for a service contract to administer Phase 1 of the Strategic Plan). A suggestion of a funding amount of \$20,000/yr for two years (total of \$40,000) through a City Service contract would come with this option.
 - ✓ Option Two (Creating a Volunteer Committee). Challenges here would be relying on an entirely volunteer group to tackle the outlined goals of Phase 1 & Phase 2 of the Strategic Plan.
 - ✓ Option Three (Funding and workload through a City Staff position)
5. Staff Thoughts
- a. The best use of City resources and possible funding might better be done while blending the tasks outlined with the developing PC Events Group.
 - b. Additionally, recent City Summer Tours and discussions amongst the Chamber, City, HMBA, and Arts Community have continued to see the benefits of a coordinated Downtown Alliance/Events Planning/ and Catalyst group that spearheads efforts to promote and program activities. Staff views that this "entity" could wrap together most of the efforts currently being presented by the Cultural Tourism Advisory Committee.

Staff proposes that for the upcoming budget process, the City explore a possible combination of cultural tourism, event planning, and downtown coordination activities into an overall strategic plan.

Department Review: This report was reviewed by representatives of the Special Events and Facilities Department, Economic Development and Capital Projects Dpt., Public Affairs Office, Budget, Debt, and Grants Department, and the City Manager's Office.

Significant Impacts:

Consistent with Council adopted budget policies, Staff suggests that all funding decisions occur as a part of the budget process in the Spring.

Alternatives:

- A. Approve direction on the Staff Recommendation**
- B. Modify one of the Advisory Committee's Options:**
- C. Deny all Options:**
- D. Continue the Item:**
- E. Do Nothing:**

Staff Recommendations:

The Staff recommendation is to incorporate the resource needs outlined by the enclosed report into a broader "Park City Economic Development Coordination and Planning" entity that Staff desires to further develop and review during the upcoming Budget season. Staff is supportive of the work and general plan developed by the Cultural Tourism Advisory Committee, but feels that this should be considered as one facet of an overall effort to promote Park City's culture, business, events, and heritage.

Attachments:

Attachment A –Cultural Tourism Strategic Plan

Cultural Tourism Strategic Plan

presented to the Park City Council

February 3, 2005



Prepared by
The Cultural Tourism Advisory Committee
And
The Park City/Summit County Arts Council

Acknowledgements

The Park City Cultural Tourism Advisory Committee (PCCTAC) is pleased to announce the completion of the five-year strategic plan for the years 2005 and beyond. Several thousand of our constituents and guests have helped us shape this plan, through surveys, reports, studies and visioning sessions along with individual conversations. We are deeply indebted to all of the individuals, business and organizations that helped us develop this document.



Winter Fest Parade

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Executive Summary

In July, 2003, Park City Council approved a special service contract with the Park City Summit County Arts Council to research, assess and prepare findings as to how cultural tourism can positively impact our community, and formulate recommendations to further those efforts into the future. With council recommendations and announcements inviting participation throughout the greater Park City area, the Arts Council established a 19 person Cultural Tourism Advisory Committee that accomplished the following:

- Research the economic impacts of cultural tourism nationally.
- Assessment of past initiatives provided by reports, studies workshops, programming, surveys and visioning sessions.
- Assessment of Park City's current cultural product through new surveys and previous data. Transferred data to committee members.
- Identification of current strengths and weaknesses.
- Formulation of a five-year strategic cultural tourism plan recommending action steps to improve the community's economic vitality and quality of life.
- Facilitated discussions within the committee along with informal conversations throughout the community.
- Hosted guest speakers to better understand "Cultural Tourism"

Tourism is the largest single component of the economic base in Park City, with the majority of visitation occurring during the winter season from December through March. Park City's Government, Chamber Bureau, and many of its' businesses, recognize the importance of diversifying our tourist economy to become a "world-class multi-seasonal" resort focused on building steady tourism for eight months of the year. This document has been developed to encourage the promotion of Park City's culture and heritage as one means to accomplish this goal.



Photo Op with the local resident

Committee Recommendation

The committee has identified through discussions and research, the following 2 Phases of priority actions. The underlying concern of the group for all action items and moving forward with the Strategic Plan is the administration of the plan. Although this issue is addressed after the action priorities, the committee recommended that the Council discuss the recommended options listed below which will effect 2005 budget decisions in order to move forward in a timely manor.

Phase One

1. Education/Outreach – There is significant need to educate and transfer information regarding “cultural tourism” to the residential and business community. An effective professional outreach campaign should be initiated for community support and participation.
2. Community Networking – Collaborations are a key principal to successful cultural tourism development and application.
3. Funding – Many opportunities are available on State and federal levels to finance cultural tourism programs. Applications based on this plan’s action strategies are recommended. Lobbying for future funding and programs is necessary.
4. Continued assessment/monitoring of benefits, product and needs.

Phase Two

1. Facilitate Cultural Tourism discussions and increase collaborations by establishing a “Tourism Development” Council. The synergy of new partnerships, improved product and new experiences for the guest will continue to increase visitor nights and define Park City’s tourism product. The discussions/outreach/collaborations can also be accomplished through inclusive business and cultural “summits”.
2. Through the TDC develop a branding strategy to guide partners in product development and marketing.
3. Through the TDC develop phase three action steps ensuring continued progress of the plan.



Community Theater actors

Administration of the Strategic Plan

In order to accomplish the phased approach to the plan, the council must first answer the primary question of “Who should administer the plan?” Three options are being recommended for council consideration:

Option One –Service Contract. A contractor bids to provide the required service through the regular budget process and is awarded a two-year contract for 2005 & 2006. The contractor reports directly to Park City Council or City Manager through the City Economic Development Manager. The contractor could be an individual or organization capable of accomplishing the Cultural Tourism Strategic Plan as outlined. Three current PCMC service contractors would have resources to carry out the Cultural Tourism Strategic Plan: Park City/Summit County Arts Council, The Park City Museum and the Park City Visitor & Chamber Bureau.

Option Two – The Council would codify a new volunteer committee, appointed by City Council and reporting directly to the City Manager, similar to other City Boards and Commissions. The committee would operate under the management of the Economic Development Department. A council member would have a liaison position on the committee.

Option Three – A staff position is budgeted working closely with the Event Manager and the Economic Development Manager to accomplish the strategic plan within Park City Municipal Corporation. This position could take workload from both managers.

At the root of these questions is often *balance*—making a meaningful contribution to the local community while not burdening the existing cultural organizations’ & business’ workloads, City staffing needs and everyone’s stressed budgets.

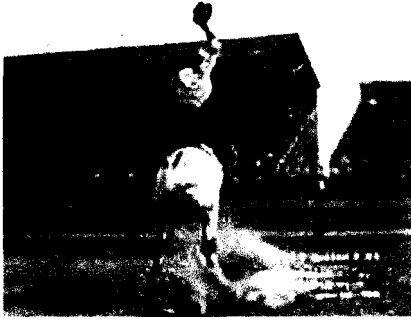
The Rodent Hunt Festival



But as any good skier knows, *balance* is never standing still. As we move forward, it is the hope of the Cultural Tourism Advisory Committee that there time, research, discussions and culminating report & recommendations will assist the council’s decisions in taking the required actions. Thank you for your support and involving us in this valuable public process.

Peg Bodell
Cultural Tourism Consultant

Introduction

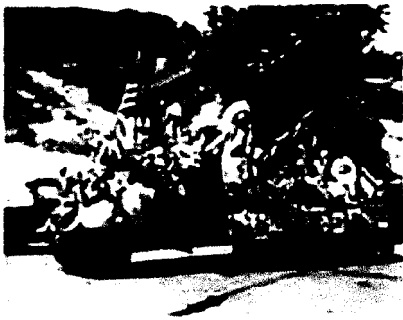


Rodeo at the County Fair

This document is intended to complement the volumes of studies, reports and assessments compiled to date, by addressing the impact of our visitors, and recommending management techniques for improving both the visitor and the resident experience. It is also the committee's intent with this document to offer guiding principles to follow into the future, but also inform a broader readership as to the complexities and opportunities surrounding a strategic cultural tourism effort. Tourism continues to grow nationally, and proactive leadership on the local level to anticipate and manage this growth will result in a dynamic environment with benefits for citizens and tourists.

Park City has already begun many projects to capitalize on its rich and interesting mining heritage, our Olympic Legacy, and ideal climate and landscape which provide a majestic backdrop for both culture and recreation. This study in part is meant to reinforce efforts in that direction while providing additional insight. The ultimate challenge for the community is to identify our cultural product, develop a marketing strategy, and find the resources and will to implement these plans.

Cultural Tourism Overview



County Fair Parade

Cultural Tourism Defined

According to the National Trust for historic preservation, cultural tourism is "traveling to experience the places, artifacts and activities that authentically represent the stories and people of the past and present. It includes cultural, historic and natural resources." (source www.nationaltrust.org)

Benefits of Cultural Tourism

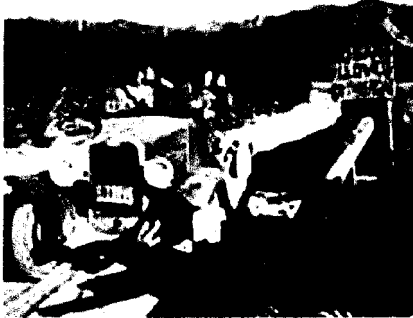
Tourism is big business. In 2000, travel and tourism contributed \$584.3 billion to the U.S. economy; is the third largest retail industry in the U.S. behind automotive dealers and food stores; directly employs more than 7.8 million people and indirectly supports another 11 million jobs. (source: 2001 Tourism Works for America Report)

A new study from the Travel Industry Association of America (TIA) and Smithsonian Magazine shows continued and growing interest in travelers' desire to experience cultural, arts, historic and heritage activities. Study results show that a remarkable 81% of U.S. adults who traveled in the past year, or 118 million, are considered cultural travelers. These travelers included historical or cultural activities on almost 217 million person-trips last year, up 13% from 192 million in 1996. (source: The Historic/Cultural Traveler, 2003 Edition)

- Cultural/Heritage travelers spend more money on historic/cultural trips compared to the average U.S. (average \$623 vs. \$457, excluding cost of transportation).

- 30% of Cultural/Heritage traveler's destination decision is influenced by a specific event or activity.
- Cultural/Heritage travelers stay seven nights or longer
- Cultural/Heritage travelers are more likely than the average traveler to include air travel, rent a car, and stay in hotels.
- 4 in 10 added extra time to their trip specifically because of an activity.

The Five Guiding Principles



Taxi Tour of local attractions

By working in local communities across the country over the past decade, the National Trust has developed **five guiding principles** to create a sustainable cultural tourism program. The Cultural Tourism Advisory Committee supports these **principles** as a basic format for moving forward with Park City's Cultural Tourism Goals.

1. Collaboration – partnerships are essential elements for developing cultural destinations.

2. Community Fit – a broad range of community involvement provides successful initiatives. It is essential to find the fit between community life and tourism.

3. Experience – cultural travelers seek unique experiences that are inclusive, educational and active. The Cultural products of a community directly affect and reflect the resident's quality of life. Make sites and programs come alive with creativity.

4. Quality & Authenticity – create and maintain a high standard of quality products or service- visitors expect no less. Be authentic and accurately define and brand your community. Tell an honest, true story. Educate and involve every member of the community as stewards of "their place".

5. Sustain & Develop – Preserve and protect the culture, structures, venues and natural landscapes that tell your story and define your "place". Show high regard for the people, programs and places by providing funding and resources to keep them healthy. Develop new programs that fill a cultural need in the community and compliment the current product.

Site Seeing Tour



Principle One Collaboration



Family Fishing

Collaboration is the basis of all successful cultural tourism programs as it provides a unique opportunity to unite partners who may not have worked together in the past. By its very nature, cultural tourism requires effective partnerships. Partnering the “history and culture world” with the “business of tourism” offers a combination that can benefit the broadest community. Reasons for collaboration include:

- Financial incentives
- Program development and coordination
- Information Sharing
- Increasing product offerings
- Defining new markets and new tactics
- Putting a new spin on old product
- Benefiting from a partner’s expertise and reputation
- Strengthening relationships between industries
- Cooperative marketing opportunities
- Setting the stage for future partnerships

Situation

Some of the many stakeholders in Park City’s tourism industry include:

- Business owners
- Main Street Business Alliance
- Restaurants and Restaurant Association
- Hotels and Lodging Association
- Park City Board of Realtors
- Ski Resorts
- Recreation Organizations
- Cultural Organizations
- Attractions
- Park City Historical Society
- Park City Municipal Corporation
- Park City Chamber & Visitors Bureau
- Residents
- State Tourism Organizations

The most pressing challenge among all of these stakeholders is that each is functioning independently of the others. Although various organizations do work together in some instances, or for a specific cause, there is no entity that brings these widely varying stakeholders together regularly to work in a collaborative manner.



Site touring by cycle

Recommendations

1. Establish a lead Cultural Tourism Agency as an administrator.
2. Establish a standing Park City Cultural Alliance comprised specifically of representatives from art, cultural and heritage organizations and businesses that would report their needs and strategies to the lead Cultural Tourism Agency.
3. City Council should develop a policy to collaborate and coordinate with the lead Cultural Tourism Agency on new capital projects and council goals to insure that Park City's culture is represented in its infrastructure.
4. Park City government officials and staff are encouraged to collaborate and partner with regional, state and national cultural tourism organizations. Continue existing collaborations such as the Sundance Film Festival.
5. Monitor economic impact of heritage, arts and cultural organizations including admissions, salaries, revenues, and sales tax generated from existing cultural product to assess direction, future funding and successful programs. Utilize existing Chamber and event surveys (Jazz Festival) and collaborate on future monitoring initiatives. Annual records should be collected.

Family touring by bicycle



It is important to note that collaboration is a constant, long-term process. While collaboration can be used to achieve many discreet and measurable goals, it is an ongoing goal and must continue and be supported in order to effectively promote a cultural program for Park City.

Principle Two Community Fit

An important benefit of cultural tourism programs is that they develop resources that make a community a good place to live. They also celebrate a community's heritage, thereby instilling pride in local residents. It is critical to balance the needs of residents and visitors so that cultural tourism benefits everyone.

Understanding the kind and amount of tourism that your community can handle is the key to success in the principle. Among the benefits of “finding the fit” are:

- Encourages additional local investment
- Residents provide a hospitable welcome & services
- Residents take pride in knowing about their community's history, current events and attractions, and sharing this information with visitors
- Knowing that a cultural tourism program is being developed can encourage a community to look at its cultural resources with fresh eyes, resulting in efforts to preserve, protect, and sustain unique cultural resources and talent.
- Residents can be among the first to benefit from a cultural tourism program with the creation of new jobs
- The program insures that our tourism product is operated and managed by local stakeholders, by continually soliciting the involvement of the community.

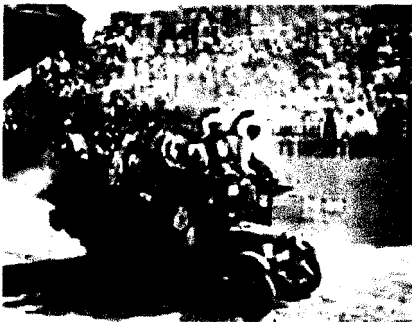
Situation

It is important to remember that structures, landscapes, resources and people are all an integral part of our “sense of place”.

Tourism has been a part of Park City's history and economy for over forty years. During that time it has grown from a near “ghost town” to a population of over 20,000 in the greater Park City area. The constant growth in tourism affects the delicate balance between the visitor experience and the resident lifestyle. Geographic constraints of a canyon add to the limited caring capacity and comfort level for visitors and residents.

Park City is home to many new residents and second homeowners. It is critical that these residents understand Park City's cultural significance, and the economic and social importance of a diversified tourist economy.

Parade at the County Fair



During group discussions and visioning sessions, community members have expressed frustration with inadequate infrastructure, insufficient parking, traffic congestion and degradation of resources and/or quality of life especially during peak winter season or high impact events when resources are at peak capacity.

As with Collaboration, Finding the Right Fit is a process not a product, and must continue to be an ongoing process that is periodically evaluated and adjusted.

These peak event times strain the City's capacity to accommodate this large number of visitors and the patience of residents who feel overrun by visitors. The City Council, in being sensitive to these issues, has been deliberate in defining one economic goal as "becoming a world-class multi-season resort community" rather than "all-season" realizing that normal down time is necessary for a healthy physical and mental community. Continued, strong, active leadership by city leaders and tourism officials is required to establish and maintain the necessary balance between the needs of the visitors and residents.

Ultimately there needs to be a balance struck in a cultural tourism strategy, taking into consideration the capacity of sites to handle visitors and that consideration should be reflected in marketing and promotion, signage and management.

In defining a "Sense of Place" it is important to address the greater Park City area as well as the region. The Wasatch Mountains Range was the core for mining activity in the 1800's as well as site to the "Greatest Snow On Earth" ski resorts of today. The West Range is unique to the world and has an intriguing story of "Mines To Medals" to share with its visitors.

Protecting and preserving resources involves educating the local population as well. There should be an effort to make citizens aware of the culture and of the resources associated with "their sense of Place". An understanding of the community's culture and resources is key to building support for sustaining and preserving and to establishing broad partnerships to implement the strategic cultural plan.

Another community group that should be considered is the second homeowner. This season traveler comes with a varied degree of Park City ownership and can greatly affect cultural organizations success as an audience and financial supporter. The trend has been that this segment of our population spends increasingly more time in Park City and is willing to support cultural programs.

*"The People Make the City" festival
participating band*



A large segment of recreation enthusiasts exist in our community that may or may not participate in a cultural experience. The participation percentages increase when the cultural product is available at trailheads, trails, mountain venues, lakes, reservoirs, golf courses or other recreation sites.

Recommendations

1. Continue to solicit public input regarding concerns, expectations and comments in being a world-class resort community.
 - a. Host a series of public meetings to determine current attitudes about cultural tourism.
 - b. Conduct community opinion surveys. Publishing results as part of an educational campaign to gain support for public stewardship of tourism. Responses to residents' concerns must be publicized as part of the process of building goodwill about tourism. It is important that residents not only know that their concerns were heard, but that they were acted on as well.
2. Informational discussions and lectures focusing on Park City heritage and culture such as those currently provided by the Kimball Art Center, Park City Historical Society, and Park City Summit County Arts Council should be strongly supported and promoted to insure that all of our residents have the knowledge to be enthusiastic hosts and stewards of their community.
3. Park City Municipal Service Contracts should include programs that provide Park City cultural and heritage education to our youth.
4. Create a clearinghouse for supporters/volunteers. In addition to providing information, residents should be encouraged to become involved in the process. The administration entity should develop a database to inform residents of opportunities to serve on committees, assist with event services, provide guided tours, sponsor events, connect with producing organizations or participate in other ways. There may be an opportunity to collaborate with State Agencies such as The Utah Commission on Volunteers to establish a volunteer center in Summit County.
5. Develop a Tourism Management Ordinance – From the input and experience of the Cultural Tourism Advisory Committee the city staff should craft an ordinance specific to Park City's situation. This process is expected to take six months to a year to review and adjust through the public comment process. This ordinance would codify Park City's commitment to cultural tourism efforts. Once established, the ordinance should be reviewed regularly and adjusted as needed as part of an overall process established by the Cultural Tourism Advisory Committee.
6. Address carrying capacity for cultural resources including attractions, historic sites and landscapes.

Filming on historic locations



Principle Three Experience

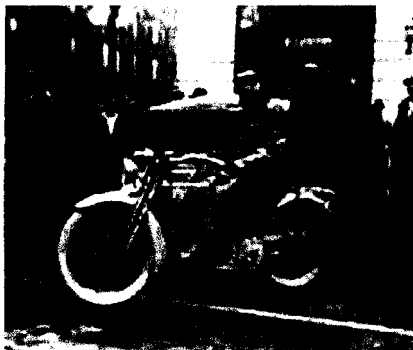
As competition continues to increase in the tourism industry, looking for creative ways to bring your cultural attractions and programs to life becomes even more important. It is not enough anymore to just preserve a historic site, produce a concert, or print a brochure guiding visitors along Historic Main Street. The visit itself must be compelling, educational, interactive and entertaining for visitors to consider it a success, and to develop positive word-of-mouth advertising.

It is also important to recognize that today's visitors are more sophisticated and well traveled than previous generations with expectations far beyond past generations. Several elements that can enhance the experience are:

- Interpretation – mediums must be accurate, time appropriate, graphically interesting and readable. Human interpreters must be knowledgeable, animated, personable and polite.
- Interaction – programmers should allow the visitor to think about the information, touch articles, reason, conclude and participate in the production. Make them players.
- Involvement – one-on-one, hands-on activities, demonstrations and viewer participation has a powerful impact on visitors.
- Entertainment – re-enactments, performances, tours and other creative events can provide that memorable experience that is new and fresh for the viewer.
- Souvenir – take home a piece of the experience to remember, show friends back home and promote to other potential visitors.
- Customized – unique, creative and authentic products and programs that utilize available resources and community members.

Situation

Posing with local flavor



Park City has a remarkable cultural product that provides prime opportunities for making sites and programs come alive.

The first opportunity the potential visitor has to experience Park City's cultural product is through our marketing and promotional initiatives. The principle of "making our sites and programs come alive" should be incorporated into the visitors experience as early and often as possible.

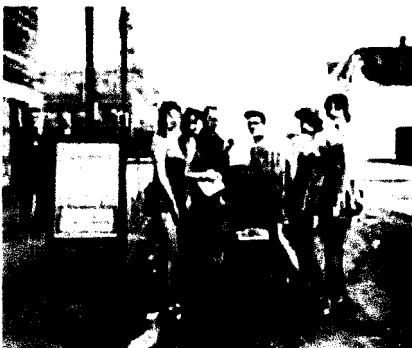
The cultural experience starts when the visitor researches options for their visit. The next opportunity happens at the airport or driving on

the interstate and continues through lodging check-in, dining, transit stops, site tours, simply strolling through the city, at performance venues, retail shops, and the myriad of other activities available in Park City.

Recommendations

1. Marketing programs should reflect a vibrant and healthy cultural product
2. Cross-promote and network with other Utah and Wasatch Front attractions to share visitors and increase days spent in the state.
3. Cross-promote seasons. Summer attractions and events should always be promoted in winter publications and vice-versa.
4. Assess the need for a cultural information center and if it should be a stand alone facility or incorporated into an existing facility such as the current Chamber Visitor Center, Museum, Kimball Art Center, Miner's Hospital or other venue.
5. Continue to improve and add interpretive signage and way finding providing information and location about significant cultural and historic sites.
6. Add interactive kiosks on Main Street to our interpretive inventory
7. Encourage businesses to keep regular hours of operation, including Sundays.
8. Review current city ordinances that govern the outdoor display of art to assure that these ordinances do not impede our ability to present Park City as a vibrant artistic and cultural destination.
9. Establish criteria for historic sites
10. Enhance and develop self guided tours
11. Insure that our current performance venues are state of the art and encourage incentives for enhancement when necessary.
12. Encourage authentic re-enactment of historic events on Main Street as cultural tourist attractions
13. This committee supports the development of the new Town Plaza Stage and recommends contracting with an established organization to administer, manage and program the facility. This organization would work closely with Park City Municipal Corporation and The Cultural Tourism Alliance to assure varied and quality performances and presentations.
14. City Council should support and continue funding for public art programs and initiatives as cultural tourism attractions.

Community Theater promotion



Principle Four

Quality & Authenticity

Insisting on the highest quality available in every area including restoration, interpretation, collateral material, attractions, talent, events and venues means Park City's competition is smaller. Additionally, from a marketing perspective, an authentic quality experience is what sets Park City apart from any other place in the world. Authenticity offers a marketing edge that no other place can compete with. Telling the real, authentic story ensures that visitors will have a fuller understanding and share in the pride and ownership of Park City.

Visitors not only have the right to expect that they are being told the truth but that "local talent" is in fact from the local area.

Many elements contribute to a visitor's perception of "quality". These elements can be categorized in terms of product, performance and service. Cultural tourists will expect a higher level of professionalism in each category.

Situation

During the 2004 Winter Olympics there was no doubt that Park City was an official venue site. Thirty days after the closing ceremonies, the Salt Lake Organizing Committee removed virtually all evidence that this monumental event ever took place. The Utah Winter Sports Park has done a great job of celebrating the Olympic events with artifacts in their museum and site tours including "the Olympic experience" as part of their interpretation. Park City municipal has installed interpretive plaques and several "mini-towers" in various locations of Old Town and the Chamber Bureau maintains the Park City Olympic Welcome Plaza and has developed a self-guided Olympic Legacy tour brochure. An artist has been selected to design and construct an Olympic Legacy Entryway Enhancement Sculpture celebrating the arrival into Park City on Highway 224.

Park City's mining history was significant for the period and is interpreted on Main Street at the Museum, soon to be expanded with the Historical Societies current capital campaign. Historic interpretive signs, funded through the restaurant tax are installed throughout the ski resort property.

Outdoor Symphony Concert



The perceived authenticity of the information distributed through the museum is very high. However, newly constructed buildings in Historic Old Town which copy historic structures tend to dilute or falsely add to the preservation efforts of the community.

Since 1984, The Sundance Institute has held the Sundance Film Festival in Park City. This Internationally renowned Film Festival generated

29.9 million in revenue for Summit County in 2004. Despite the significant cultural tourism impact Sundance has on Park City, there is no Sundance Legacy program in place to commemorate and celebrate the festival year- round.

Art and Culture significantly contributes to Park City's authenticity:

- Egyptian Theater – 82 years
- Park City Art Festival – 35 years
- Kimball Art Center – 25 years
- Sundance Film Festival – 20 years
- Park City Performing Arts Foundation/Eccles Center – 10 years
- Park City Arts Council – 20 years
- International Music Festival – 21 years
- Park City Museum – 20 years
- Park City Historical Society – 23 years
- Park City has a strong and long standing artist community

As Park City has evolved into a tourist destination over the past forty years, a mix of attractions have developed with varying degrees of authenticity.

- **Authentic Site/Product** – managed by professional preservationists, historians and interpreters and seek to not only preserve, but to tell the authentic story or history; The Park City Museum. Created by people that make the Park City community their home; local artisan's work. Cultural lifestyles that are an established fabric of the Park City community; the Shoe Tree on Poison Creek.

- **Authentic Theme** – Entities that include an authentic experience such as artifacts, interpretive displays, photographs, stories, and performances as part of their business, which inform, educate and entertain. These businesses may or may not utilize a preserved site.

- **Not Authentic** – Venues, displays, performances, products, or experiences that may or may not be presented as heritage attractions with embellished stories, copied artifacts, or genre foreign to Park City.

Year-round tax & retail revenues



- **Anywhere Attractions** – Businesses, sites or product that benefit from the large number of tourists coming to Park City that could be located anywhere with the same business makeup. They can be entertainment, service or products that lack the education element and "Park City Sense of Place".

Not all of our tourism product will have a significant degree of authenticity. Our goal is to achieve a realistic total percentage to offer a genuine authentic experience to our guests.

Recommendations

1. Establish base standards/criteria for quality and authentic services and products
2. Define the elements of our current cultural and heritage product including arts and cultural programs, snow sport and recreation development, and mining history.
3. Based on the above definition, establish a “Cultural Branding Strategy” for Park City to help define our cultural and heritage product and market the brand effectively. This brand would be promoted both within the community and through tourism marketing initiatives.
4. Support the establishment of a Sundance Legacy project to proudly celebrate this Park City Cultural Event year-round
5. Establish clearing house or administration or standards
6. Develop tools for tourism business partners
7. Educate tourism business partners
8. Provide symbol or logo to tourism partner’s sites & products that hold to the quality and authenticity standards.
9. Market the Park City quality & authentic product/sites.

Cowgirl Festival 1st place winners



Principle Five

Sustain & Develop

A community's cultural, historic, natural and folk life resources are irreplaceable elements of a tourism experience. These resources are tangible reminders of the community's past and engaging definitions to its present day. These resources are essential in telling the real story to visitors and must be "Sustained" through a broad strategic effort of preservation, protection, funding, promotion, education and marketing.

In an established resort community such as Park City, there exists many cultural programs, venues, attractions and products that are already considered top quality, significantly authentic and successful in attracting, entertaining, and providing a valued experience to the traveler. Assuring the continued success of these efforts must be a priority. Secondly development of new cultural attractions, programs, events, and venues are necessary for a dynamic World Class Resort Community.

Emphasis should be given to development and solicitation of cultural attractions, programs, events and venues that draw visitation of the cultural tourist to stay longer, book lodging, and utilize local businesses. These resources should have the quality and authenticity that the Cultural traveler requires.

Situation

The City's preservation ordinance currently provides for preservation of historic structures but does not address culture, natural landscapes and folk life. There are several national models that hold a high standard for cultural resources that should be utilized to insure preservation of Park City's unique and valued culture.

Many individuals, organizations and businesses provide successful cultural resources that should be sustained. Over the past five years Park City government has taken significant actions to support the community's cultural resources:

- Providing necessary event services
- Establishing the Park City Public Art Advisory Board
- Establishing the Cultural Tourism Advisory Committee
- Creating the Public Art Fund
- Providing Historic Preservation Grants
- Awarding Proposal Bid to the Glory Hole Project
- Establishing a 99 year lease for the museum expansion
- Development of the "Swede Alley Town Plaza" in old town
- Library Center improvements
- Collaborated Park City Municipal and VC&CB event/organization solicitations.

Town & Country motor touring race



Recommendations

1. Amend Park City's Preservation Ordinance to include cultural resources.
2. Utilize Tourism tax revenues for preservation and sustaining of successful attractions in addition to marketing.
3. Develop an aggressive cultural tourism brand and marketing strategy.
4. Create a database of existing cultural tourism partners, producers, funding sources, venues, etc. and make available to the entire cultural tourism network through newsletters, seminars, workshops, internet and other opportunities.
5. Lobby state and national governments and organizations for support.
6. Lobby UDOT to provide standard brown "Heritage Site" signage on Interstate 80 and Interstate 15 both directions.
7. Create "Sister City" in cultural trade.
8. Have a presence at future Olympics for resource.
9. Solicit existing cultural events, festivals, and competitions to relocate to Park City in addition to sport/recreation.
10. Encourage and support local artisans through public performance and exhibition opportunities .
11. Consider creation of a National Heritage Area program with regional partners.
12. Support Centers For Creativity, facilities, initiatives and programs.
13. Continue and expand Tunnel murals as visitor attractions.

Winter Fest Parade



Sources & Resource Material

Internet sites:

<http://culturalheritage.utah.gov/gettinghelp.html>

<http://travel.utah.gov/researchplanning.html>

<http://dced.utah.gov/museum/>

<http://dced.utah.gov/pioneer/services.html>

<http://history.utah.gov/httoolkit/>

<http://history.utah.gov/>

Agencies:

Community Cultural Heritage Coordinating Council (CCHCC)

Documents:

Park City Main Street Study

Gallery Survey (2004)

Summit County Cultural Assessment (1999)



Park City's "Book Brigade" - hundreds of volunteer citizens passing books one at a time to the newly remodeled Miner's Hospital Library.



Acknowledgements



The Arts Council would like to acknowledge the volunteers, cultural organizations, local businesses and tourism partners for their significant contribution to this report. Thank you for the time you took from your regularly busy schedules to work with us and offer your insight and experience. The commitment of these volunteers to our community enriched this document and continue to inspire us.

Randy Barton, *artist and Mountain Town Stages founder*



Kay Calvert, *PCMC council member and marketing consultant*

Barbara Carey, *Uintah Headwaters RC&D coordinator*

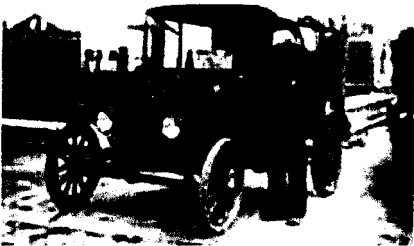
Joanna Charnes, *public relations consultant*

David Green, *Summit County Historical Society president*

Colin Hilton, *PCMC Capital Mangmt. & Economic Development manager*

Cherry Hertler, *Park City Museum docent*

Lindon Leader, *marketing professional*



Bill Malone, *Park City Visitor & Chamber Bureau director*

Wilson Martin, *Division of State History, CCHCC chair*

Cindy Matsumoto, *Park City Historical Society board president*

Kim McGuire, *developer and arts advocate*

Bim Oliver, *Utah State DCED, Main Street Project director*

Peter Roberts, *artist and art studio project developer*



Elizabeth Swank, *Park City/Summit County Arts Council board president*

Ed Sweeney, *fundraising consultant and tourism business owner*

Jon Weisberg, *marketing consultant and arts advocate*

Arlys Whitaker, *arts marketing professional*





City Council Staff Report

Planning

Author: Kirsten Whetstone
Subject: 7013 Silver Lake Drive plat amendment
Date: February 3, 2005
Type of Item: Administrative

SUMMARY RECOMMENDATION: Approve an amendment to the amended Evergreen Subdivision plat to revise a ski easement on Lot 10.

Topic

Applicant: Mary Francis Bailey
Project Address: 7013 Silver Lake Drive (Lot 10 Evergreen Subdivision)
Zoning: Residential Development as part of the Deer Valley Master Planned Development (RD-MPD)
Adjacent Land Uses: Residential and Deer Valley ski runs
Reason for Review: Amendments to subdivision plats requires Planning Commission review and City Council approval.

Background

On January 12, 2005 the Planning Commission held a public hearing and voted to forward to the City Council a positive recommendation to approve the plat amendment. There was no public comment at the meeting. On January 27, 2005 the City Council discussed the proposed plat amendment and conducted a public hearing. Attorney Joe Tesch, representing the owner of Lot 22, spoke against the plat amendment and submitted a letter dated January 25, 2005 outlining his argument. Council member Kay Calvert requested a continuance in order to fully understand the materials submitted to the Council, including those allegations related to the make-up of the Evergreen Architectural Committee.

Analysis

The Evergreen Architectural Committee currently has only one member. Neither a finding of approval by the Committee nor compliance with the CC&RS is relevant as a prerequisite to this Plat Amendment. Staff and the Council previously referenced Committee approval only to show that the amendment was generally consistent with the manner by which variations to building pads were being handled. However, due to the existing conflict and board make-up, staff recommends removing the reference.

No evidence of how the proposed amendment physically impairs ski access to or from any Lot was submitted.

Department Review

The interdepartmental review team has reviewed this project. At such time as a final plat is required, the City Engineer and City Attorney will review the plat as to form and for compliance with State law and the Land Management Code prior to recordation.

Notice

The property was posted and notice was mailed to property owners within 300 feet. Legal notice was also placed in the Park Record. The applicant submitted a letter from Mr. Joe Booker, owner of Lots 1 and 2 across the street, who does not object to the amendments.

ALTERNATIVES

- A. The City Council may approve the plat amendment as conditioned or amended, or;
- B. The City Council may deny the plat amendment and direct staff to prepare findings supporting this recommendation, or
- C. The City Council may continue the discussion with direction to staff and the applicant to provide additional information and/or analysis.

SIGNIFICANT IMPACTS

There are no significant fiscal or environmental impacts with this application. Staff finds the proposal to be compatible with the surrounding development pattern.

CONSEQUENCES OF NOT TAKING THE RECOMMENDED ACTION

The ski easement will remain as is.

RECOMMENDATION

The staff recommends City Council conduct a public hearing, consider any input, and approve the plat amendment based on the findings of fact, conclusions of law and conditions of approval as stated in the attached Ordinance.

EXHIBITS

Ordinance

Exhibit A- Proposed plat amendment

Ordinance No.

AN ORDINANCE APPROVING A PLAT AMENDMENT FOR 7013 SILVER LAKE DRIVE, Lot 10 AMENDED EVERGREEN SUBDIVISION, PARK CITY, UTAH.

WHEREAS, the owners of lot 10 of the Evergreen Subdivision, located at 7013 Silver Lake Drive have petitioned the City Council for approval of plat amendment, and

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

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

WHEREAS, the Planning Commission held a public hearing on January 12, 2005, to receive input on the proposed plat amendment;

WHEREAS, the Planning Commission, on January 12, 2005, forwarded a positive recommendation to the City Council; and,

WHEREAS, on January 27, 2005 and February 3, 2005, the City Council held a public hearings; and

WHEREAS, it is in the best interest of Park City, Utah to approve the plat amendment.

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

SECTION 1. APPROVAL. The plat amendment as shown in Exhibit A is approved subject to the following Findings of Facts, Conclusions of Law, and Conditions of Approval:

Findings of Fact:

1. The property is located at 7013 Silver Lake Drive, also known as Lot 10 of the Evergreen Subdivision. The property is zoned Residential Development (RD) within the Deer Valley Master Planned Development. The property is developed with one single family residence.
2. A non-exclusive ski easement exists on the lot for the benefit of the owners in Evergreen.
3. The Declarant of the easement, in a letter from Bob Wells of Deer Valley, has given approval of the revised ski easement and plat amendment.
4. The Evergreen Codes, Covenants and Restrictions state that the Ski Easements "shall not limit or restrict the right of the Owner of any lot in the Subdivision to construct buildings or structures upon said lot at the locations and in a manner permitted by this Declaration."

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5. The existing 30' wide ski easement between Lots 9 and 10 is located on a very steep slope that is landscaped with large boulders and trees.
6. Lots 1, 2, and 3 ~~likely have never used the ski easement across Lot 10 and those Lots have other~~ safe and ski-able access ~~to and from~~ the Last Chance ski trail making the ~~change to the~~ ski easement between Lots 9 and 10 ~~immaterial~~.
7. The revised and re-~~graded~~ ski easement across the back of Lot 10 will not diminish the ski access ~~for any Lot, specifically~~ for Lots 11, 12, and 13.
8. Relocation of the ski easement enables an addition to occur on the lot which is consistent with adjacent lots and the subdivision generally. ~~There are existing decks within the ski easement at this time.~~
9. Owner is aware that the City's authority to approve this plat amendment is currently being litigated in two cases (ABS v. Park City and Brad and Lisa Wilson (case No. 20040295); and ABS v. Brad and Lisa Wilson, Evergreen Architectural Review Committee, et. al (case No. 020500398)) and owner agrees to proceed at their own risk.
10. On January 12, 2005 the Planning Commission conducted a public hearing and voted to forward to the City Council a positive recommendation to approve the plat amendment. There was no public input given at the meeting.

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Conclusions of Law:

1. There is good cause for this plat amendment.
2. Neither the public nor any person will be materially injured by the proposed plat amendment.

Conditions of Approval:

1. The Conditions of Approval for the Evergreen subdivision, as amended remain in full force and effect.
2. The City Attorney and City Engineer will review and approve the final form and content of the plat for compliance with State law, the Land Management Code, and the conditions of approval prior to recordation of the plat.
3. The applicant will record the plat at the County within one year from the date of City Council approval. If recordation has not occurred within one year's time, this approval and the plat will be void.
4. If it is determined by final judgment of a court of competent jurisdiction in a legal proceeding that the City does not have the authority to approve relocation of the easements as set forth in this ordinance, then owner acknowledges that this ordinance may be rendered null and void by said final judgment.

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

PASSED AND ADOPTED this 3rd day of February, 2005.

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