



**PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
December 8, 2016**

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, December 8, 2016.

WORK SESSION

2:00 p.m. Public Art Advisory Board Interview **PAGE 3**

CLOSED SESSION

2:20 p.m. To Discuss Property, Personnel and Litigation

WORK SESSION (CONTINUED)

3:15 p.m. Council Questions and Comments

3:30 p.m. – Discuss Rocky Mountain Power Net-Metering Proposed Changes Relating to Solar Power **PAGE 7**

4:15 p.m. – Discuss Main Street Storefront Enhancement Program Land Use Controls **PAGE 11**

4:45 p.m. – Discuss Scope of Request for Proposals for a Community Center at City Park **PAGE 26**

5:15 p.m. – Discuss the Proposed Development of an Arts & Culture Master Plan **PAGE 37**

REGULAR MEETING

6:00 p.m.

II. ROLL CALL

III. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

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

V. NEW BUSINESS

1. Consideration to Approve Resolution No. 28-2016, a Proclamation Memorializing December 11th as 'Stein Eriksen Day' **PAGE 103**

(A) Public Hearing (B) Action

2. Consideration to Approve the Following Special Event Temporary Alcoholic Beverage License Applications for operation during the 2017 Sundance Film Festival: **PAGE 108**

Liquor License Applications:

Applicant Name	Location Address
Chase Sapphire	573 Main Street
Utah Film Commission	1167 Woodside Avenue
Utah Film Commission	625 Main Street
Brilliant Consulting/Kola House	591 Main Street
Acura	825 Main Street
Stella	364 Main Street

CSL License Applications:

Applicant Name	Location Address
Slamdance Film Festival	255 Main Street
Indie Lounge	710 Main Street
Variety Media Lounge	625 Main Street

(A) Public Input (B) Action

VI. ADJOURNMENT

VIII. HOUSING AUTHORITY MEETING

A. ROLL CALL

B. NEW BUSINESS

1. Consideration to Amend the Affordable Housing Mitigation Plan for the Medical Campus at IHC Park City Medical Center **PAGE 119**

(A) Public Hearing (B) Action

ADJOURNMENT

A majority of City Council members may meet socially after the meeting. If so, the location will be announced by the Mayor. City business will not be conducted. Pursuant to the Americans with Disabilities Act, individuals needing special accommodations during the meeting should notify the City Recorder at 435-615-5007 at least 24 hours prior to the meeting. Wireless internet service is available in the Marsac Building on Wednesdays and Thursdays from 4:00 p.m. to 9:00 p.m. Posted: See: www.parkcity.org



DATE: December 8, 2016

TO HONORABLE MAYOR AND COUNCIL

Staff requests that City Council interview the candidates for the Public Art Advisory Board vacancy and take the following actions:

- Appoint one (1) member to fulfill a vacant term, expiring June of 2019.

Respectfully:

Jennifer Diersen,



City Council Staff Report

Subject: Public Art Advisory Board (PAAB) Interview
Author: Jenny Diersen, Staff Liaison Public Art Advisory Board
Department: Economic Development
Date: Thursday, December 8, 2016

Summary Recommendation

Staff requests that City Council interview the candidates for the Public Art Advisory Board vacancy and take the following actions:

- Appoint one (1) member to fulfill a vacant term, expiring June of 2019.

Acronyms

PAAB – Public Art Advisory Board

Executive Summary

Staff requests that City Council interview the candidate for the PAAB and appoint one vacant term on the Public Art Advisory Board (PAAB). The term will expire in June of 2019.

Please advise if you would like hard copies of this packet.

The Problem/ Challenge

Due to an unforeseen change in the residential status of a PAAB member, there is a vacancy of one term for the Public Art Advisory Board.

Background

In 2003, the City established the Public Art Plan and Policy. In 2013, the Public Art Advisory Board developed a [strategic plan](#) designed to coincide with the quality and purpose of public art. The PAAB continues to review its policies and strategic plans on a yearly basis and recently updated its [policies](#) in August of 2016.

A list of the PAAB members, which is comprised of seven (7) appointed community members. The current list of members can be found on the City's website on the [PAAB webpage](#).

PAAB's role is to help promote and cultivate the Public Art Plan, Policy and Public Art Collection by expending funds on and facilitating works in order to:

- Stimulate vitality and economy of the City.
- Enhance Park City's standing as a leading cultural destination.
- Advance public understanding of visual art.
- Enhance the aesthetic quality of daily life and provide a sense of place.

It is important to remember that PAAB's recommendations will impact the:

- Community, arts and culture groups, and local businesses.
- Involvement and coordination with other City Departments.
- Goal in the General Plan of promoting a [sense of community](#) (page 28 through 31) by continuing to grow as an arts and culture hub.

Analysis

Staff has noticed the vacancy on the City's website, through the Public Art Advisory Board contact list.

We received one application. The applicant is eligible to serve on the PAAB has not applied to the PAAB before. The candidate was informed that interview would be conducted on December 8th.

The interviews schedule is currently scheduled as follows on Thursday, December 8, 2016:

2:00 p.m. – Review Questions (5 minutes)
Interview Schedule: (15 Minutes)
2:05 p.m. – Elizabeth Schirf
2:20 p.m. – Review Applicant

Staff will return to the regularly scheduled meeting on December 15th for the PAAB appointment.

Department Review

The Special Events, Economic Development, Executive and Legal Departments have reviewed this report.

Funding Source

No funding is needed for appointment, as members are not compensated. Public Art Projects are funded both through one percent (1%) of City Improvement Projects, as well as, through additional allocations from the Capital Improvement Project Funding (CIP).

Alternatives for City Council to Consider

1. Recommended Alternative:

Staff requests that City Council interview the candidates for the Public Art Advisory Board vacancy and appoint one (1) member to fulfill a vacant term, expiring June of 2019.

Pros

- a. PAAB's work positively impacts the City's Council's goals of creating a sense of place specifically to Goal 13, allowing Park City to continue to grow as an arts and culture hub encouraging creative expression.

Attachments

A PAAB Vacancy Advertisement



Notice Date: Thursday, November 17, 2016

Public Art Advisory Board (PAAB) Vacancy

Park City Municipal is accepting applications to fulfill (1) one vacant term for the Park City Public Art Advisory Board. Those interested in applying must reside within the city limits of Park City. Board members shall be appointed to serve three-year terms, and may serve no more than two consecutive terms. The Board generally meets on the second Monday of every month at 5:00 p.m. Board members are not compensated and serve as representatives of the citizens of Park City.

PAAB makes recommendations to City Council regarding Public Art planning, expenditures and maintains the City's public art inventory. The seven-member board focuses on project identification, requests for proposals, selection process (including reviewing artists' proposals for each project), and making recommendations to City Council.

The [Public Art Advisory Board](#) page on the city's website includes links to the Strategic Plan, Public Art Master Plan, and Policies documents.

An interview schedule will be sent out after the application deadline. Appointments are anticipated to be scheduled at the City Council meeting on Thursday, December 8th. Appointed members will begin their term immediately at the December 12th meeting.

Application deadline is 5:00 p.m. on Monday, November 28th, 2016. Applications may be submitted by email to jenny.diersen@parkcity.org or in person to Jenny Diersen, Special Events Office, Park City Municipal Corporation/City Hall, 445 Marsac Avenue – 3rd Floor, PO Box 1480, Park City UT 84060.

To receive an application or for questions, please contact Jenny Diersen at jenny.diersen@parkcity.org / 435.615.5188.



DATE: December 8, 2016

TO HONORABLE MAYOR AND COUNCIL

Rocky Mountain Power has proposed a drastic change to how net-metering fees and impacts are calculated. These changes would adversely affect solar installations throughout Park City, and create a barrier to the city achieving its stated environmental goals.

This is a follow-up to the November 22nd 2016 meeting when council sent a letter to the Public Service Commission about the temporary net-metering tariff changes.

This session will cover:

- what is being proposed,
- what has taken place in other states,
- Park City's options on the proposed changes.

Respectfully:

Luke Cartin, Environmental Sustainability Manager



City Council Staff Report

Subject: Net-Metering Proposed Changes
Author: Luke Cartin, Environmental Sustainability Manager
Department: Sustainability
Date: 12/08/2016
Type of Item: Informational

Executive Summary

Rocky Mountain Power has submitted proposed changes to the Public Service Commission in Rocky Mountain Power will calculate fees, rates and the costs of impacts to its system related to solar installations (found [here](#)). These changes are likely to discourage new solar installations throughout Park City, and create a barrier to the city achieving its stated environmental goals.

While Park City could still reach its 100% community renewable electricity goal with off-site renewables, including additional Subscriber Solar if it comes on-line, staff feels that Rocky Mountain Power's proposed changes will discourage new solar installations which could help Park City achieve its goal.

This is a follow-up to the November 22nd 2016 meeting when Council sent a letter to the Public Service Commission about the temporary net-metering tariff changes. Staff will return to council on December 15, 2016 with a presentation on how to participate further in the Public Service Commission's consideration of Rocky Mountain Power's proposed changes.

This initial report will cover:

- what is being proposed,
- what has taken place in other states, and
- Park City's options on the proposed changes.

The Problem

City Council has elevated energy and carbon to a critical priority and set goals of net-zero carbon and 100% renewable electricity. Rocky Mountain Power, the electricity provider for Park City, is proposing changes to net-metering that will increase the financial impact of residential installation of roof-top solar, as well as the monthly electricity bills. These proposed changes do not align with Park City's stated goals, and create additional barriers to residents and businesses taking responsibility for on-site net-metered renewable electricity production.

Background

- On September 24, 2015 City Council elevated Energy to a Critical Priority and set a goal of net zero carbon emissions for municipal operations by 2022 and citywide by 2032.

- On February 25, 2016 City Council requested that a resolution be drafted and presented to Council specific to our Energy Critical Priority, inviting other communities to join us in our goal.
- On March 24, 2016 City Council passed the aforementioned resolution. This resolution is also serving as the March 2016 Energy Critical Priority Update.
- On September 22, 2016, City Council passed a resolution that stated electricity should come from renewable resources for the 2022 and 2032 net zero goals.
- On November 9, 2016, Rocky Mountain Power filed two dockets (referenced in the Executive Summary) to propose changes to future solar installations.
- On November 22, 2016, City Council approved a letter to be sent to the Public Service Commission in opposition to creating a temporary tariff for all new net-metered solar installations after December 9, 2016.

Analysis

- Rocky Mountain Power's analysis of net-metered facilities does not take into account all benefits, including social cost of carbon, voltage regulation, and future cost deferral of additional needed generation.
- The proposed new net-metering rate will adversely impact the solar industry in Utah.
- The proposed rate schedule needs a third party review of the impacts to the electricity grid.
- The expedited timeline is not allowing for full analysis of the costs and benefits.

Due to the concerns raised with the proposed net-metering rate, Park City will investigate on legal options to express our concerns. Legal and Sustainability will brief Council on intervening with the Public Service Commission. This will allow Park City to present its findings and express concerns with the proposed changes to the rate.

How this could further the goals expressed in the General Plan

Park City's involvement in Rocky Mountain Power's Net Metering case aligns with three goals expressed in the General Plan:

- 5A** Encourage development practices that decrease per capita carbon output, decrease vehicle miles traveled, increase carbon sequestration, protect significant existing vegetation and contribute to the community emission reduction goal.
- 5B** Encourage efficient infrastructure to include water conservation, energy conservation, renewable resource technology, decreased waste production, green public transit, and increased road and pathway connectivity.
- 5C** Park City Municipal Corporation will be a strong partner in efforts to reduce

community GHG emissions, leading by example and providing policy guidance while promoting personal accountability and community responsibility.

Recommendations for City Council to Consider

Staff Recommended Policy 1: Staff should participate in the Public Service Commission's review of Rocky Mountain Power's proposed changes to net-metering by intervening.

- This would allow the City to express concern with the filing to the Public Service Commission and the proposed changes to net-metering.
- This would give Park City the opportunity to demonstrate to the Public Service Commission how these proposed changes would create barriers to Park City's sustainability goals, General Plan, and critical priority of energy.

Department Review

Sustainability, Legal and Executive

Funding Source

No funding is required at this time.



DATE: December 8, 2016

TO HONORABLE MAYOR AND COUNCIL

Main Street provides a unique setting for Park City's distinctive character, historic integrity, and thriving tourism-based economy to stand apart from other resort communities. What helps keep Park City's Main Street "unique" is not just the architectural rhythm and scale, cultural events, and/or historic integrity, but also the retail mix that add to the vibrancy of the street.

After meeting with small business stakeholders, staff elevated concerns that the retail mix on Main Street is threatened by the increased rents due to a current and anticipated influx of Conventional Chain Businesses, which may be detrimental to the community. The influx of Conventional Chain Businesses may reduce the vibrancy on Main Street due to a lack of retail mix and lack of character presented by such businesses. The City has recognized that there is a limited role and ability to influence the free market or subsidize small business by creating regulations which specifically target Conventional Chain Businesses.

Staff has conducted research on regulations executed by other municipalities regarding Conventional Chain Businesses. The following are generally used to quantify a Conventional Chain Business:

- Number of existing worldwide locations
- Number of total standardized features
- Square footage required to accommodate a business

Staff recognizes the challenges that regulations for Conventional Chain Businesses may pose as many of these ordinances are still an unsettled area of the law; however, staff is committed to protecting the Main Street National Register Historic District, the Historic Commercial Business (HCB) and the Historic Recreation Commercial (HRC) zoning districts. Many communities have shifted their regulations on Conventional Chain Businesses from prohibition to the implementation of land use controls and other programs to minimize potential negative community impacts.

Staff is requesting direction to pursue changes to the Land Management Code (LMC) addressing land use controls for the Storefront Enhancement Program in the HCB and HRC zoning districts. The land use controls will specifically address linear feet of storefronts abutting Main Street and Heber Avenue, incubator spaces for small business and/or shared economy models, and the implementation of Design Guidelines for Corporate Architecture. Staff is not proposing a prohibition of Conventional Chain Businesses.

The Storefront Enhancement Program will consist of at least five (5) strategies addressing Main Street vibrancy as directed by the General Plan - see *Exhibit B General Plan Implementation - Storefront Enhancement Program Impacts*. The five (5) strategies include:

1. Historic District(s) and Main Street National Register Historic District protections.
2. Design Guidelines for Historic Districts and Historic Sites (Main Street specific).
3. Shared-economy model and cultivation of incubator space(s).
4. Land Management Code (zoning) regulations.
5. Future Redevelopment Agency (RDA) potential.

Respectfully:

Hannah Turpen, Planner I



City Council Staff Report

Subject: Main Street Storefront Enhancement Program Land Use Controls
Author: Hannah M. Turpen, Planner
Bruce E. Erickson, AICP, Planning Director
Jonathan Weidenhamer, Economic Development Manager
Department: Planning and Economic Development
Date: December 8, 2016
Type of Item: Work Session

Summary Recommendation

Direct staff to propose changes to the Land Management Code (LMC) addressing land use controls for the Storefront Enhancement Program in the Historic Commercial Business (HCB) and Historic Recreation Commercial (HRC) zoning districts and propose revisions the Design Guidelines for Historic Districts and Historic Sites to address Corporate Architecture.

Changes to the LMC will be brought to the Planning Commission and changes to the Design Guidelines for Historic Districts and Historic Sites will be brought to the Historic Preservation Board. LMC changes and Design Guidelines for Historic Districts and Historic Sites changes will need to be brought to City Council for adoption.

Executive Summary

Main Street provides a unique setting for Park City's distinctive character, historic integrity, and thriving tourism-based economy to stand apart from other resort communities. What helps keep Park City's Main Street "unique" is not just the architectural rhythm and scale, cultural events, and/or historic integrity, but also the retail mix that add to the vibrancy of the street.

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1. Historic District(s) and Main Street National Register Historic District protections.
2. Design Guidelines for Historic Districts and Historic Sites (Main Street specific).
3. Shared-economy model and cultivation of incubator space(s).
4. Land Management Code (zoning) regulations.
5. Future Redevelopment Agency (RDA) potential.

Acronyms

HCB	Historic Commercial Business
HPCA	Historic Park City Alliance
HRC	Historic Recreation Commercial
LMC	Land Management Code
RDA	Redevelopment Agency

The Problem

Significant changes are imminent to the retail mix on Main Street due to increased rents. The influx of Conventional Chain Businesses may reduce the vibrancy on Main Street due to a lack of retail mix and lack of character presented by such businesses (See Exhibit B for the Storefront Enhancement Program impacts). The City has recognized that there is a limited role and ability to influence the free market or

¹ Salkin, Patricia, Municipal Regulation of Formula Businesses: Creating and Protecting Businesses (March 12, 2009). Case Western Reserve Law Review, Vol. 58, 2008.

subsidize small business by creating regulations which specifically target Conventional Chain Businesses.

Conventional Chain Businesses include international, national and regional chains of retail stores, restaurants, and other establishments which employ standardized architecture, product lines, operating procedures, similar services, methods of operation, staff uniforms, and in some cases, even floor plans. Each place of business is virtually identical to the company's other operations in other areas².

The General Plan refers to Conventional Chain Business as Formula Business; however staff is utilizing the term Conventional Chain Business. The General Plan states "As Park City seeks to maintain its distinct, historic, small-town, tourism-based economy, an ordinance restricting formula businesses along Main Street and the Bonanza Park districts should be seriously considered. It also states that "The HCB and HRC zones would be the preferred zones to prohibit formula businesses altogether (or keep to a very low percent)..."

The General Plan outlines Park City's community goals and values as it pertains to Main Street and/or Conventional Chain Business:

- Core Value: Sense of Community
 - It is essential that Park City does not lose its character in order to remain competitive in the tourism industry.
- General Plan Sense of Community Goals
 - **12A:** Retain and expand existing Park City businesses.
 - **12B:** Improve the balance of jobs-to-housing ratio in Park City through efforts to attract higher paying jobs and workforce housing strategies.
 - **12C:** Support local owned, independent businesses that reflect the core values of Park City and add to the Park City experience.
 - **12D:** Minimize commercial retail chains on Main Street and the impacts of big box and national chains on the unique *Park City experience*.

The Land Management Code through the zoning designations of Historic Commercial Business and Historic Recreation Commercial supports the Values and Goals in the General Plan. The districts are nearly identical in the Purposes shown below.

- (A) Preserve the cultural heritage of the City's original Business, governmental and residential center.
- (B) Facilitate the continuation of the visual character, scale and Streetscape of the original Park City Historical District.

² Spitzer, D., & Yonkers, J. (2007). A Guide to Regulating Big Box Stores, Franchise Architecture, and Formula Businesses. Retrieved July 14, 2015.

- (C) Allow the Use of land for retail, commercial residential recreational and institutional purposes to engage and foster the economic and cultural *vitality* (emphasis added) of the City.
- (J) Maintain and enhance the long term viability of the downtown core as a destination for residents and tourists by encouraging a Business mix that encourages a high level of *vitality* (emphasis added) activity and public/resort-related attractions.

Staff has concerns that doing nothing (i.e. not identifying a method to maintain the rhythm and scale of Main Street, pedestrian experience, or diversified retail mix) will result in compromising the unique character of Historic Main Street. Park City does not want to become “Anywhere U.S.A.”

Background

Staff has been specifically tasked with addressing and finding solutions to the retail mix/Conventional Chain Businesses on Main Street.

- Since May of 2015, staff has met with small business stakeholders regarding the retail mix on Main Street.
- In July of 2015, the Planning Department and Economic Development Department met with Alison Kuhlow of Historic Park City Alliance (HPCA) to draft the following definition for Conventional Chain Businesses based on research conducted from other municipalities:

Conventional Chain Business is a business which may be required by contractual or other arrangement to maintain one or more of the following standardized items: standardized menu or merchandise with 50% or more of in stock merchandise from a single distributor bearing uniform markings, a standardized array of products or merchandise, a standardized menu, uniform apparel, standardized architectural design, layout of facade, standardized decor or color scheme and/or standardized signs, trademarks, service marks or logos, or similar standardized features which causes it to be substantially identical to more than 10 other businesses regardless of ownership or location at the time of the application.

In addition, the Planning Department and Economic Development Department worked with Alison Kuhlow of Historic Park City Alliance (HPCA) to identify the specific elements that contribute to Corporate Architecture, which include:

- Standard merchandise
 - Trademark, logo, and service mark symbol
 - Interior/Exterior Décor
 - Architecture and layout of façade
 - Interior layout
 - Uniform apparel
 - Standard Signage
- October 22, 2015, City Council discussed this issue in a study session ([link](#) – page 1) and asked staff to, in priority order, address:
 1. Vacancies

2. Chain/Conventional Chain Business:
 - Best tool(s) to address.
 3. Support or Subsidize small business:
 4. Hot Beds (parking regulations).
 5. Office uses (parking regulations).
- On September 30, 2016 staff met with the business and real estate sub-committee to update and discuss progress. The group has been consistent in their recommendations and have broad consensus on retail mix/Conventional Chain Businesses:
 - City has limited role or ability to influence the free market or subsidize small business;
 - Significant changes are imminent to the retail mix on the street due to rent costs, likely a proliferation of conventional retailers;
 - City has limited role or ability to pursue regulations which promote small business;
 - City missing an opportunity to control or influence retail mix at the Brew Pub project;
 - City should look to Swede Alley as an opportunity to either:
 - Cultivate private sector's offering of cheaper spaces through building infrastructure (i.e. curb, gutter, underground power lines, etc.); or
 - Develop City property into small business retail opportunities.
 - On October 6, 2016 City Council directed staff to bring back an ordinance preventing owners of vacant storefronts from short term hospitality rentals and potential regulations for Conventional Chain Businesses (referred to as Formula Businesses in the minutes [link](#) – page 5).
 - Since May of 2015, staff has conducted comprehensive research on regulations and land use controls utilized by other municipalities to address Conventional Chain Businesses. In addition, staff has researched the shared economy model and its role specifically in Main Street revitalization. While Park City's Main Street is not in need of cosmetic revitalization, many of the strategies and ideas of the larger Main Street Revitalization Movement may be useful for Park City as it addresses the threat to retail mix.

The Staff analysis of the research completed for consideration of Main Street retail mix indicates that there are a significantly higher proportion of commercial operations in the restaurant and entertainment sectors that would not quantify as a Conventional Chain Business than the retail sector. This is taken to indicate the “small business” owned restaurants and entertainment venues are able to sustain the higher rents than the retail operations. Two factors are at work in this condition. 1) Retail operations compete against on-line sales and various brick and mortar outlet; therefore raising price or price flexibility is limited by competition. Second, restaurants (especially at the higher price points) are able to raise prices for “experiences or exclusivity” enabling higher rent payments.

The “sharing economy” continues as a factor in new economic development

activity. Sharing economy allows for multiple small business owners and uses to share a single space, thereby reducing rent risk and increasing vibrancy. Staff's research has allowed the development of a hypothesis that encouraging the shared-economy model on Main Street is expected to be a strong tool in meeting General Plan Goals. Staff is aware of the shared economy model on Main Street and Swede Alley (i.e. 509 Main Street – Prospect, 352 Main Street #D – Electric Chair [abuts Swede Alley], 402 Main Street – Java Cow).

Staff has looked into the potential of clusters of micro-restaurants (several food service opportunities in a single space) in lieu of pop-up food outlets or food carts/food trucks as a way to offset high rent and increase street activity.

In the free-market, price elasticity is affected by increasing or decreasing the supply of goods and services. In this case, looking for opportunities to increase the supply of space, especially small space could stabilize rents and may open lower rental price points or, said otherwise, increase the elasticity in rental price points. Staff has provided two means of increasing supply. 1) the development of the smaller spaces in storefront through the proposed LMC amendments and 2) a greater emphasis on LMC section 15-2.6-1(I), which states, support Development on Swede Alley which maintains existing parking and service and delivery operations while providing Areas for public plazas and spaces."

Implementing these concepts and strategies would be enhanced by City Council direction to construct sidewalk(s) in Swede Alley in conjunction with the utilities work being considered for 2017 and possible simultaneous completion of the project at the Brew Pub lot.

Alternatives for City Council to Consider

1. Recommended Alternative:

- a. Amend the LMC to:
 - i. Define Conventional Chain Businesses,
 - ii. Define Corporate Architecture, and
 - iii. Limit the allowable storefront width to fifty-feet (50') on the Main Street façade and the Heber Avenue façade of any single business location on Main Street.
- b. Update the Design Guidelines for Historic Districts and Historic Sites to address Corporate Architecture.

Pros

- a. Limiting the storefront width will prevent unused entrances, negative pedestrian experiences, and changes to the historic rhythm and scale of Main Street. In addition, the storefront widths will maintain consistency within the Main Street National Register Historic District, the HRC zoning district, and the HCB zoning district and maintain the vibrancy that is added by diversified retail mix.
- b. Incubator space is incentivized on Main Street by deregulating Swede Alley and the western boundary of the Historic Commercial Business zoning district. Potential incubator spaces or shared economy spaces can house smaller business— see Exhibit A for a specific diagram demonstrating this intention.

Business activity on the western boundary does not increase with this proposal because the façade width is not regulated by the current LMC.

- c. Staff is not proposing to limit the storefront width on any single Historic building that may have a façade wider than fifty feet (50') so as to maintain the historic integrity of those specific buildings (i.e. Claim Jumper – 573 Main Street).
- d. Staff believes, based on numerous interviews with experts in the Park City real estate economy that Conventional Chain Businesses are coming and our research suggests that there will then be a need for larger commercial spaces. However, as stated above, those large commercial spaces dampen the pedestrian experience. There will be Conventional Chain Businesses that will not be interested in coming to Main Street if storefront width is regulated; however, this will obviously not deter all. Because some Conventional Chain Businesses will mold their model to fit Park City's regulations, staff's goal will be to create smaller incubator spaces as a "give" to the vibrancy of Main Street and even if they do come to Main Street, the impacts of large spaces will be mitigated. Exhibit A demonstrates staff's goal of creating smaller incubator spaces on Main Street by allowing for larger expansions on the Swede Alley or the western boundary of the Historic Commercial Business zoning district frontages.
- e. Incubator spaces may house "shared economy" models as a means of creating affordability on Main Street for small businesses. Prospect (509 Main Street) is a great example of a "shared economy" model for small businesses to share retail space in that it has two sub-tenants in Billy's Barbershop and Pink Elephant Coffee.
- f. Because Park City already has a mechanism in place to regulate design, revising the Design Guidelines for Main Street would address Corporate Architecture as it relates to the rhythm and scale, character, and overall historic integrity of Main Street. Corporate Architecture does not contribute to the character of a community, small business, or culture.
- g. The Land Management Code amendments would support the goals and intent of the Main Street Redevelopment Agency (RDA).

Cons

- a. There is potential for the Swede Alley or the western boundary of the Historic Commercial Business zoning district storefronts to expand wider than intended. This may create large businesses with a narrow (fifty-foot maximum) Main Street façade.
- b. Many Conventional Chain Businesses may shape their model to fit the LMC regulations and Design Guidelines.
- c. Rents will likely still be high.
- d. Will pressure City to expand infrastructure in Swede Alley (i.e. sidewalks, utility underground, walkability, etc.).

Consequences of Selecting This Alternative

Park City has remained unique and vibrant because of the diversified retail mix and character of the Main Street National Register Historic District, the HCB, and the HRC zoning districts. The ultimate goal of the maximum storefront width is to maintain the traditional rhythm and scale of the streetscape and create incubator

spaces for smaller business. The vibrancy of the street would be maintained as this would diversify retail mix on the street and limit unused entrances. The Design Guideline revisions would address Corporate Architecture as a means of maintaining the vibrancy and uniqueness of Main Street.

- 2. Null Alternative:** If no changes are made to the LMC or Design Guidelines, the retail mix and vibrancy on Main Street will remain uncontrolled.

Pros

- a. Retail on Main Street will take its natural course.

Cons

- a. Main Street may become “Anywhere U.S.A.”
- b. The character and historic integrity of the Main Street National Register Historic District may be compromised.
- c. Small business may be pushed out of Main Street.

Further Analysis

Staff will be working on further analysis regarding the indirect effects that may occur from the consequences of the LMC amendments, including potential shifting Conventional Chain Business demand to Bonanza Park or Prospector. Finally, staff is analyzing the potential cumulative effects of additional commercial activity on Main Street, Swede Alley, and General Commercial Zone areas in the City. Positive economic effect for locals and visitors will need to be closely coordinated with Transit, Special Events, and housing demands.

Department Review

This staff report was reviewed by the Planning Department, Economic Development, and Legal Department.

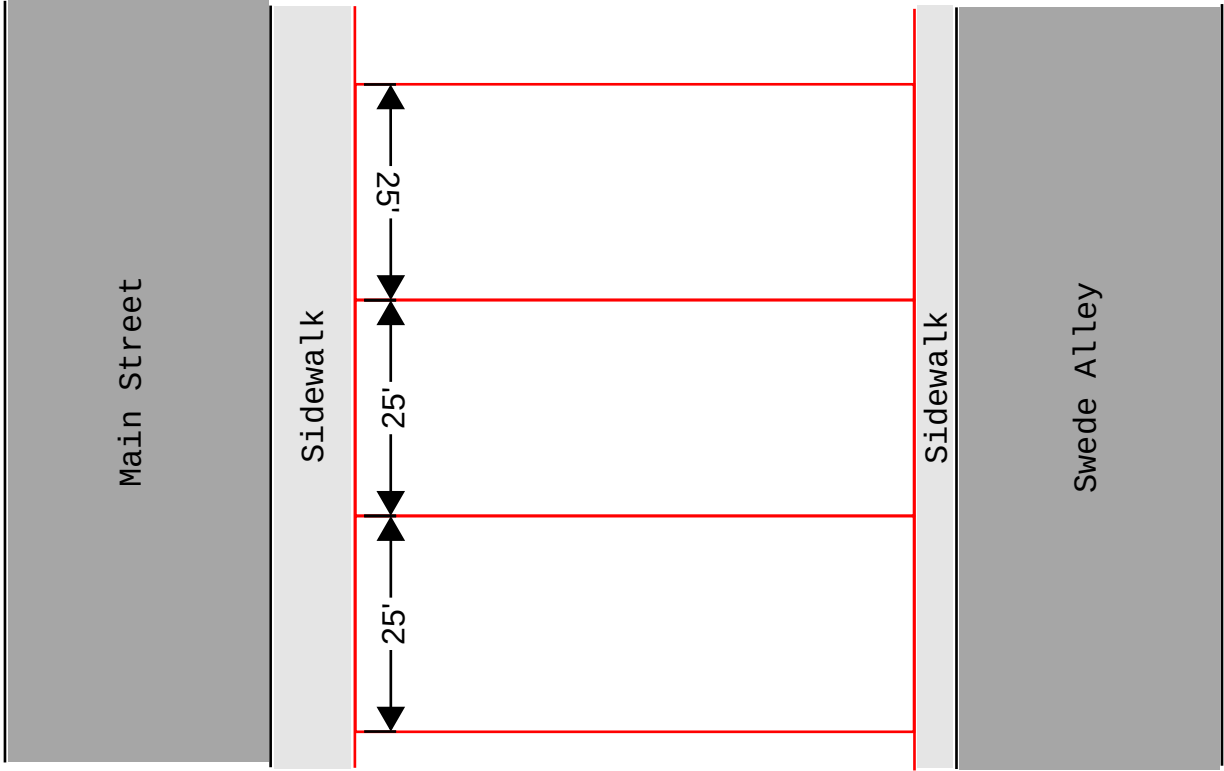
Recommendation

Direct staff to propose changes to the Land Management Code (LMC) addressing land use controls for the Storefront Enhancement Program in the Historic Commercial Business (HCB) and Historic Recreation Commercial (HRC) zoning districts and propose revisions the Design Guidelines for Historic Districts and Historic Sites to address Corporate Architecture.

Exhibits

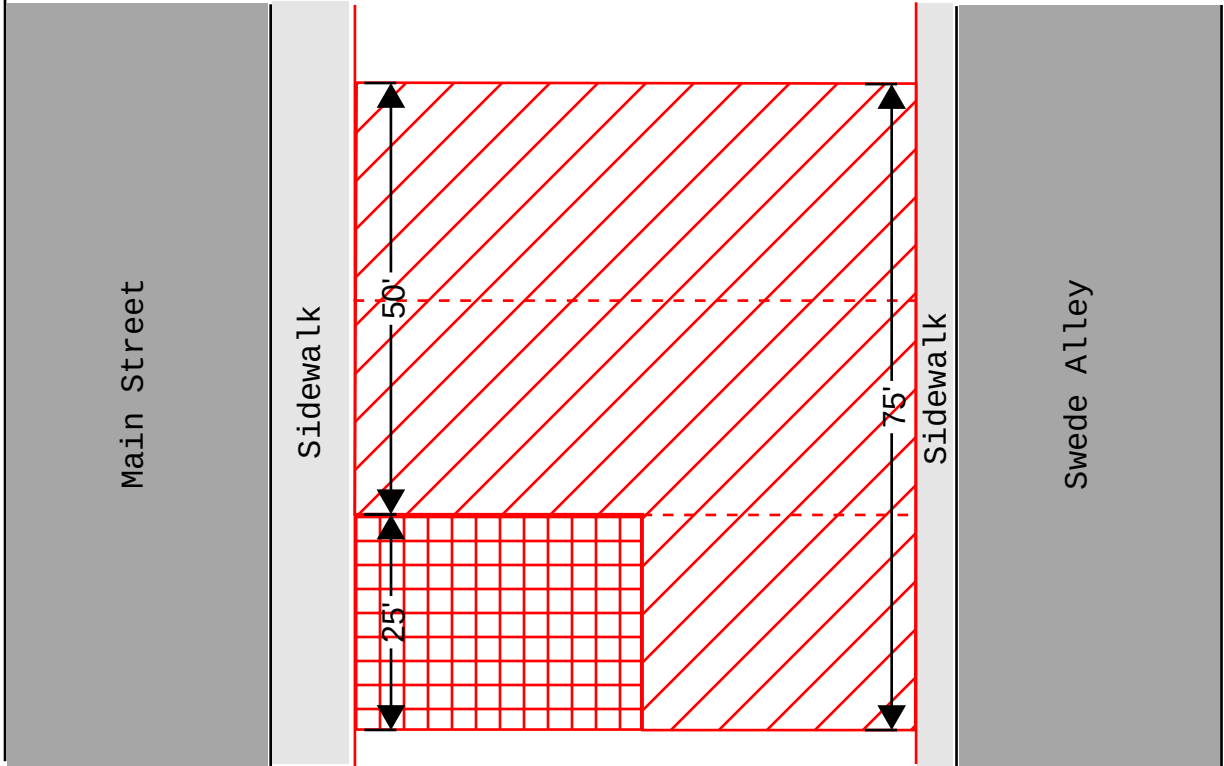
- Exhibit A: Storefront Width Diagram
- Exhibit B: General Plan Implementation – Storefront Enhancement Program Impacts
- Exhibit C: Historic Commercial Business (HCB) Boundaries
- Exhibit D: Historic Recreation Commercial Zoning District Boundaries
- Exhibit E: Main Street National Register District Boundaries

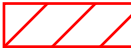
EXHIBIT A: Storefront Width Diagram
Typical Historic Main Street Commercial Buildings



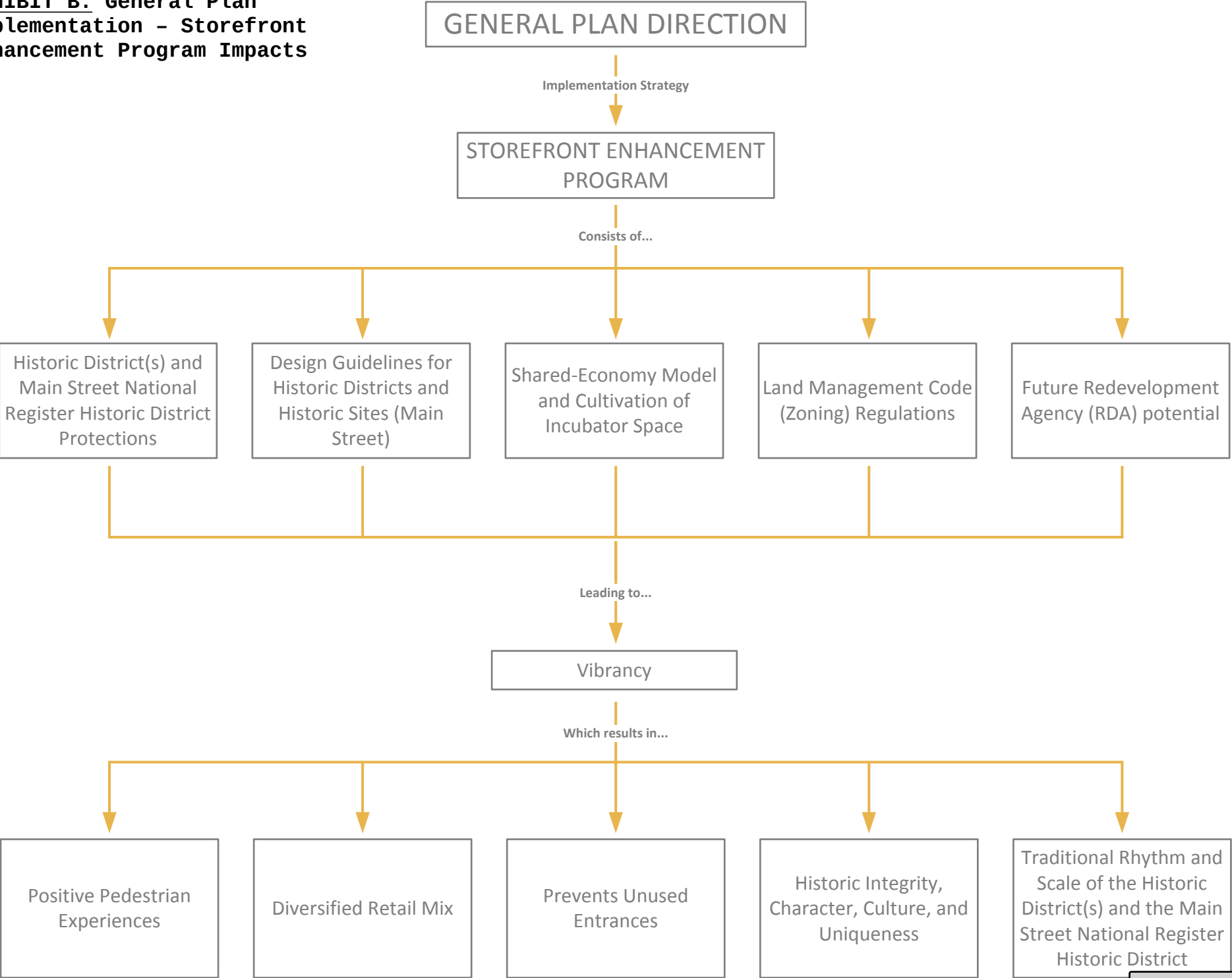
 Existing Commercial Space  Existing Internal Wall

**Converted Main Street Commercial Buildings Using
A 50' Maximum Storefront Width**

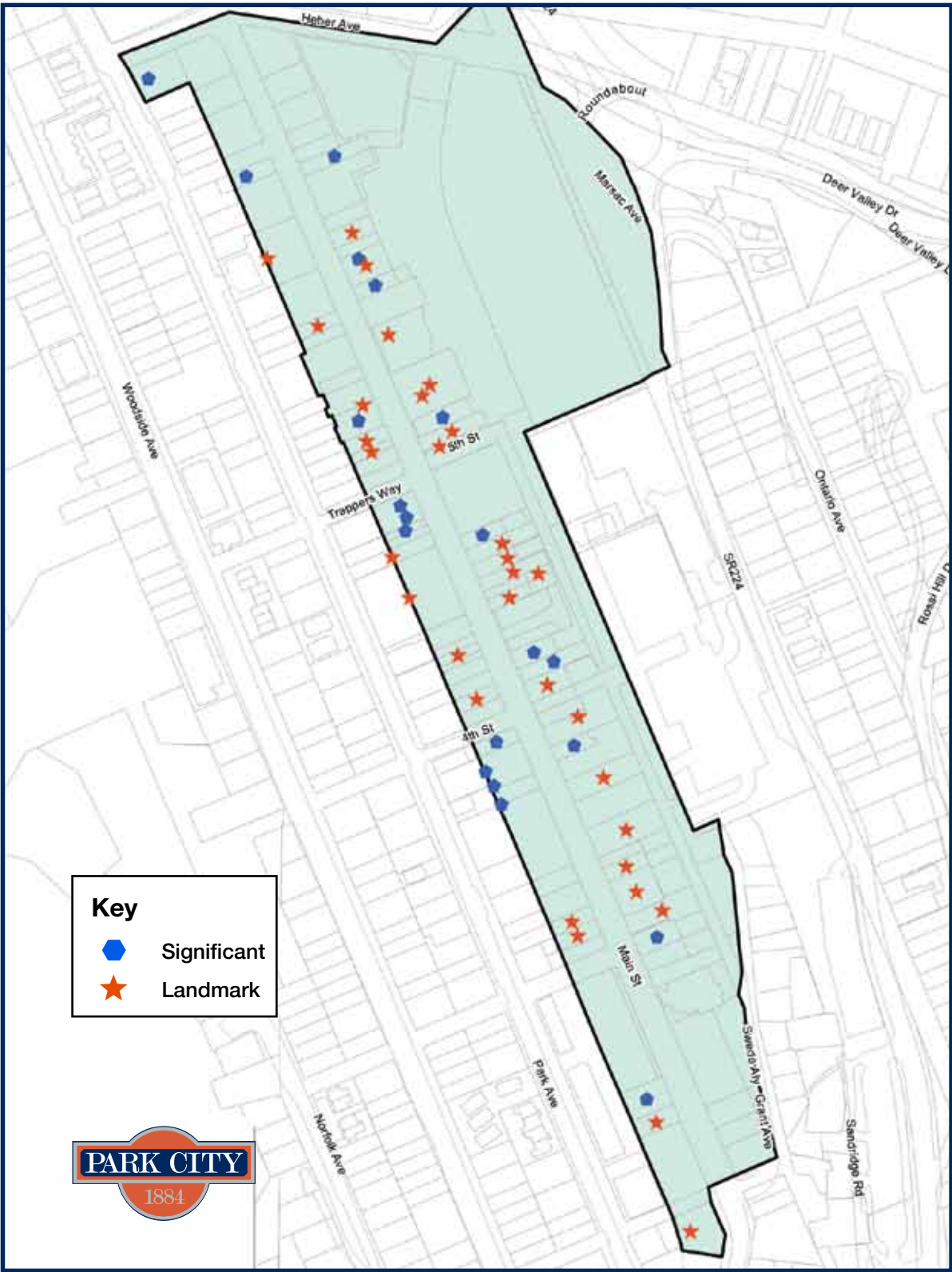


 Combined Commercial Space  Incubator Space
 Demolished Internal Wall

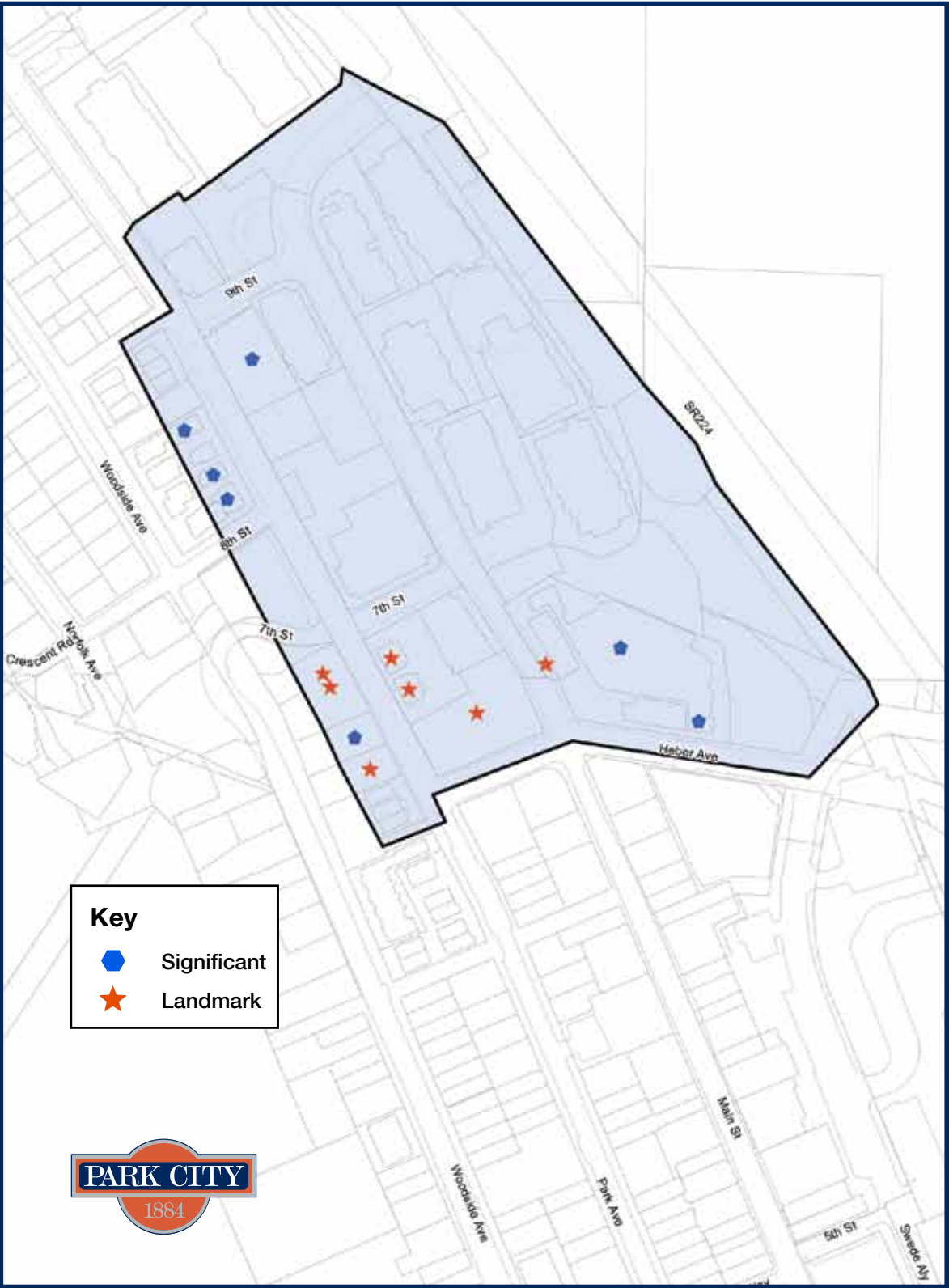
**EXHIBIT B: General Plan
Implementation - Storefront
Enhancement Program Impacts**



Historic Sites in the HCB Zone



Historic Sites in the HR-C Zone



Main Street National Register Historic District





DATE: December 8, 2016

TO HONORABLE MAYOR AND COUNCIL

On December 1, 2016 the City Council directed staff to pursue a flexible community center at City Park, which among other uses would house the seniors and summer recreation camp.

City Council should review the draft scope of a request for proposals for that building and provide input. In order to begin construction in fall of 2018, at the end of the summer camp, staff will need to return next spring as part of the FY18 Capital budget process with a final project scope and budget for Council consideration.

Respectfully:

Jonathan Weidenhamer, Economic Development Manager



City Council Staff Report

Subject: Scope of Request for Proposals for a Community Center at City Park
Author: Jonathan Weidenhamer
Department: Economic Development
Date: December 8, 2016
Type of Item: Administrative

Summary Recommendation

City Council should review the outlined goals and scope and direct staff to proceed with a Request for Proposals to scope (complete schematic design) of a community center at City Park.

Executive Summary

On December 1, 2016 the City Council directed staff to pursue a flexible community center at City Park, which among other uses would house the seniors and summer recreation camp.

City Council should review the draft scope of a request for proposals for that building and provide input. In order to begin construction in fall of 2018, at the end of the summer camp, staff will need to return next spring as part of the FY18 Capital budget process with a final project scope and budget for Council consideration.

Acronyms

PCMC	Park City Municipal Corporation
RDA	Lower Park Avenue Redevelopment Authority
RFP	Request for Proposals
MRFMP	Mountain Recreation Facility Master Plan

The Problem & Opportunity

- We anticipate starting construction on the housing project in the 1300 block between Woodside and Empire Avenues in the spring of 2018. To do so will necessitate relocation of the existing senior center.
- Construction of a flexible, multi-use community center that will house recreation's summer camp and senior activities as anchor uses should begin as soon as summer camp is over in late August of 2018.
- It is not feasible to start construction in fall of 2017, in that the project hasn't been scoped beyond conceptual uses and only a placeholder of \$4.5M has been approved during the FY 2017 Capital Budget process. A more defined scope and budget is required.
- In order to be prepared to identify a definitive budget during the FY18 Capital Budget process, finalizing in June 2017, procurement of a design team needs to begin as soon as possible to finalize scoping by completing concept and

schematic design, which is roughly a 30% set of drawings and cost estimates and sets a project budget.

Background

- On November 19, 2015 the City Council reviewed the findings from the interviews and outreach, workshops and design studio conducted from March – November 2015 for the city-owned properties in the Lower Park Avenue RDA (RDA). Council directed staff to proceed with a Request for Proposals (RFP) to move the process from Community Engagement and Schematic Design and into issuing an RFP for refinement of the community center and housing programming and ultimately construction.
- On January 28, 2016 Council reviewed the outlined goals and scope and directed staff to proceed with a Request for Proposals to begin implementing housing and a community center in the Lower Park Avenue Redevelopment Area ([report](#) p.32) ([minutes](#) p.5).
- On June 30, 2016 City Council approved a contract with Elliott Work Group to:
 - Deliver housing on the Park Avenue fire station parcel as the most important priority;
 - Create a master plan and subsequent RFP to secure a team to develop housing on the remaining land from Woodside Avenue to Empire Avenue;
 - Conduct a feasibility exercise on the program and location for senior and other community needs;
 - Examining proximate, existing city facilities for highest and best use.
- Landmark Design presented to City Council the Mountain Recreation Facility Master Plan (MRFMP) on November 17, 2016. This plan identifies a community center encompassing a main level of 11,300 sf, a partial upper level of 5,600 SF and a basement of 3,800 sf (Exhibit B).



- The MRFMP can be found at [link](#) - p. 11-13. The specific excerpt for City Park can be found as Exhibit B.

- On December 1, 2016 City Council directed staff to pursue construction of a community center that will house the summer recreation program and senior uses as “anchor” users of a shared, community flexible space. The space is planned to be located at the City Park ([report link](#)).
- After the FY17 capital budget process a group of staff including multiple project managers from multiple departments worked with the Budget and Executive Departments to develop a consistent and predictable scoping and budget process across departments. Goals include developing common language for capital projects, and processes, as well as clearly defined project budgets within the Capital budgeting process.
- Based on the following timeline, it is necessary to procure a design team to finalize scoping, Conceptual Design, Schematic Design and a proposed project budget before the adoption of the FY18 Capital budget in June 2017 in order to anticipate completion of a new community center at City Park by June 2019 (there is a gap between bidding in early spring 2018, which is the best time to get bids and beginning of construction (fall '18), because we think having an active construction project next to summer camp may not be the best idea):

What (draft, estimated schedule)	start	fin	2016	2017												2018												2019							
Senior/Community Center@ City Park			12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8
Issue RFP for design and/or just scoping	12/16	1/16	x	x																															
Procure design team	12/16	2/17	x	x	x																														
Finalize contract	1/17	2/17		x	x																														
Project Scoping - Schematic design (30%)	2/17	4/17				x	x	x																											
Capital Budget Process	5/17	6/17						x	x																										
CIP Budget Approved	6/17	6/17						x																											
New contract for design and construction	7/17	8/17							x	x																									
Design Development (60%)	8/17	10/17									x	x	x																						
Construction Design (90%)	11/17	1/18													x	x	x																		
Bid	3/18	3/18															x																		
Construction Recreation wing	8/18	5/19																					x	x	x	x	x	x	x	x	x	x	x		
Construction Senior wing	8/18	8/19																					x	x	x	x	x	x	x	x	x	x	x	x	x

Alternatives for City Council to Consider

1. Recommended Alternative: Provide input on the goals and scope of a potential RFP. Provide direction to proceed with the RFP.

Pros

- Will continue the timeline of implementation of projects identified in the RDA budget.
- Will minimize, to the greatest degree possible the temporary relocation of the seniors.
- Will allow the recreation program to grow to serve demand.

Cons

- Construction in City Park, including temporary loss of the playground and other amenities will impact quality of life.

Consequences of Selecting This Alternative

Based on the addition of the senior program, the budget is expected to grow beyond the \$4.5M.

2. Other Alternative: Delay procurement of a design team

Pros

- a. Staff could focus on other priorities;

Cons

- a. Would lengthen the temporary location of the senior program.

Analysis

The past RDA community engagement effort gathered input on the community needs and was a first step. Secondly, the Recreation Master Plan identified a specific concept for this building that includes 8,100 sf of multi-purpose space and 3,100 sf of classroom space within a \$22,500 sf building. The budget placeholder is based on \$200/sf or \$4.5M.

The current stage is the contract with Elliott Work group to explore alternatives and create an initial scope for the project. A preliminary program of uses and corresponding space needs has been created, but additional site and building parameters have not been matured. Therefore we are uncertain the maximum building size that the area can hold.

The next stage of the project will be to procure a design team to proceed into the project development process including Conceptual Design and Schematic Design to develop cost estimates in order to appropriately create a budget for the project through the City CIP process.

Staff recommends procurement of one diverse development team through a Request for Proposals for all phases of the contract with an opportunity to stop after each phase or split the project into separate components.

PROPOSED SCOPE

- RECREATION PROGRAMMING -
 - Larger space for the Recreation Department's Summer Day Camp. This is a state licensed childcare facility so the facility must meet state licensing requirements. The square footage of the facility will determine the capacity of the program. Currently the Recreation Department licenses the current recreation building and the basement of Miners for a capacity of 78 kids.
 - The Recreation Department would also use the facility for increased community recreation & wellness programs that may include a space for dog obedience classes, CPR & First-Aid classes, youth tumbling space, soft art fitness classes (yoga, Pilates etc...) and flexible community space that could be used by a variety of groups, organizations & teams.
- SENIOR PROGRAMMING –
 - Lunch Space for 80 – 120 people on Mondays and Thursdays
 - Convening Space including a comfortable sitting area (couches and chairs), billiard tables, TV, tables for cards and puzzles, etc.
 - Kitchen with secure locked pantry / storage
 - Secured storage space
 - Welcoming desk with area to secure supplies and information.
 - Accessible restrooms – no door entrance
 - ADA accessible

- Transit Access
 - Classroom space (arts, crafts, exercise, etc.)
 - Parking to match their needs.
- IDENTIFY & DEVELOP COMMUNITY NEEDS
 - Flexible space – to be built as part of the other programming and used when others are not using – meeting space for non-profits, community space for events, class room space, weddings, possible entrepreneur or collaborative meeting/work space etc.
- DEVELOP COMMUNITY KITCHEN ELEMENTS
 - Meet the needs of the Seniors
 - Meet the needs for Childcare
 - Meet the needs of other public facilities, including utilization by non-profits and weddings at City Park/ Miner's Hosp.
 - Meet the needs for some City Park Functions/ Events
 - Commercial Cooking – for Classes / Entrepreneurship
- IDENTIFY GRANTS & ALTERNATIVE FUNDING SOURCES
 - Multi-generation use grants
 - County Funds
 - Others
- CITY COUNCIL PRIORITIES
 - Net Zero Design
 - Community Building, Place making, Design
- PROJECT MANAGEMENT
- PRE-DEVELOPMENT – PLANNING AND SCHEMATIC DESIGN
 - Scoping development – outline initial programming and develop concepts
 - Independent cost estimator
 - Finalize Senior Programming
 - Finalize Recreation Programming
 - Finalize Community Flex space Programming
- DESIGN PHASE – Design Development, Entitlements and Construction Drawings and Documents
- CONSTRUCTION PHASE – Construction and Contract Administration

Process

As mentioned in the Executive Summary, after the FY17 capital budget process a group of staff including multiple project managers from multiple departments worked with the Budget and Executive Departments to develop a consistent and predictable scoping and budget process across departments. Goals include developing common language for capital projects, and processes, as well as clearly defined project budgets within the Capital budgeting process.

The bullets below represents the steps staff will be using to process “vertical” capital projects that primarily include buildings (as opposed to “horizontal” capital projects such as streets or water projects). Staff will return to Council in work session early 2017 to present this new process in more detail as it is finalized:

Phases in a Project Delivery System/Project Development Process – Vertical

- Scoping/Programming (if applicable)
- Site Assessment/Selection (if applicable)
- Concept Design (if applicable)
- We are here
- Schematic Design
- Project Delivery Determination
- Design Development
- Regulatory Approvals/Permitting
- Construction Documents
- Bid/Award
- Construction/Construction Administration
- Punchlist/Project Closeout

Department Review

Recreation, Economic Development, Budget, Community Engagement

Funding Source

The Recreation Master Plan identified a specific concept for this building that includes 8,100 sf of multi-purpose space and 3,100 sf of classroom space within a 22,500 sf building. The budget placeholder is based on \$200/sf or \$4.5M. This placeholder was approved in the RDA budget in FY17; because a scoping phase had not been completed, staff simply identified a per/sf construction number based on the preliminary project identified in the Recreation Master Plan, representing basic needs and signaling that this was a potential, future project. We anticipate aligning a final budget to reflect the final scope of the project during the Schematic Design phase based on Council direction and vetted through the FY 18 Capital budget process.

Attachments

- A RDA Budget – FY 17
- B City Park Excerpt from Rec. Master Plan

Lower Park RDA Budget (FY 2015 - FY 2031)

		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Revenue									
Estimated Annual Revenue		\$	1,373,725	1,869,268	1,889,344	1,909,419	1,919,419	1,929,419	1,939,419
RDA Revenue Bond									
(bonding schedule based on current budget)		\$	12,000,000	14,500,000					
Sale of Assets (Affordable Housing)		\$	750,000	-	5,915,031	8,078,286	1,780,000	4,304,000	1,780,000
Available Beginning Balance			14,686,255	17,863,110	8,657,114	11,022,894	6,170,388	7,006,882	8,304,376
Total Budget	Currently Budgeted								
1,540,000	Lower Park RDA Operating Budget	\$	140,000	100,000	100,000	100,000	100,000	100,000	100,000
1,000,000	Facility Improvements - Miner's Hospital & Rec. (SR. Center)	\$	1,000,000						
4,098,039	Multi-Generational Housing - Fire Station	\$	498,039	3,600,000					
2,000,000	Multi-Generational Housing - Woodside/Empire (Developer Subsidy)				2,000,000				
472,717	Library Renovation	\$	472,717						
2,884,000	Private Land Development #1 (Somers) - Affordable Housing	\$	2,884,000						
-	13TH Avenue Corridor (reallocated to Central Park Project)								
3,205,000	Old Town Housing - Affordable Housing				50,000	3,155,000			
5,000,000	Land Acquisition - Affordable Housing	\$	2,000,000	750,000	750,000	750,000	750,000		
10,650,000	Neighborhood Preservation Program - Affordable Housing	\$	1,750,000	2,225,000	2,225,000	2,225,000	2,225,000		
2,261,750	1450-60 Park Avenue - Affordable Housing	\$	2,261,750						
82,749	Public Art	\$	32,749	25,000	25,000				
204,000	Parks and Golf Maintenance Buildings (& Building Maintenance)			204,000					
4,500,000	Recreation Building in City Park			4,500,000					
50,000	Investigate, Design and Repair Snow Creek Bridge			50,000					
-	Somers Property								
4,272,858	Central Park			4,272,858					
46,723,147	Budgeted Projects Sub Total	-	\$ 13,192,413	\$ 16,026,858	\$ 5,450,000	\$ 6,380,000	\$ 3,225,000	\$ 250,000	\$ 250,000

City Park - Recommended Concept



Concept Description

The recommended concept for City Park (see *Figures 8 and 9*) proposes a new 22,500 SF community center encompassing a main level of 11,300 SF, a partial upper level of 5,600 SF, and a basement level of 5,600 SF. The primary functions of the community center include multipurpose and classroom space to accommodate the youth camp program run by the City; multipurpose space for seniors, including dedicated storage and commercial kitchen space; flexible multipurpose, classroom, and conference spaces for community use that can accommodate a variety of group sizes; and a basement that includes maintenance, storage, and building support functions. The large multipurpose spaces are open simple volumes that provide flexibility of function. These large spaces may include moveable partitions to divide the space so that a variety of smaller functions could occur simultaneously.

A small drop-off and arrival plaza greets visitors on the west side of the building adjacent to the street. The community center surrounds a large outdoor plaza with a splashpad, eliminating the need to transport day-campers and other users for such activities, while providing space for cafe seating that could also be used for outdoor classes. The playground is located to the rear of the building away from the road and parking lot, increasing safety and creating a better relationship with the surrounding park and adjacent recreation amenities. An existing pavilion is relocated near the playground and open lawn area north of the building, enhancing the transition to adjacent playing fields.

Existing basketball, tennis, and sand volleyball courts are retained as-is. The existing softball field remains in place as-is, and the rugby/multipurpose field is shifted to the north, utilizing the outfield of the softball field in the same manner that already exists. An open lawn area separates the rugby/multipurpose field from the playground area, providing a place for people to view games and the activity at the playground.

Considerations

A new community center at City Park will help meet the needs of seniors and day campers in Park City. It will also provide flexible indoor multipurpose space for other community needs.

The park is located along an existing transit route, although the nearest stop is on Park Avenue. When the planning team met with City Staff and administrators of the senior program, having a transit stop located close to the community center was stated as an important need for seniors. City Park is well connected to the existing network of local sidewalks as well as regional trails, with a portion of the Poison Creek Trail running along the eastern edge of the site.

There are known soils issues with a high water table, which will have some impact on construction costs.

City Park is part of the Lower Park Avenue Redevelopment Area (RDA). The City has hired a consultant to conduct a feasibility study to determine whether the project should proceed. The City has some RDA funds



available that could potentially be used to construct the facility, so there is a possibility that the community center could be developed before other plan elements.

The Park City Planning Department reviewed the concept and provided the following comments:

In terms of City Park there is not an existing Master Planned Development (MPD). If any development is proposed across parcel boundaries a subdivision plat is required to create a lot of record.

The site is in the Recreational Open Space District and all of the uses listed in the Master Plan are either Administrative Conditional Use Permits with approval or regular Conditional Use Permits with approval by the Planning Commission.

All of the other standard issues would be addressed with the CUP applications, including parking analysis, pedestrian and vehicular circulation, exterior lighting, pedestrian access, noise mitigation, etc.

Figure 8: City Park - Recommended Concept (Site Plan)



Figure 9: City Park - Recommended Concept (Architectural Pre-Programming Plan)





DATE: December 8, 2016

TO HONORABLE MAYOR AND COUNCIL

Arts & culture plays a vital role in creating sense of place and connecting our community. The City has traditionally partnered with many nonprofit groups and citizens over the years to continuously elevate and support cultural offerings in the region. Staff has been working to understand the relevant history and current state of the City's support of arts and culture in the Park City community.

On January 7, 2016 staff led City Council through a Work Session regarding Arts and Culture in our community. City Council expressed their belief that the arts were a vital part of our community and asked that the Arts Initiative create a Steering Committee to work on next steps to establish goals and create a road map to achieve these goals.

This report focuses on the history of arts and culture in the City, as well as, the work of the Arts Council and the Arts Initiative Group over the past year. Staff is requesting that the City Council give direction regarding possible next steps for the development of a possible Arts & Culture Master Plan.

Respectfully:

Jennifer Diersen,



City Council Staff Report

Subject: Arts & Culture Update
Author: Jenny Diersen, Arts & Culture Staff Liaison
Department: Economic Development
Date: December 8, 2016
Type of Item: Administrative

Summary Recommendation

This report is an informational update on Arts & Culture in Park City. Staff is seeking City Council direction regarding next steps for the development of a possible Arts & Culture Master Plan:

1. Does the City Council support the development of an Arts & Culture Master Plan including identifying a scope of work, timeline and funding strategy?
2. If Council is supportive of the concept of an Arts & Culture Master Plan, what are City Council's goals they would specifically hope to achieve through an Arts & Culture Master Plan?
3. If Council is supportive of the concept of an Arts & Culture Master Plan, does the City Council believe that an Arts and Culture Master Plan should be done in collaboration with the County & other local stakeholders or focus on art & culture within the City?

Depending on the direction from City Council, staff will return at a future meeting to discuss possible scope, timeline and funding strategy for an Arts and Culture Master Plan.

Executive Summary

Arts & culture plays a vital role in creating sense of place and connecting our community. The City has traditionally partnered with many nonprofit groups and citizens over the years to continuously elevate and support cultural offerings in the region. Staff has been working to understand the relevant history and current state of the City's support of arts and culture in the Park City community.

On [January 7, 2016](#) staff led City Council through a Work Session regarding Arts and Culture in our community. City Council expressed their belief that the arts were a vital part of our community and asked that the Arts Initiative create a Steering Committee to work on next steps to establish goals and create a roadmap to achieve these goals.

This report focuses on the history of arts and culture in the City, as well as, the work of the Arts Council and the Arts Initiative Group over the past year. Staff is requesting that the City Council give direction regarding possible next steps for the development of a possible Arts & Culture Master Plan.

Acronyms

PCMC Park City Municipal Corporation
PCPAAB Park City Public Art Advisory Board
Arts Council Park City Summit County Arts Council
ACIG Arts & Culture Initiative Group

The Problem and the Opportunity

The City has worked to support the work of many nonprofit groups and citizens over the years to create a vibrant arts and culture offering to the community and its visitors. Though Park City has a strong arts and culture opportunities, more attention to understand where arts and culture is headed is needed.

- Some arts and culture areas are stronger than others – for instance, we have a strong group of area non-profits, art galleries, but new focus may be needed in other areas such as culinary arts outside of restaurants and literary arts, as well as, connections with recreation, mental health & healing arts.
- Funding for area non-profits continues to be a challenge both locally and nationally. Local organizations continue to need assistance with working through the challenges of funding for capital projects and operations, as well as, request that the arts and culture have equal representation as compared to other funded programs.

Based on Council direction and support on January 7th, 2016, The Arts and Culture Initiative Group created a steering committee and staff have been working to clarify roles and needs to cultivate and explore the City's role in supporting and developing a an Arts and Culture Master Plan. The objective of the steering committee has been to *strengthen advocacy for planning and dialogue to create cultural stability and growth within nonprofit arts and culture organizations.*

As Park City continues to evolve, the City has the opportunity to ensure:

- Transformations in our community protect and preserve our culture, authentic sense of place and community.
- Arts and culture has a sustainable path for how it will develop in the future of the City and County.

As potential next steps for an Arts & Culture Master plan are developed, additional work will be done to form a clear plan, including roles and scope of service. The goal of such work would be to:

- Foster collaborations and community engagement
- Identify challenges and opportunities of such a project, programs and funding.
- Discuss threshold, capacity and balancing strategic marketing will be explored.

If City Council is supportive of moving forward with the development of a proposal for an Arts & Culture Master Plan, staff asks that Council specifically identify clear goals for such a plan. In doing so, the discussions may affect:

- Community and Culture
- County Coordination
- Local businesses and non-profits

- Park City and Summit County Residents
- The City's role in facilitating and sustaining arts and culture
- Tourism
- Funding both locally and at a state level

Background

Date	Item
January 7, 2016	Work Session Arts & Culture Initiative Update (pg. 16 - 27)
January 7, 2016	Work Session Arts & Culture Minutes (pg. 3 – 4)

How this item supports the Goals of the General Plan

Arts & Culture creates a sense of community and place in our community, and specifically relates to the City's Goals in the General Plan ([goals 11 & 13](#)). It is also one of Council's strategic goals: [Complete Community that Values Historic Preservation, Economic Diversity and the Arts and Culture](#). Arts and Culture connects people and place, as well as, serves as an economic driver that adds vibrancy to the place we live and the destination market. Arts and Culture creates amenities for our local community as well as visitors, builds community connections.

- Arts and Culture supports the continued success of the multi-seasonal tourism economy while preserving the community character that adds to the visitor experience.
- Arts & Culture will allow Park City to continue to grow as an arts and culture hub encouraging creative expression.

A History of Park City Arts & Culture

Park City has had a long history of celebrated arts and culture that is unique to the City, and our community. The arts connect us, and provide experiences and opportunities for our diverse community, as well as, our visitors.

The history of arts and culture in Utah spans back more than 100 years and in 1899 when the Utah Arts Council was created. Some of Park City's vibrant arts and cultural historical highlights include:

- The reconstruction of the iconic Egyptian Theatre which was built in 1926 (at the same location as the snow-collapsed Dewey Theatre). Now part of our community for more than 90 years.
- A renovation of a dilapidated Kimball Garage that was restored into a Arts Center (1976). The Kimball Art Center has been part of our community more than 40 years.
- A vision of for seeing the value of independent film and creating the now internationally renowned Sundance Film Festival (1978). The Sundance Film Festival and Sundance Institute have been part of our community for more than 38 years.
- In 1984, the City acquired its first piece of public art (still located to the south of Miners Hospital).
- In 1986, the [Park City Summit County Arts Council](#) was founded as the Park City Foundation for the Arts & Humanities.

- In 1999 the Arts Council created the first Arts and Culture Master Plan, attached as Exhibit A.
- By 2004 the City Council created the [Park City Public Art Advisory Board](#).

Many members of our community and numerous organizations, including the City and County, have helped to ensure that the arts were and still are a vital part of our City's culture and identity. Today more than 20 local arts and culture non-profit organizations work together in our community to leverage partnerships, and have created important amenities and experiences for our community and visitors. Together these organizations work to strengthen our community by connecting people with our story and history, strengthening Park City's sense of place, and providing experiences, amenities and opportunities. Additionally, they preserve, protect and promote our City's unique identity and our authentic culture, as well as, serve as an avenue to explore and inspire the future.

Arts and Culture Initiative & Arts Council Update

In September of 2015, local Summit County Arts and Culture groups began to meet and in November of 2015, Randy Barton made presentations to the City and County Council regarding the Arts & Cultural Initiative. An outline of the Arts Initiative proposal is attached as Exhibit B.

On January 7th, 2016 staff led Council through a Work Session regarding Arts and Culture in our community. City Council agreed that the arts were a vital part of our community and asked that the AGIG create a steering committee to work on next steps to achieve their goals.

As one of the people who helped to spearhead the Arts and Culture Initiative, Randy Barton worked to establish a steering committee which included community business leaders and arts and culture representatives. The steering committee has been working to formulate a definition of the arts, and collect current directory and information.

Over the past year, the Arts Council has worked to strengthen and clarify their goals and role. Exhibit C outlines the Arts Council's strategic priorities for 2016-2017.

The steering committee has also reviewed the Arts Master Plans for other cities including:

- [Austin](#)
- [Boulder](#)
- [Telluride](#)
- [Santa Cruz](#)

[Example of an Arts & Culture Master Plan Request for Proposal from the City of Santa Ana.](#)

The steering committee has worked towards developing a definition of the arts that encompasses the following creative sectors;

- Fine Arts - painting, drawing, sculpting
- Performing Arts - theatre (acting, announcing, directing, theatrical design & build), dance and choreography, concerts (music and singing),
- Decorative Arts - crafts, ceramics, printmaking, textile arts
- Applied Arts - film and video, animation, photography, architecture, graphic design, digital arts, humanities, folklore and historic preservation, literature and writing.
- Educational Arts - youth or adult instruction and education of artistic fields.

At the November meeting, the steering committee asked questions regarding the directory and stated that they believed that the information and data thought it should be managed by the Arts Council. They also discussed their support of an Arts & Culture Master Planning process and proposed that the Arts Council should be responsible for developing a possible scope of a plan including project manager, funding and goals..

An Arts & Culture Master Plan is a planning strategy to help support a community's quality of life, economic development, and tourism goals. Such a plan also helps to align with the community's values and needs. Community planners, city and town officials, arts and culture organizations and citizens work together to celebrate and grow the role that arts and culture plays in community vitality. Because an Arts & Culture Master Plan is a collaborative effort, it is likely that the funding sources for such a plan for the City and Summit County will be inclusive of local governments and private funding.

The Arts Council has prepared a draft phased proposal for the steering committee which is inclusive of community inquiry, visioning and recommendations that will spur additional collaborations and an inclusive, public process. The estimated cost for a third party to complete an Arts & Culture Master Plan would be \$85,000. If the City were to contribute to funding this Master Plan, an RFP process would be conducted.

The current goal of an Arts and Culture Master Plan is as follows:

The Summit County Arts and Culture Master Plan will be a roadmap to drive the future of arts and culture in Summit County and include a set of short and long term recommendations that address the needs of the larger community, grow investment in our creative sector, connect arts and culture to City and County priorities, and support the long-term vitality of our arts and culture nonprofits.

Analysis

As next steps are made, Council should be clear about the City's goals of developing an Arts and Culture Master Plan. If Council is interested in participating as one of the entities in an Arts & Culture Master Plan, Council does not need to establish all of its goals at the December 8, 2016 City Council meeting; staff can return in early 2017 in a work session to establish specific goals and, where support for this effort is not budgeted, strategies for how the City could participate as one of the funding partners.

With robust arts and culture offerings and many non-profits - focus should be placed on the importance of both preserving and enhancing the future of the arts, while maintaining our authentic identity.

Staff believes an Arts and Culture Master Plan will strengthen community connectivity, create amenities and drive visitation bridging our community the vast and diverse offerings we have, and importantly preserve our history and enable authenticity.

An Arts & Culture Master Plan should be inclusive of many facets of our community as well as the non-profit sector. Time should be taken to ensure that the definition of arts and culture is inclusive and representative of our community, and should include support of a diverse creative economy, community stakeholders and connect to Council's priorities.

As the Arts Council and Arts Initiative Group continue to be involved in this process, challenges in staffing (both within the organizations themselves and City) may create necessity to explore PCMC's role in supporting the effort including other organizations, and potentially expanding staff resources/priorities. Additionally, department collaborations will be essential in further exploring the scope of an Arts and Culture Master Plan.

If City Council is supportive of further exploring the development of a possible Arts & Culture Master Plan, staff will return at a future meeting to discuss possible scope, timeline and funding strategy.

Department Review

Economic Development, Community Engagement, Community Development, Executive, Budget, and Legal Departments have reviewed this report and their comments have been incorporated.

Comments from the Arts Council have also been incorporated into this report.

Funding Source

There is currently no funding source for an Arts & Culture Master Plan project. Staff would return with specific funding request at a future date after a project scope is developed. Any requests for funding would need to go through the Budgeting for Outcomes process. Funds for this project would come from the General Fund or the Capital Fund.

An outline of funding for arts & culture organizations is attached as Exhibit C in this report.

Park City's Public Art has been financed primarily through two funding sources both within the capital improvement plan. The first funding method is a direct allocation to the Public Art capital project (CP0089) from the General Fund transfer and the Lower Park Ave. RDA. The second funding method is that when the City builds a capital project,

such as building or a plaza, 1% of the capital budget for that project is identified for public art to be included in the project itself.

State code (Utah Code 10-7-85) specifically allows for municipal support of the arts for the purpose of enriching the lives of its residents and may establish guidelines for the support of the arts.

State Code also precludes local governments from giving money to other organizations for capital projects if the City does not own the capital asset.

Alternatives for City Council to Consider

Recommended Alternative:

This report is an informational update on Arts & Culture in Park City. Staff is seeking City Council direction regarding next steps for the development of a possible Arts & Culture Master Plan:

1. Does the City Council support the development of an Arts & Culture Master Plan including identifying a scope of work, timeline and funding strategy?
2. If Council is supportive of the concept of an Arts & Culture Master Plan, what are City Councils goals they would specifically hope to achieve through an Arts & Culture Master Plan?
3. If Council is supportive of the concept of an Arts & Culture Master Plan, does the City Council believe that an Arts and Culture Master Plan should be done in collaboration with the County & other local stakeholders or focus on art & culture within the City?

Staff will return to Council to:

- Establish a clear definition of the City's goals for Arts and Culture Master Plan.
- Discuss the strategy for how the City could participate as a funder of this plan.
- Hire an organization to lead the development of an Arts & Culture Master Plan.
- Work to issue an RFP and implement the project.

Pros

- a. Consistent with City's goal of increasing citizen involvement, as well as coordination with our community partners, city departments and other jurisdictions.
- b. Seeks to provide community, cultural and economic benefits.
- c. Arts & Culture creates a sense of community and place in our community, and specifically relates to the City's Goals in the General Plan ([goals 11 & 13](#)).
 - i. Arts and Culture supports the continued success of the multi-seasonal tourism economy while preserving the community character that adds to the visitor experience.
 - ii. Arts & Culture will allow Park City to continue to grow as an arts and culture hub encouraging creative expression.

Cons

- a. There is a fine balance of preserving and enhancing the future of the arts, while maintaining our authentic identity - an Arts and Culture Master Plan will likely increase visitation, growth and economic activity.

Modify Alternative: City Council could modify the alternatives regarding the next steps of an Arts and Culture Master Plan.

Pros

- a. Modifications may give clarity on the goals of City Council to move forward with exploring the development of a scope for an Arts and Culture Master Plan.

Null Alternative: City Council could ask that the City's role remain status quo and request more information from staff and request for staff to come back at a regularly scheduled meeting to further discuss the exploring the scope of an Arts & Culture Master Plan.

Pros

- a. Allows additional time to further focus on the goals of an Arts & Culture Master Plan.

Cons

- a. Staff, Arts Council and the Arts Initiative Group would not have confirmation of how to move forward with regards to the City's involvement in the development of an Arts & Culture Master Plan.

Deny Alternative: City Council choose to provide no direction regarding exploring the scope of an Arts & Culture Master Plan.

Cons

- a. Staff, Arts Council and the Arts Initiative Group would not have confirmed direction regarding the role the City wishes to play with regard to the development of an Arts and Culture Master Plan.

Attachments

- A 1999 Park City Summit County Arts and Culture Master Plan
- B Art and Culture Initiative Group Proposal 2015
- C Park City Summit County Arts Council Strategic Priorities 2016- 2017
- D Arts & Culture Funding Update 2015
- E 2014 Arts & Culture Economic Impact Study

for JC

ARTS AND CULTURE MASTER PLAN

NEEDS ASSESSMENT STUDY

PARK CITY/SUMMIT COUNTY ARTS COUNCIL

NEEDS ASSESSMENT STUDY

The purpose of this study was to survey and assess the needs of the arts in Summit County. The Park City/Summit County Arts Council was awarded a grant from the National Endowment for the Arts for this study. Additional matching funds were provided by the Canyons and Summit County. The study also evaluated the economic and quality of life impact of the arts on Summit County. Included in this assessment is an identification of opportunities for and constraints to expanding the important role with which the arts can play in the economy and quality of life of Summit County.

This report is submitted in support of arts and culture programming in Summit County. This report recommends programs and policies that develop and promote an enhanced quality of life and artistic excellence in Summit County.

ACKNOWLEDGMENTS

We would like to express our appreciation to the National Endowment for the Arts, Summit County and The Canyons, whose generous support has made this Arts and Culture Needs Assessment Study possible. The National Endowment for the Arts, located in Washington, D.C., is a federal agency. The Canyons is a year-round resort destination located in Summit County.

This report would not have been possible without the involvement and support of the businesses, cultural organizations and civic organizations of Summit County. Without the help of many citizens who took the time to provide us with information about themselves, their concerns, their organizations and their aspirations and hopes for the future cultural life of Summit County, this report would not have been possible. The comments and ideas expressed by these concerned people have been incorporated into this report.

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ABSTRACT

The following study is submitted on behalf of project consultants Thomas Grimm and Daniel Nechemias to the Park City and Summit County Arts Council. Summit County, Park City Municipal Corporation, the Canyons, and the National Endowment commissioned this study for the arts. The purpose of this document is to serve as a strategic vision for the future of the arts and cultural life in Summit County. The ensuing analyses are based on a detailed assessment of the community's existing resources and needs. This document makes no judgements as to the definitions of art or culture and interprets both concepts in the least restrictive terms possible.

RESEARCH DESIGN

A multi-layered research design was employed to assess the existing resources in the community and identify needs. The fieldwork commenced May 1, 1999 and was completed July 26, 1999. This portion of the analysis involved: gathering existing market research data, evaluating existing facilities, and conducting a non-scientific and multi-tiered survey. The survey consisted of key person interviews, focus groups, and a questionnaire.

SAMPLING DESIGN

The sample chosen was not a scientifically selected random sample. Consequently, assessments and most data within this document are not quantitatively generalizable for the greater population of Summit County. Two possible types of random sample survey techniques were considered and rejected. A mail survey was rejected because of low response rate and the inability of the investigator to probe the reasoning of the respondent. A telephone survey was deemed impractical because the length and depth of the information sought. The primary reason for rejecting either a telephone or mail survey was that arts and culture are inherently qualitative. Therefore, the instrument used to measure attitudes pertaining to the arts and culture must be primarily qualitative. Arts and culture are value-laden concepts. It is difficult to measure values either with a scientific fixed-response questionnaire, since the values chosen by the respondent will always be a direct reflection of the array of responses offered to them by the survey, and therefore, inherently biased. As a result, the selected sample primarily consisted of community leaders, civic leaders, members of the business community, and citizens-at-large. The sample adequately represents many segments of the population from a geographic, ethnic, and gender perspective. For sample demographics refer to *Appendix A.*

MASTER PLANNING GOALS

- Chart the future course of arts and culture in Summit County.
- Develop a long range, collaborative plan for the support of the arts and the cultural life of Summit County.

PLANNING OBJECTIVES

- Generate a vision and recommend strategies for the future of Summit County arts and culture.
- Develop an in-depth plan, including descriptions, rationales, and recommended strategies.

CULTURAL PLANNING APPROACH

1. To assess community needs, desires and aspirations for arts and cultural life of Summit County.
2. Raise awareness of defined community needs.
3. Define resources and strategies to meet community needs.
4. Increase financial resources to meet community needs.
5. Develop policies and actions in response to needs.

A BROAD ALLIANCE OF ARTS AND CULTURE

The cultural life of Summit County has been made immensely richer by many kinds of activities that extend beyond narrow, conventional, or traditional definition of the arts.

Therefore this master plan considers culture broadly, whether celebrated in a small town rodeo, a summer theater camp program for local children, or a series of premier performances by world-renowned chamber ensembles.

MASTER PLAN GUIDING VALUES

1. PROVIDE A BETTER QUALITY OF LIFE IN THE COMMUNITY:

The role of arts and culture is first and foremost to enhance the quality of the lives of people who live and work in Summit County and to build and sustain their sense of community.

2. SUPPORT SUCCESSFUL ARTS AND CULTURAL PROGRAMMING:

New initiatives should acknowledge and build on the success that has been achieved by arts and cultural organizations and programs of artists in the region.

3. CELEBRATE SUMMIT COUNTY'S HISTORY, HERITAGE AND CULTURAL LIFE:

There is strong support for community-wide festivals and cultural events that celebrate local history and traditions. The conclusions of this study are to first and foremost continue to strengthen traditions and programs that have provided positive impacts on the community, before introducing unsupported new programming.

4. ESTABLISH A CONSENSUS FOR GROWTH:

Most local cultural organizations act in relative isolation. In order to develop greater community consensus and support for an arts and culture master plan, enhanced communication among local government, the arts community, the business community and the community-at-large will be essential.

5. RECOGNIZE AND RESPECT REGIONAL CULTURAL TRADITIONS AND RELIGIOUS AND ETHNIC DIVERSITY:

Although many of the residents of Kamas Valley see their way of life, such as their cultural and religious traditions, as being disrupted by development, intrusion and interference from the outside, most residents of greater Park City and Summit County take great pride in the ethnic and cultural diversity of the area and see it as a strength.

GUIDING VALUES THAT SHAPE THE FUTURE

RECOMMENDATIONS:

- The future course of arts and culture in Summit County should be based upon the core values of artistic integrity and cultural authenticity.
- Produce and promote premier cultural events that augment the region's growing reputation for excellence in arts and culture.
- Build programming around established regional themes.
- Develop greater opportunities for active community involvement in public art projects.

COMMUNITY ARTS ORGANIZATIONS

VISION:

Provide surrounding communities with facilities where people have access to participate in arts and cultural activities.

RECOMMENDATIONS:

- Invest in community cultural centers in greater Summit County. Those better serve community members.
- The development of arts and culture in Summit County should proceed with the same spirit of innovation and identity that characterizes businesses and other community development in the region.
- Increase support for "anchor" organizations to provide arts and culture programming for surrounding communities.
- Establish partnerships between cultural organizations and community institutions.
- Develop programs to reach special populations, such as senior citizens, the incarcerated, drug and alcohol dependent individuals, and youth-at-risk.

ESTABLISHING AN AGENDA FOR THE FUTURE

RECOMMENDATIONS:

- Provide permanent facilities for non-profit organizations
- Establish a high quality, accessible gallery for local artists
- Provide a multi-purpose auditorium for use by the public and non profit community organizations
- Develop and support new cultural and recreational facilities
- Preserve and enhance the quality of community gathering places

PARK CITY/SUMMIT COUNTY ARTS COUNCIL

RECOMMENDATIONS:

- The principle role of the Arts Council should be to serve as the lead community agency in facilitating communications and networking among cultural, business and government organizations.
- The Arts Council should focus on improving basic services and avoid producing events or managing facilities, which drain limited human and financial resources.
- The Arts Council needs increased funding and personnel to fulfill its mission in serving the community.

LINKING MUTUAL INTERESTS

Over the years there has been a steady growth of cultural organizations and activities in Summit County.

RECOMMENDATIONS:

- Whether the issue is audience growth, financial resource development, or marketing facilities, a more coordinated effort among agencies would help convey a more coherent marketing message for regional programming. Improved cooperation and planning will help create a higher profile, stronger image and clearer identity for the arts throughout the region.

ORGANIZATIONAL DEVELOPMENT

THE VISION:

Provide strong, steady support for a diverse community of artists and cultural organizations, recognized for their unique and innovative work.

RECOMMENDATION:

- Provide technical and funding assistance for organization and program development and additional grants for individual artists.
- Undertake new initiatives to provide adequate capitalization of cultural organizations.
- Implement a coordinated marketing program linked to other non-arts entities that promote Summit County.
- Encourage more opportunities to link the arts, recreation, tourism and community.

COMMUNITY INVOLVEMENT

RECOMMENDATION:

The future success of regional arts and cultural activities in Park City and Summit County will depend primarily on the active involvement and support of local citizens. Programs that encourage and facilitate community involvement will be essential for the growth, development and sustenance of the arts and potential new facilities.

POTENTIAL NEW FACILITIES

1. Summit Watch Stage
2. Regional Amphitheater
3. Film Institute And Archives
4. Artist-In-Residence Center
5. Heritage Farm
6. Gallery for Local Artists
7. Unita National Forest Gateway Facility

ARTS AND CULTURAL EDUCATION

THE VISION:

Arts and cultural education need to develop and support an innovative region-wide network of learning opportunities. In addition, organizations and educators should draw more from the rich diversity of Summit County to better serve people of all ages, backgrounds and interests.

RECOMMENDATIONS:

- Develop master/apprenticeship programs to serve artists, teachers, administrators, arts organizations, community volunteers and youth.
- Establish incentive programs for artists and arts organizations to provide cultural education throughout all of Summit County.
- Establish a “Youth Cultural Council” operated by and for young people to develop relevant programs that utilizes existing institutions.
- Institute an incentive program to get the Summit County Public School System to increase the percent of per pupil expenditure on arts education.
- Create youth internships and service opportunities in arts and culture.

OUTREACH PROGRAMMING FOR YOUTH

RECOMMENDATIONS:

- Establish a Studio Art Apprenticeship Learning Center
- Increase overall financial support for art education
- Expand Theater Youth Training Programs*

(combine the Egyptian Theater and the Eccles Center for the Performing Arts Youth Programming)

LEADERSHIP IN THE ARTS

RECOMMENDATION:

- Define a unique Summit County identity for arts and culture during the course of the plan's implementation.
- Assemble a public/private leadership task force to help with the implementation of the plan.
- Create a long-term private sector fund-raising plan.
- Establish an ongoing system of research and benchmarking to monitor progress on the implementation of a master plan.

CULTURAL TOURISM

The emergence of cultural tourism as a major industry in the world provides strong motivation for a more sophisticated integration of the arts, culture, environment, education and recreation in planned community development.

The successful implementation of a Master Plan For Arts And Culture for Summit County will be based on a master-planning approach that celebrates and enhances the region's unique local environmental and climatic conditions, historic and cultural heritage, outdoor recreational resources and regional arts traditions. As an example, the city of Aspen, Colorado boasts a renowned and successful summer music festival and related cultural events, which accounts for over half of their summer visitors.

*"Over 50% of our summer visitors travel to Aspen for the outstanding cultural events" -
1997 Aspen Chamber of Commerce Survey*

SIGNIFICANT REGIONAL CULTURAL ASSETS

Historic Mining Town Turned Year Round Resort Destination.
Internationally Renowned Independent Film Festival
Award-Winning Cuisine With Over 100 Restaurants and Clubs
Home to Dozens of Talented Artists
Premier Performing Arts Center
Outstanding Studio Arts Center
Excellent Regional Repertoire Theatre
Utah Winter Sports Park
The Park City Silver Mine Adventure
National Abilities Center

REGIONAL ENTERTAINMENT

The Eccles Center For The Performing Arts
 Featured Performances
The Egyptian Theatre
 Repertory Theater Company Performances
Sundance Film Festival
Park City Film Series
Concerts in the Park
Summer Concert Series
Folk & Bluegrass Festival
International Jazz Festival

REGIONAL COMMUNITY EVENTS

Miners' Day Parade And Celebration
4th Of July Parade And Community Festivities
The Annual Summit County Fair in Coalville
The Famous Oakley Rodeo
Holiday Concert - The Eccles Center
America's Cup - Opening Street Dance
Park City Arts Festival

SUCCESSFUL SPECIAL EVENTS

Successful special events and attractions accommodate the needs, wants and expectations of audiences. These include:

- Affiliation with a special group – (audience members want to identify with the community or group attending event. These are people with the same values and interests. i.e. “I belong”)
- Ratification of something authentic – (audience members readily recognize and affirm entertainment that is truly genuine and authentic. They reject pretentiousness and fakes.)
- Liberation to participate – (audience members want to feel welcome and comfortable in taking part in the event. Too much audience control is as destructive as too little. The art is in finding the balance.
- Experience something extraordinary – (audience members want to feel they are a part of something special – something delightful, stirring, and magic that transcends the daily routine).

FUTURE REGIONAL ENTERTAINMENT

RECOMMENDATIONS:

- Entertain, amuse, and delight audiences by providing entertainment that resonates with the cultural values, traditions and tastes of the region.
- Create an enjoyable, pleasant, comfortable, social atmosphere.
- Provide that accessible good food and drink at a fair price.
- Provide quality entertainment with a strong local appeal.

OUTDOOR COMMUNITY MUSIC EVENTS

Concerts in the Park	Park City
Summer Concert Series	Deer Valley
Folk & Bluegrass Festival	Deer Valley
International Jazz Festival	Deer Valley

CLASSICAL MUSIC EVENTS

Utah symphony at Deer Valley

International music festival

Summit institute string chamber music festival

Utah music festival

RECOMMENDATIONS:

- Too much replication of programming with similar content to serve and attract a relatively small market.
- Combine collective talents and resources to produce one outstanding seasonal musical festival.
- Create a single, great classical music festival in the spirit of a Ravina, Wolftrap, or Tanglewood
- Music festival could support a world-class artist-in-residence program in which new original work is premiered.
- Forge cultural alliances and exchanges with new sister cities

COMMUNITY PUBLIC RADIO

- KPCW viewed as significant community cultural asset
- KPCW engenders a sense of small town identity and charm
- KPCW serves as a community bulletin board and meeting place

THE PARK RECORD

Civic, cultural and arts organizations produce a number of brochures, publications and posters, as well as radio and television spots that promote arts and cultural events in the region. Survey results indicate, however, that most people in Summit County rely on The Park Record as their primary source of information about events and cultural offerings in the area.

RECOMMENDATIONS:

The promotion of arts and cultural organizations of the area could be more effective by developing a unified marketing strategy with The Park Record and other media outlets.

PLAN IMPLEMENTATION

The cost of implementing the proposed cultural arts master plan is significant.

Some phases of the plan can be implemented quickly, while other will take longer to achieve.

TIME FRAME

This master plan is designed to serve as a basis from which annual goals, objectives, and benchmarks could be developed.

Although this master plan may take years to accomplish, an annual review of the plan will be essential to see if the vision is still appropriate.

RECOMMENDATION:

- The strategies in this plan will require careful review and consideration. Many of the recommended strategies will necessitate further study, analysis, and planning.
 - Building and improving facilities will require detailed feasibility studies and architectural plans.
 - Fund-raising initiatives, on the scale recommended, will require feasibility work and strategic analysis.
-

FUNDING

The costs of implementing this plan will not require a single, centralized fund-raising effort. In fact the implementation of this master plan will depend on a variety of fund-raising efforts.

RECOMMENDATION:

- Money raised by local organizations to support their programs, facilities, or operations should also support the underlying vision of this plan.
- Funds should come from increased and revitalized local and regional audiences.
- Supporting the work of local arts and cultural organizations and artists will be essential.

RESOURCE DEVELOPMENT

A coherent, focused vision must continue to inspire those who carry this plan forward. Emphasis should be placed on developing new and expanded sources of funding. Resources will need to come from both existing and new sources. A major goal of the plan is to improve the philanthropic performance of individual giving in the area.

RECOMMENDATIONS:

- New vision for resource development should be consistent with foundation giving trends nationwide.
- Individuals will also play an important role in funding.
- Improve local reputation for individual generosity on behalf of arts and culture.
- Foundations - local, regional, national and international - must be important contributors to this effort.
- Corporations should provide funding both directly and through new programs aimed at support for local arts and specific activities.
- Public funding at the state and national level should be sought from more innovative initiatives that can be seen as national models

APPENDIX A

Cultural Planning Project Overview

1. Why are culture and the arts important to Park City and Summit County?
2. Are there enough cultural opportunities for children in the school system?
3. Are more community cultural events and celebrations needed?
4. What should the city's, the county's, and the state's policies be on public art?
5. Should studio opportunities for artists or artists-in-residence programs and facilities be priorities for the area?

The commitment to developing a cultural plan begins with an awareness of the wealth of cultural offerings in the area and the recognition that growth and development pressures threaten the community's cultural base. A planning process has been designed to identify the resources and needs of both the community at large and the artistic community. Public input and involvement are integral components of the process.

The following is a summary of the tasks and timeline for the project:

1. Collect and analyze preliminary data through community leader interviews and public meetings.
2. Priority topics for investigation are selected. Focus groups are conducted to collect relevant data and further refine concepts and ideas.
3. Information is analyzed and recommendations are developed.
4. Recommendations are presented to the Park City Arts Council and assemble into a cultural action plan.
5. The findings and recommendations of the study are presented to the community in conjunction with a community celebration.

APPENDIX B

Survey Data

Sample Characteristics (Sample Size): N = 291

Key Person Interviews and Focus Group Participants: N = 111

Survey Questionnaire Respondents: N = 291

Sex: Male 56%
Female 44%

Race: White 86%
Hispanic 12%
Other 2%

Mean Education: College Graduate

Mean Age: 40 years

Homeowners: 72%

Mean Income Bracket: \$50,000 - \$74,999

Geographic Dispersion:

Snyderville Basin: 28%
Park City: 36%
Coalville: 15%
Henefer: 7%
Oakley: 2%
Rural: 5%
NR: 7%

Greatest Need:

Dance	2%
Local/Community	20%
Non-Profit Center	2%
Public Art	3%
Children	13%
Main Street	2%
Multidisciplinary	5%
Fairs	2%
Western Festival	6%
Family	9%
Theater	2%
Hispanic	9%
Visual Art	3%
Free Concerts	4%
Creative Opportunities	2%
NR	16%

Primary Cultural Information Source:

Park Record	28%
KPCW	28.5%
This Week in Park City	1%
Chamber of Commerce	2%
Arts Council	3%
Friend/Word of Mouth	20%
Kimball Journal	2%
Summit Bee	8%
NR	7.5%

APPENDIX C

Cultural Organization Questionnaire

This information request is part of a community-wide cultural need assessment project currently under way. The information requested is for use by the need assessment task force only, and is confidential. Your help in providing this information will enable us to gain a clearer picture of the status of cultural organizations in our community.

PLEASE RETURN THIS INFORMATION TO US NO LATER THAN: July 15, 1999

Name of organization: _____

Name, address and phone (daytime) of person from your organization who would be available for discussion concerning this project: _____

Names, addresses, and phone numbers of key people from your board, advisors, or funders who you feel should be interviewed for this project. Please identify your relationship to your organization.

1. Is your organization volunteer-based or professional (paid staff)?
2. What is your annual operating budget?
3. What is the annual size of your audience?
4. Please describe the funding base of your organization (memberships, contributions, ticket sales, etc.). Is it sufficient to meet your needs? Have there been any changes in this base, or are any changes anticipated? Do you carry a deficit, or annual shortfall between income and expenses?
5. Please give a summary of your organization's annual programs and activities. Note any program growth, decline or change desired or anticipated in the next 3-5 years.
6. Please give a thumbnail description of your organizations and board. Is it active and

involved? Do you consider it to be successful? Does the board represent the range of your constituencies? Is there good leadership in the organization?

7. Do you have any information on your audience or membership that would be helpful to this project – demographic mix, tourist versus local, repeat attendees, economic impact?
8. What do you consider to be the three most pressing issues facing your organization's future development?
9. What do you consider to be the three most pressing issues facing the cultural development of the community?
10. What are the special strengths that you feel your organization and the cultural community in general have to build on for future development?
11. What resources does your organization need to accomplish its goals over the next five to ten years?
12. What, if any, facility needs do you have that are not currently being met – performance, exhibition space, rehearsal space, workspace, storage space? Please describe:

Part II

Questions pertaining to marketing and audience to be asked of managers of cultural organizations and staff volunteers. May be used to record notes from interviews or group meetings:

1. What is your audience size?
What do you think your potential audience size might be?
2. Are you reaching your potential audience?
Why or why not?
3. Do you think there is in our community a potential audience of sufficient size to support your activities now and in the future?
4. What are the most effective ways you've found to reach your audience?
5. Do you feel that an increase in your marketing budget would increase your audience?
6. Who is your competition?
7. What will people in our community pay for a cultural event?
8. Do the local media give the arts and culture enough coverage?
9. What are your biggest marketing problems?
10. What is the community's biggest marketing problem?

Artists Profile

- ___ Number of artists working in the community and suburbs
- ___ Professional or self-designated artists
- ___ Teachers of the arts
- ___ Avocation artists (membership in leagues, clubs, etc.)
- ___ Artist income information (if available through Arts Councils or leagues)
- ___ Status of artist facilities/studios/workspaces
- ___ Availability of studios/workspaces
- ___ Location/cost/accessibility to public
- ___ Status of artists service/membership associations
- ___ Types of services
- ___ Outreach to the Community

Artists' Questionnaire

Name of Respondent _____

1. Do you define yourself as a professional or avocation artist?
2. What, if any, professional or avocation support needs are most pressing for you? For your colleagues?
3. Does the community offer you the necessary resources to work at, support, and show your art? Why or why not?
4. What issues within the community affect your ability to work at your art?
5. What attributes or strengths of the community have a positive effect on your art?
6. What could make the community a more desirable home for working artists?

Arts-Related Businesses Profile

___ Planning documents or goals, capital campaign plans, etc., by cultural organizations or entertainment businesses, including:

___ Audience projections/marketing plans

___ New program plans

___ Facility creation/expansion plans

___ Fundraising

___ Financial status/organizational health

___ Relevant comparison data distributed by professional organizations that local arts/cultural groups belong to (i.e., national attendance trends for museums)

___ Business and enrollment sales/trends

___ Galleries, artisan studios, artist supplies stores

___ Performing arts schools/studios

___ Visual arts classes

___ Volunteer involvement/level of activity

___ Number of people employed by arts businesses (full or part time)

___ Impact of arts, entertainment, cultural organizations, and businesses on the local economy

___ Total amount spent on salaries and benefits

___ Total amount spent on services/expenses channeled back into the local economy (building maintenance, etc.)

BUSINESS AND DEVELOPMENT PROFILE

- ___ Number of businesses currently located in the community and surrounding suburbs and projections on number of new businesses moving to the area
- ___ Large employers – branch offices, plants of major corporations
- ___ Retail businesses – chains and locally owned
- ___ Restaurants, motels, hotels, inns
- ___ Employment trends – new types of jobs or industry
- ___ Number of people moving into or out of area due to changes in employment base
- ___ New shopping centers, malls, or downtown developments planned
- ___ Hotel or convention/meeting facilities planned
- ___ Annual government projections of sales tax revenues and trends in such revenues
- ___ Trends in real estate tax revenues

Business And Industry Questionnaire

Name of Respondent _____

1. Do you believe that the level of cultural activity influences the climate for business in the community? How?
2. Do you believe that the level of cultural activity in the community affects the area's quality of life? How?
3. As a businessperson, how would you rate cultural activity in the community – strong, OK, weak, needing improvement, etc.?
4. What would you like to see more of? Why?
5. Does your business support cultural activities in the community? How?
6. What is your feeling about financial support from business for cultural activities? Are businesses giving as much as they could?

Community Self-Perception Questionnaire

Name of Respondent/Organization _____

1. What comes to mind when you think of the “cultural life” of our community?
2. What represents the best of our community’s culture? Why?
3. What represents the worst? Why?
4. What kind of reputation do you think our community’s cultural offerings have within the town? In neighboring towns? In the region? Among visitors?
5. Is that reputation fair? If not, what can be done to change it?
6. What do you think are our most important needs for cultural development?

Cultural Facilities Profile

List and description of existing facilities for:

___ Performance

___ Exhibitions

___ Multi-purpose uses

___ Festivals

___ Plans by any community groups to develop new facilities

___ Zoning, financial, planning considerations

___ Information pertaining to utilization of existing facilities

___ Existing facilities that could be converted or used differently for cultural/mixed use activities

Education and Youth Activities Profile

- ___ Status of cultural curriculum in schools
- ___ Arts classes offered and enrollment versus total number of students
- ___ Creative process classes offered and enrollment (writing, film/video, etc.)
- ___ Performance opportunities (music, theatre, dance) and total number of participants
- ___ School arts budgets, number of arts faculty
- ___ Number of in-school artist residencies/programs
- ___ Number of school outreach activities (field trips, cooperative projects with local arts centers, etc.)
- ___ Age groups served through in school and outreach programs
- ___ General youth programs available (after school library programs, weekend programs, etc.)
- ___ Particular youth related issues/trends of note
- ___ Ratio of school arts budgets to schools sports budgets
- ___ Number of teachers of art, music, dance and theatre

Education Questionnaire

Name of Respondent _____

1. What does "arts education" mean to you?
2. Does our community provide opportunities for this kind of education? Please rate its quality.
3. Does the arts education provided by our schools offer access to children and teens of various ages, backgrounds, and skill levels, or does it concentrate on a small number of students? Why?
4. How well does the education program offered by our schools reflect the various cultural and ethnic heritages of our community? Why or why not?
5. What do you consider to be the strengths of the arts education opportunities offered by our community? The weaknesses?
6. What kinds of activities are offered for young people through extracurricular programs or after-school activities?
7. Are these activities interesting to young people? Do young people take advantage of them?
8. What, if anything, would change the types and amount of activities offered?
9. What cultural opportunities do you feel are most important to the young people in

our community? If these opportunities don't currently exist, what will it take to develop them?

10. If such opportunities existed, do you feel that young people would partake of them?

Media Questionnaire

Name of Respondent _____

1. How effective is the marketing of cultural activity in our community?
2. How could it be improved?
3. How would you describe the audience for cultural events in our community? Is it growing or decreasing, becoming more or less divers, etc.?
4. Does your publication/station give a special emphasis to the arts and cultural offerings in the community? Does your audience respond?
5. What is the biggest competitor to culture in our community?
6. Are local arts groups taking advantage of promotional resources available to them?
7. What do you think are the biggest marketing problems (weaknesses) for our cultural groups?
8. Is there a current or potential tourist market for cultural activity in our community?
9. What is our community's biggest problem in marketing itself?

MINORITY/ETHNIC POPULATION PROFILE

- ___ Involvement of minority/ethnic population groups in community cultural activities
- ___ Participation and attendance, barriers to access (language, cost, location)
- ___ Traditional/folk/heritage cultural activities specific to various groups
- ___ Festivals, pageants, religious or feast celebrations
- ___ Neighborhood activities
- ___ Family/youth activities
- ___ Traditional/folk/heritage cultural activities that pertain to the entire community
(open to all population groups)
- ___ Documentation of minority outreach activities by mainstream cultural organizations

Physically-Challenged Population Profile

___ Number of physically-challenged in the community

___ Housing

___ Special-housing facilities for physically challenged

___ Activities provided within facilities

___ Services

___ Educational programs

___ Access to community facilities and activities

Population Profile

- ___ Community, county, or regional planning documents pertaining to:
- ___ Community growth
- ___ Per capita income projections
- ___ Number of home owners and renters/availability of housing
- ___ Housing costs
- ___ Neighborhood developments, new suburbs, etc.
- ___ Census and community planning documents pertaining to:
- ___ Housing trends for minority populations over next ten years
- ___ Language trends (more Spanish-speaking people, for example)
- ___ Average amount of education completed
- ___ School enrollment trends
- ___ College enrollment trends regarding commuters, continuing education, and resident students
- ___ Age demographics and trends

Preliminary Assessment

Questionnaire

(For interviews or group meetings)

Name of organization: _____

Respondent: _____

We are currently involved in the preliminary stages of a community-wide cultural need assessment. We need your input to help us identify key issues and priorities. Please take a few moments to complete the following survey and return it to us at the address below. Thank you.

1. What does culture in our community mean to you?
2. What are the key strengths of our community's cultural activity?
3. What are its weaknesses?
4. What do you consider to be the major issues relating to culture in our community?
5. Are there other community development or planning issues that you feel might relate to cultural needs or planning (i.e., neighborhood revitalization, special population group needs, school system needs, etc.)?
6. Would you be willing to work, as a volunteer on a community cultural needs assessment project?

Preliminary Assessment Questionnaire

(For interviews or group meetings)

Name of organization: _____

Respondent: _____

We are currently involved in the preliminary stages of a community-wide cultural need assessment. We need your input to help us identify key issues and priorities. Please take a few moments to complete the following survey and return it to us at the address below. Thank you.

1. What do you consider to be the three most pressing issues facing your organization's future development?
2. What are the key strengths that your organization has to build on for future development?
3. What resources does your organization need to accomplish its goals over the next five to ten years?
4. What, if any, facility needs do you have that are not currently being met – performance/exhibition space, rehearsal space, workspace, storage space? Please describe:

Senior Population Profile

- ___ Number of seniors in the community
- ___ Number of seniors living in senior housing
- ___ Access provided to activities outside housing centers
- ___ Activities available to seniors
- ___ Population trends for seniors
- ___ Services/programs for seniors
- ___ Access to community facilities
- ___ Average income of seniors
- ___ Average cost of activities

Tourism/Leisure Activities Profile

- ___ Listing of special community events (street fairs, outdoor festivals, parades),
budgets, attendance
- ___ Plans for new or expanded community events
- ___ Listing of special attractions in or around the community (parks, libraries, outdoor
activities)
- ___ Attendance by area residents
- ___ Tourist draw and impact (number of tourists attending)
- ___ Listing of leisure activities by population group
- ___ Events/activities attended by families of all racial and ethnic groups
- ___ Events/activities attended by seniors
- ___ Events/activities attended by teens
- ___ Events/activities particular to ethnic or special interest groups

APPENDIX D

Quotes From Interviews And Focus Groups:

"The arts and technology should be allied, not antagonistic."

"People here love the Oakley Rodeo. It belongs to the folks who live here. We wouldn't add a single plank to the arena. People want to be part of something real, even if it means feeling the manure fly in their face. It's real stuff."

"Respect our values... We don't want any big public events in our town on Sundays!"
(East Summit County resident)

"The fundamental criteria for supporting cultural offerings and special events should be based on whether they enhance or detract from the quality of life of local citizens."

"Successful communities set high standards"

"Bigger, grandiose, louder... isn't always better. Focus on quality and authenticity."

"There's a rich pool of talent and creativity here. Let's tap our own cultural well spring."

"The Sundance film festival fits in here. Sundance successfully reflects Park City's free spirit attitude, eclectic taste, and the town's unique brand of frontier independence."

"The community would be better served if the Arts Council provided a leadership role in the coordination, planning and scheduling of public cultural events".

"The Chamber of commerce should evaluate how best to allocate human and financial resources to support cultural tourism and the efforts of the Arts Council."

"If public arts projects are 'public' then let the public take an active part in the process! It's pompous and condescending to assume the public doesn't have good sense or good taste. Let the people vote on what public art should be and where it should go"

"The seniors in our community are an untapped cultural resource."

"More opportunities for teens and seniors are needed."

"Youth Service learning activities should be associated with projects that build self esteem and pride. Rather than picking up someone else's trash on clean-up day, how about a real old-fashioned barn raising where the kids join other town folk in building something together."

"Let's first accept and celebrate who we are... be true to ourselves. We'll succeed in the long run because our events and cultural offerings are honest and authentic."

"People who come to Park City are coming to enjoy themselves and experience something real. They are not looking for a made-over New York avant-garde experience."

"Sometimes Arts Organizations try too hard."

"Park City has a populist edge not a cutting edge."

"Don't over-intellectualize the arts. Its boring!"

"Lighten up dudes. This isn't LA or Broadway. This is Park City."

"Take back Main Street! It's become a loading dock for beer trucks."

"Develop programs that celebrate the area's identity, humanistic and cultural traditions"

"Youth Performing Arts Programming has the potential of attaining national prominence through a concerted and focused effort that thoughtfully combines local cultural and financial resources."

"We spend more on advertising our events than we end up taking in revenue."

"Preserve informal community gathering places on Main Street, like the Post Office."

"Our main street should be an emotional speedbump."

"No more "Idea du Jour"

"Build and strengthen existing successful programs"

2015/16 Cultural Initiative

Objective – To Advocate for planning and dialogue to create and secure cultural stability and growth within our Nonprofit Arts and Culture Organizations.

We are seeking advice and guidance in creating a cultural renaissance in Summit County. Our groups' mission is: Cultivate and grow our collective efforts to improve the health, education and quality of life for our residents and their children; as well as increase the value of real property and directly increase sales and tourism taxes collected.

We are determined to act cohesively as a group, to advocate strongly. We have not sufficiently done this in the past.

We desire this dialogue to be positive in nature. We seek new positive plans, policy, answers and action.

We will work to establish a collaborative partnership to elevate our impacts and flourish as a destination arts and culture community. This partnership will include our organizations, Public/Government Entities, Individual Support, Business Support and Foundation Support. Huge Opportunity Exists - With dedicated participation from all groups, deep societal impacts can be made and major economic benefits will result.

Action Items;

A. We desire a proactive commitment to arts and culture from within our local governments - we ask the question "Why do we spend what we do on recreation but not on arts and culture? Why are there departments for recreation and not for culture and arts? We value recreation, trails, parks and open space - and we are users. We are asking to be represented equally. Consideration should be made to the establishment of a department similar to Recreations Departments or Districts.

B. Arts and Culture organizations have two main needs for funding - operations, capital projects. We request your advice to assist us to find solutions. We currently do not have the ability to apply for local government supported funding for capital needs. It is not a question of state statutes defining this conversation; it is local priorities and decisions.

C. We will identify models for this success elsewhere - such as the great collaboration that occurs in Salt Lake City, Aspen, Austin and other strong "Arts" communities. We can analyze how other communities build on cultural economic and tourism ROI. We must also acknowledge that we are amazing right here in Summit County. Let us create a grand plan for collaboration and support that is unique to us. Let's have other communities come analyze and steal our ideas. We can think creatively and originally - it is what we all do best.

D. The appointment of a Blue Ribbon committee - Cultural Initiative Group. The group will gather input from organizations and invested interested parties, will evaluate priorities for allocating current resource's, and will examine ideas and examples of other resource and funding opportunities. We request participation from The City, The County, The Chamber Bureau; Our Arts and Culture Community – specifically Randy Barton, and citizens at large. We ask that this committee be given a specific, reasonable time frame to report back with recommendations and specific requests for changes and/or implementation of local policy.

Points of Discussion –

- Our staff should and often does receive a living wage. This remains one of our shared goals. Most staff lives in Park City and Summit County.
- Look who played or performed in Park City/Summit County this past year! It is astounding the amount of international performers that are hosted in such a small community.
- Events do dovetail into Arts and Culture funding. Most of our efforts are surrounded by specific events. This is now a major discussion point in both The City and The County.
- Our locals and our Utah patrons from outside of Summit County - contribute mightily to this economy. We are not the Summit County of old (seasonal) - we are vibrant year round - and our organizations are a major reason for that reality.
- Too small / too important to fail. We almost collapsed during recession. What if something similar occurs again – an economic collapse outside of our control?
- No need to create this tourism and economic engine – we are here. We can expand and flourish with proper support and planning.

Summit County Commission –

- Can this Blue Ribbon committee analyze how all expenditures of State Statute 59 as it relates to TRT, TRCC (Restaurant Tax) and RAP Tax funds are currently utilized? Can we review the application process - now two years old and streamline? Can clear granting guidelines be given to each organization?
- We want to also answer the simple question - "Why has RAP tax funding not increased proportionately to our counties growth? What is the total Sales Tax generated in Summit County? If we divide that number by 1/10th of 1% - does that equal the amount being allocated?"
- We want to have the necessity of an audit for higher lever RAP tax funding discussed. There must be a better solution than having up to 1/5th of RAP funds go to this requirement.
- We all need an avenue for support for capital projects. Possible sources include Restaurant Tax, TRT Funds, Economic Development and General Operation Funds. We should examine the possible use of a Real Estate Transfer Tax.
- We want to answer the question "Why was the RAP tax split changed from 55/45 to a 50/50 Split. Was that split language specifically placed on the ballot or was it a general ballet question without the split ratio mentioned. Can the split be modified in the future?"

Park City Council;

- We all need an avenue for support for capital projects. Possible sources include Special Service Contracts, Public Art Funds and General Operation and Economic Development funds. We should examine the possible use of a Real Estate Transfer Tax.
- Most Arts and Culture Organizations exist within City limits. We need a vibrant conversation as to how to keep that nucleus intact. Park City should always be viewed as a Cultural destination. Many thoughtful improvements can occur that affect and improve this positive environment. Transportation, housing, parking, affordability, and liveable wages – are all local issues that are keenly felt by our nonprofit groups. We want to assist with solutions.



BACKGROUND. MISSION. STRATEGIC OBJECTIVES

KEY POINTS

- Arts and culture are a vital part of Park City and Summit County. They are an economic driver and a fundamental asset that contribute to our sense of community. They are a central part of our value as place to live and a destination to visit.
- The Arts Council exists to support, promote, and strengthen arts and culture. We are the only organization in our community with this sole mandate. Our goal as an umbrella, independent, nonprofit is to increase investment (financial, human, social, etc.) in arts and culture through marketing, programming, and advocacy activities.
- Investing in arts and culture is bold, and the Arts Council is committed to being bold.
 - In telling the story of our arts and culture assets in new ways.
 - In launching new programs that build a creative community and consciousness.
 - In leading planning and advocacy efforts in cooperation with local arts and culture leaders to define collective priorities and chart a course for the future.

WHO WE ARE

Founded in 1986, the Park City Summit County Arts Council is **one of the oldest nonprofit arts organizations in Park City**. We are the only local organization with the sole objective of promoting and supporting arts and culture activity. As an umbrella organization, we play a critical role in documenting the value of arts and culture and in encouraging the growth of the creative sector.

For the past 30 years, the Arts Council has advocated and secured significant funding for arts and culture in Park City and Summit County (including the RAP Tax legislation which has generated over \$10M in local funding since its inception). We have built audiences for emerging and established local artists. And we have helped incubate and launch numerous arts programs and organizations such as Mountain Town Music, the Park City Film Series, and both the Park City and Summit County Public Art Boards.

OUR CURRENT ACTIVITIES

- We serve as a central resource for arts and culture information for locals and visitors through our website, social media feed, and monthly newsletter.
- Our Annual Report provides data on the economic impact of arts and culture on Summit County and the State of Utah and is used to lobby for local and state arts funding.
- Our biannual marketing campaigns grow awareness of the extensive arts and culture offerings available in Summit County and build our reputation as a creative tourism destination.
- Our programs and events, such as the Summit Arts Show in Oakley and the Fine Arts Exhibit at the County Fair in Coalville showcase local artists and musicians.
- We also provide leadership and advocacy support to the Park City and Summit County Public Art Boards. Both of these volunteer groups advise the city and county respectively on the commission and acquisition of permanent public art in public spaces.

OUR NEXT STEPS

We are an organization at a crossroads. Under new leadership, the Park City Summit County Arts Council is poised to refresh its brand and value proposition, grow its impact, and test new ways to bring greater attention to arts and culture.

Our vision is to support the development of a world class, well-funded, diverse arts and culture community.

Over the next year, the Arts Council will focus on four core areas of work.

1. Infrastructure Development: We will **strengthen our internal operations** and grow our fundraising capacity to better resource and efficiently execute our activities.
2. Marketing: We will **relaunch our digital marketing strategy** using modern website development and communication tools such as video, blogging, and social media to tell the story and impact of arts and culture in our community in an accessible, mobile-ready platform.
3. Planning/Advocacy: We will work to **elevate arts and culture** working with local leaders to document the state of the Arts, identify collective priorities, and outline a set of recommendations and funding requirements for the future of arts and culture in Park City and Summit County. We will also reconstitute regular arts and culture networking meetings to create a forum for the Arts Council to listen, share, and help organizations connect programming and promotion to one another.
4. Programming: We will **launch new creative programming and events** in partnership with local arts and culture groups to bring the creative community together, provide additional opportunities for individual artists, and connect arts and culture with city and county goals.

WHY ARTS AND CULTURE?

- Arts and culture make people feel alive. They provide a connection point to a particular place. They bring beauty and inspiration, offer meaning, and create collective community experiences. They help us understand history, people, and ideas that may be alike or different from our own. And, powerfully, they encourage conversation about ideas and issues that may not happen otherwise.
- Over twenty local nonprofits bring arts into our community through performances, education, exhibits, and other experiences.
 - Food festivals, art fairs, and concerts fill our calendars.
 - Resident musicians, painters, writers, photographers, and chefs make it their life's work to share their talents.
 - Our schools have strong arts programming.
 - While people may come to our town for recreation and nature, they stay and are fulfilled by our creative offerings and spirit.
- Arts and culture are a critical part of our community foundation -- of what makes Park City and Summit County an outstanding place to live and visit. The Arts Council is committed to strengthening this foundation, telling the story of its impact new ways, and building investment in imagination, creativity, and the creative economy.

WHAT WE NEED

- The Arts Council needs additional funding from public, private, and corporate sources to build its capacity to execute its 2016/2017 strategic vision.
- The Arts Council needs vocal support from City and County staff and Council to advance its agenda and take a greater leadership role in the arts and culture community.
- The Arts Council needs 2-3 additional board members who are passionate about building arts and culture in Park City and Summit County, who have a track record of board leadership, and who bring with significant accomplishments in business, government, philanthropy, or the nonprofit sector (with a particular emphasis in nonprofit accounting, law, fundraising, and IT support).

CONTACT

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Exhibit D Arts and Culture Funding Update 2015

There are currently about 22 non-profit, arts and culture organizations in Park City/Summit County according to a listing from the Park City Foundation. These organizations include those that focus on areas in arts & culture including performing arts, theatre, visual arts, music, dance, broadcasting, history and community culture.

The Park City Summit County Arts Council has worked to create and provide Annual Reports which highlight the many achievements of all arts & cultural groups in Summit County. Highlights from these Summit County Arts & Culture Annual Reports published in 2011, 2012 and 2013 include:

- o In 2012, there are 9,085 individuals employed in the creative economy in the Mountainlands Economic Service Area (Summit and Wasatch Counties) – this is fine artist, musicians, photographers and authors.
- o In 2012, 65% of the attendees to arts and culture events were from outside of Summit County.
- o In 2011, the Park City Chamber and Visitors Bureau released a report stating that 52% of visitors stated that events and concerts as the reason for visiting the Park City Area.
- o In 2011, Summit County Arts & Culture organizations contributes a minimum of \$109 million in economic stimulus per year to the County and the State of Utah. In addition, Summit County's Arts & Culture Organizations estimate that on average, 70% of their budgets are spent in the County. This calculates to an estimated \$15.4 million in direct expenditures to the local economy.
- o From 2010 to 2012, more than 53,000 youth benefited from programs offered by Park City and Summit County arts and culture organizations.

Arts and Culture Organizations depend on funding for operational and program expenses from many County, State and privately funded grant opportunities including:

- o Summit County Restaurant Tax Grant Program
 - In 2014 contributed \$1,948,000 to Arts & Culture Organizations.
- o Summit County RAP Tax
 - In 2015, the RAP Tax Committee awarded more than \$695,000 in funding to local, Summit County and Park City arts and culture organizations.
 - In 2015, total amount received and to be split between arts and recreation organizations was \$1,390,000.00.
 - For the 2015 distribution, it is currently estimated that 40% (forty percent) of RAP Tax revenues came from Park City. For the 2015 distribution, was estimated at \$556,000
- o Park City Chamber and Visitors Bureau
 - In fiscal years 2011-12 & 2012-13, PC Chamber/Bureau granted over \$453,000 in funds to arts & culture organizations for Special Events in Park City and Summit County. In fiscal years 2014-15 and 2015-16, the PC Chamber/Bureau granted over \$507,000 to Arts & Culture Special Events in Summit County.
- o Park City & Sunrise Rotary Club
 - Annually contributes around \$15,000 to arts and culture organizations in Park City and Summit County.
- o George S. and Dolores Doré Eccles Foundation
 - In 2011, provided \$169,000.00 in grants to Summit County and Park City arts and culture organizations.
- o Park City Foundation & Live PC Give PC
 - In 2015, helped to raise \$1,348,688 in 24 hours, 86 nonprofit organizations participated.
 - In Five years, the Park City Foundation has raised \$4.1 Million through the Live PC Give PC initiative, 100 nonprofit organizations participated.
- o Utah Arts Council
 - In 2015, the Utah Office of Heritage & Arts awarded \$141,000 in grant funding was awarded to 13 Summit County organizations, 12 of which are located in Park City, as reported in their annual report.

Exhibit D Arts and Culture Funding Update 2015

Total annual contributions from the State, County and privately funded grants for Summit County and Park City arts and culture organizations amount to an average of \$3,565,837 in 2015.

In addition to these above grant opportunities, funding is provided to promote the arts and enhance arts and culture organizations by Park City Municipal in these various ways:

- o Special Service Contracts
 - \$1,790,345 in funding to non-profit arts and culture groups from Park City Municipal in the last 10 years.
 - \$232,500.00 in funding to non-profit arts and culture groups was awarded in 2015.
- o Public Art
 - In 2015 the PCPAAB recommended and City Council approved \$146,350 in funding to Public Art in Park City. These funds were used for projects at Quinn's Junction and the Park City Library.
 - The SCPAAB and County Council recommend and contribute funds for Summit County Public Art Projects as well. In 2015, total revenues for SCPAAB projects were \$113,500.
 - Percent for Art is an ordinance specifying that 1% (One Percent) of the cost of constructing or renovating a public building or site shall be set aside for artwork. The 1% allocation shall be used for art at the specific site where the improvements or construction have occurred. Funds which may remain, may be deposited into the general public art fund.
 - In addition, during the Fiscal Year 2016 budget process, the City Council approved additional budget allocations for the next three years, totaling \$300,000.00 for public art.
- o Historic Preservation Grant Awards
 - \$478,989 in the past 10 years.
 - \$114,928 was awarded in 2015.
- o Fee Reduction for City Services for Events:
 - Fiscal Year 2015 & 2016 – estimated total waived fees for events both years is \$317,026.01
 - City Service Agreements for Events including Park Silly Sunday Market, Sundance Film Festival and the Annual Park City Kimball Arts Festival in 2015 include:
 - o Additional \$565,609 in waived City Services Fees according to City Service Agreements.
 - o \$346,000 in annual contributions according to City Service Agreements.

The contribution from Park City Municipal to Arts and Culture organizations in 2015 is calculated at more than \$1,663,850.

In total, it is determined that at least \$5,229,687 was contributed to Summit County and Park City arts and culture organizations on behalf of Private, State, County and City grant and funding opportunities in 2015.



SUMMIT COUNTY ARTS & CULTURE 2014 REPORT

Produced by Park City Summit County Arts Council

WELCOME

The Park City Summit County Arts Council is pleased to provide a profile of the rich arts and culture of Park City and Summit County.

This report highlights the programs, events, and economic impact of arts and culture in Summit County in 2014.

Discover for yourself how Summit County's cultural offerings rival those of big cities in film, live theater, concerts, performances, festivals, museums and galleries. Winter or summer, we invite you to breathe in the cool alpine air before our arts and culture take your breath away.

For more information, visit our website at www.pcscarts.org, and "like" our Facebook page (www.facebook.com/ParkCitySummitCountyArtsCouncil) to keep up with all the latest arts and culture happenings.

Barbara Ohm, President
Kathy Hunter, Executive Director
Park City Summit County Arts Council



Carole Wade was one of about 30 artists who had booths at the Arts Council's "Summit Arts" event at Cattlemen's Hall in Oakley.



Artists Sonny Luca and Sally Neilson are seen painting pianos as part of Summit County's Art Pianos for All organization.

Park City Summit County Arts Council Established 1986

The mission of the Park City Summit County Arts Council is simple - to support and promote arts and culture in Park City and Summit County by:

- Serving as a **Central Resource** for information, networking, collaboration, planning, and services
- **Marketing** Park City's and Summit County's arts and culture
- Providing **Support for Artists**, arts and culture organizations, programs and events
- Managing Park City's and Summit County's **Public Art Advisory Boards**
- **Advocating** on behalf of arts and culture organizations

Uniquely Summit County Arts & Culture

The arts and culture organizations within Summit County provide residents and visitors with opportunities to view world premieres of films, talk to filmmakers in the classroom, play in a world-renowned high school band, exhibit art at the County Fair, experience ski jumping through the "Take Flight" simulated exhibit at the Alf Engen Museum, relax at concerts under the stars with the Utah Symphony and celebrity performers, explore local and internationally-renowned art at galleries on historic Main Street and throughout the County, take an art class after a day of skiing or hiking, enjoy dinner and live theater almost any night of the year, and discover Park City's rich history, from mining to the Olympics, through the Park City Museum's hikes through history.

- Summit County is home to 19 arts and culture organizations.
- Park City, on the west side of Summit County, is home to the worldwide headquarters of the Sundance Institute and host city of the annual Sundance Film Festival.
- The Egyptian Theatre on historic Main Street in Park City held its first live production on Christmas Day 1926 and has remained open ever since through the Great Depression, World War II, a period of severe emigration in the 1950s, and the town's rebound as a winter recreation destination. It was also Park City's first sound movie cinema house.
- The Park City Chamber Music Society, one of the oldest arts organizations in Summit County, was founded in 1984 by Julliard School graduate Leslie Blackburn Harlow. Since then, with Leslie's husband and co-director, clarinetist Russell Harlow, the organization has hosted chamber music concerts in Summit County, New York City, and throughout the state of Utah.
- Arts-Kids, founded by long-time Park City resident Pat Drewry-Sanger, helps kids who face adversity develop confidence and life skills through an after-school expressive arts program taught by local artists.
- The three-story Joe Quinney Winter Sports Center at the Utah Olympic Park in Summit County is home to the Alf Engen Ski Museum and the Eccles Salt Lake 2002 Olympic Winter Games Museum. In 2014, approximately 300,000 people visited the museums including 2,500 students from 27 schools throughout Utah and 520 Summit County fourth-graders.
- Park City and Summit County are home to more than 25 art galleries and four museums – remarkable for a County with a population of less than 40,000.
- The four museums located in Summit County – Alf Engen Ski Museum and Eccles Salt Lake 2002 Olympic Winter Games Museum, Park City Museum, Summit County Museum, and Echo Community and Historical Sites - boasted attendance of 405,987 in 2014.
- 346 films were screened in Summit County in 2014; 103 of them were world premieres.



Youth Outreach

The three school districts within Summit County have experienced a reduction and/or outright elimination of funding for arts within the schools in recent years. The arts and culture organizations in Summit County work with the school districts to bridge that gap and expand the exposure of arts and culture to students.

- Over 16,357 youth benefitted from programs by Summit County's arts and culture organizations in 2014.
- 7,700 school children received free art instruction through the Kimball Art Center's 2014 school outreach program.
- The Egyptian Theatre delivered 630 classes, rehearsals, and productions in their YouTheatre program attended by 400 children.
- The Park City Performing Arts Foundation funded and coordinated free Student and Community Outreach programs in 2014 that benefited 2,889 local youth.
- Mountain Town Music's "In Schools" program encourages students to pursue music as a vocation or avocation, gives students the opportunity to meet musicians in an "up-close and personal fashion," and introduces students to a variety of musical instruments and genres. MTM also offers sound engineering internships to local high school students to gain hands-on experience in real world music environments.
- In 2014, a total of 2,116 Summit County students attended Sundance Institute student film screenings and Filmmakers in the Classroom sessions.
- Arts-Kids delivered free, after-school expressive arts programs to 380 Summit County students facing adversity in their lives.
- The Alf Engen Museum and Eccles Salt Lake 2002 Olympic Winter Games Museum welcomed 520 Summit County fourth-graders on educational field trips in 2014.
- Scholarships supporting youth as they explore the arts also includes community scholarships, of which over \$11,000 was given to Summit County graduates pursuing arts at the college level.

16,357+

youth benefitted from programs by Summit County's arts and culture organizations in 2014.



Public Art Tells Our Story

Public Art provides a sense of place and creates greater access to the arts for residents and visitors. It tells a story, creates gathering places, or simply provokes thought and conversation.

In 2014, Park City Municipal Corporation and Summit County commissioned \$54,500 in public art projects including artwork at Quinn's Junction in Park City, Artscape sculptures in Coalville, support for the Art Pianos for All program to place artist-decorated pianos in public areas, production of a catalog and traveling exhibit of County public art, and the purchase of paintings from the Summit County Fair Fine Art Show to add to the County's permanent public art collection.

Volunteers Make It Happen

Park City and Summit County arts organizations benefit from the talent and resources provided by volunteers. Whether in the position of Board Member or volunteer, the arts and culture organizations could not accomplish what they do without volunteers.

- In 2014, more than 4,000 individuals volunteered their time and talents to support the programs and events of Summit County's arts and culture organizations. Another 1,800 Utah volunteers are recruited each year to help with the Sundance Film Festival.
- In total, volunteers donate more than 13,762 hours to Summit County arts and culture organizations. This is the equivalent of almost 7 full-time staff members, a savings of approximately \$100,000 each year.



Funding Arts and Culture

Arts and culture organizations, on average, depend on grants for approximately 11% of their overall budgets. Many of the grants come from local government and foundations.

- Arts & Culture organizations received program and operational support totaling \$652,601 from Summit County Recreation, Arts and Parks Tax funding in 2014.
- In 2014, the Summit County Restaurant Tax Grant program contributed \$1,948,000 to arts and culture organizations to help promote cultural tourism.
- The Park City Chamber Bureau granted \$256,450 to arts and culture organizations to promote concerts, events, festivals and the annual historic home tour.

Our Art Runs Deep Beyond Concerts and Festivals



Summit County's arts and culture opportunities rival big city opportunities. The most visible aspects include the venues, festivals, and events. But the depth of our County's arts and culture lies in the programs, services and outreach provided within the community. Our arts and culture organizations provide a pathway for residents to explore their creativity, discover our culture, share their artistic talents and connect with others through art.

- Over 16,357 youth benefitted from programs by Summit County's arts and culture organizations in 2014.
- In 2014, 3672 Summit County residents participated in free community programs and screenings hosted by the Sundance Institute.
- To fill the gap left by cuts in public school arts classes, the Kimball Art Center developed the Elementary Visual Arts (EVA), Young Artist Academy (YAA), and the Academic Resources for Teachers and Students (A.R.T.S.) programs to make art education available to all students. KAC's Education Department annually offers over 300 in-house art classes in which almost 2,000 people create visual arts pieces through techniques such as jewelry design, welding, painting, encaustic painting, drawing, photography, stained glass, mosaics, and more.
- The Park City Film Series partnered monthly with the Park City School District to show free, dual language films to school children.
- Approximately 70% of 2014 performances, films and museum exhibits in Summit County were offered free of charge.
- Arts-Kids helps kids who face adversity develop confidence and life skills through an after-school expressive arts program taught by local artists.
- As part of their outreach programs, the Sundance Institute, Park City Institute, and Mountain Town Music invite filmmakers, actors, directors, producers, and musicians into classrooms to provide local students the opportunity to learn from top professionals in the arts.
- Park City Singers is a no-audition choir whose members range from teenagers through seniors. Its mission is to make quality choral performances available for the benefit of Summit County communities, to provide local residents with the opportunity to share and develop their musical talents, and to have fun while doing it.

70%

of 2014 performances, films and museum exhibits in Summit County were offered free of charge.



Tourism Key to Summit County

Tourism is the largest single component of the economic base of Summit County. In 2014, there were over three million nightly visitors to Summit County, a percentage of which were drawn to our arts and culture events. The tax revenue derived from tourism was more than \$7 million in 2014 and contributed substantially to the budgets of Park City, Summit County and the local school districts.¹



65%

of the attendees to 2014 Summit County arts and culture events were from outside of Summit County.

Cultural Tourism’s Growing Impact

According to the U.S. Travel Association and the U.S. Department of Commerce, half of all Americans take at least one trip every year, and 80 percent of those travelers are looking for cultural or heritage tourism opportunities. Research has consistently shown that cultural tourists stay longer, spend more than the average traveler, and are more likely to stay in a hotel or other lodging. Vibrant arts communities not only keep residents and their discretionary spending close to home, but it also attracts visitors who spend money and help local businesses thrive.²

According to the Urban Institute, the market for traditional arts and for travel linked to the cultural uniqueness of particular places has grown substantially over the last several decades and will continue to grow for the foreseeable future.³

Through research conducted in 2011 for the Park City Chamber and Visitors Bureau, 52% of visitors selected events and concerts as their reason for visiting the Park City area.⁴

1. Summit County Tourism Profile, Utah Department of Tourism.
2. Arts Mean Economic Revitalization - Arts patrons give strong support to local business by Robert Lynch. ICMA Publication - Public Management March 2013.
3. Urban Institute + The Fund for Folk Culture, Culture and Commerce: Traditional Arts in Economics
4. 2011 Park City Visitors Research Report prepared for the Park City Chamber and Visitors Bureau.
5. WESTAF © Creative Vitality Suite 2015 cvsuite.org

Cultural Events Drive Tourism to Summit County

Events produced by our arts and culture community are key to Summit County’s economy. Not only do they add to the general day-to-day offerings in the community, but many of them draw significant numbers of out-of-state and overnight visitors to the area.

- The 2014 Sundance Film Festival drew 45,352 attendees – 69% from outside Utah; 3,500 from 29 countries; 36% of whom stated that they planned to visit Utah again within the next year. The Festival created an \$86.4 million-dollar overall impact on the Utah economy.
- The 2014 Park City Kimball Arts Festival on historic Main Street posted an estimated attendance of 57,500 and contributed \$14 million in economic impact to Utah.
- Over 162,000 friends, neighbors, world travelers, road trippers, guests, and visitors attended the weekly Park Silly Sunday Market from mid-June through mid-September 2014 – more than half of whom were from outside Summit County.
- The Deer Valley Music Festival, held in July and August 2014, hosted over 43,000 concert-goers in an outdoor amphitheater under the setting sun for musical performances by the Utah Symphony and celebrity performers.
- The Alf Engen Museum and Eccles Salt Lake 2002 Olympic Winter Games Museum welcomed approximately 300,000 visitors in 2014, 78% of whom reside outside Summit County.
- Approximately 106,000 people toured the Park City Museum on historic Main Street in 2014.
- The Egyptian Theatre hosted 200 performances and events throughout 2014 which drew 54,500 audience members.
- Mountain Town Music’s 192 free concerts in 2014 drew 229,186 individuals to eleven outdoor stages throughout Summit County. If each of those individuals had purchased an average priced ticket, the estimated value would be \$1,779,309.

Arts & Culture Mean Jobs and Growth

- The Creative Industry earnings in Summit County increased by \$6.4 million from 2013 to 2014.⁵
- Summit County provides 811 year-round jobs in creative industries from actors and photographers to ushers and ticket-takers.⁵
- The Sundance Film Festival alone provided 1,434 jobs in 2014, and summer arts events provide even more employment opportunities each year.
- Mountain Town Music employed 724 musicians in 2014, including 529 local Utahns.



Uniquely Summit County



Events as a Draw

It’s not just the day to day offerings of the arts and culture community that draw visitors to Summit County. In 2014, the Sundance Film Festival drew 31,293 out-of-state attendees.

Park City Summit County Arts Council
PO Box 4455
Park City, UT 84060
pcscarts.org

Designed by: Cosmic Design, www.cosmicdesignllc.com



DATE: December 8, 2016

TO HONORABLE MAYOR AND COUNCIL

Stein Eriksen, Park City resident, legendary alpine skier, Olympic Gold Medalist, World Champion and Deer Valley Director of Skiing for more than 35 years passed away on December 27, 2015. At the request of the Mayor and with the support of the Council, staff was asked to design a lasting recognition of Stein Eriksen's many contributions to the sport of skiing and the resort economy of Park City. Staff recommends memorializing December 11th, as Stein Eriksen Day and commemorating this with a proclamation by City Council and the installation of a memorial plaque outside Stein Eriksen Lodge.

Respectfully:

Heinrich Deters, Trails and Open Space Program Manager



City Council Staff Report

Subject: Honoring Stein Eriksen
Author: Heinrich Deters and Linda Jager
Department: Sustainability
Date: December 8, 2016
Type of Item: City Council Proclamation

Summary Recommendation

Staff recommends Council memorialize December 11th as Stein Eriksen Day, recognizing his lasting contributions to Park City's legacy of world class skiing. (Attachment I) Staff further recommends commemorating this recognition with a memorial plaque to be installed outside of the Stein Erikson Lodge.

Executive Summary

Stein Eriksen, Park City resident, legendary alpine skier, Olympic Gold Medalist, World Champion and Deer Valley Director of Skiing for more than 35 years passed away on December 27, 2015. At the request of the Mayor and with the support of the Council, staff was asked to design a lasting recognition of Stein Eriksen's many contributions to the sport of skiing and the resort economy of Park City. Staff recommends memorializing December 11th, as Stein Eriksen Day and commemorating this with a proclamation by City Council and the installation of a memorial plaque outside Stein Eriksen Lodge.

Background & Analysis

Stein Eriksen, Park City resident, legendary alpine skier, Olympic Gold Medalist, and Deer Valley Director of Skiing for more than 35 years passed away on December 27, 2015. On March 24, 2016, Council held an initial discussion proclaiming Stein Eriksen Day on either December 21st (winter solstice) or December 11th (Stein's Birthday). Council supported moving forward with a plaque commemorating the day and asked staff work more closely with the Community, Stein Eriksen Lodge and Deer Valley about the final details and return at a later date.

This fall, several staff members from aforementioned entities met to start the coordination of Council's direction. At the first meeting, the group discussed the point that in 2001, former Utah Governor Mike Leavitt had previously proclaimed December 11th as 'Stein Eriksen Day'. With that in mind, the group felt strongly that it was prudent to respect the existing proclamation. [Governor Declares Stein Eriksen Day](#)

Concurrently, the group reached out to the Eriksen family to craft language associated with the proposed plaque. Next, the group recommended locating the plaque near the Stein Eriksen Lodge and adjacent to the ski run as it represented that with which Stein was most associated. Finally, the group agreed that an official unveiling of the plaque should take place Sunday, December 11th on 'Stein Eriksen Day'

Stein Eriksen

1927-2015

Pioneer of Modern Skiing and Beloved Park City Community Member

Stein Eriksen's kind demeanor and passion for alpine skiing defined him in equal measure. An accomplished gymnast, Stein transformed skiing by integrating aerials and other acrobatics into the sport. Stein proudly represented his home country of Norway in the 1952 Oslo Olympic Winter Games, winning gold in giant slalom and silver in slalom. In 1954 Stein became the first alpine skier to win "Triple Gold" in the World Championships in Åre, Sweden. As admired as he was for his grace on the slopes, those who knew him personally will attest just as much to his thoughtfulness, generosity, and sense of humor.

Stein arrived in Utah in 1969 and resided in Park City until his death in 2015. He proudly served as director of skiing for Deer Valley from the resort's inception in 1981, working closely with founders Edgar and Polly Stern to fulfill their vision of providing a resort experience unlike any other in the industry. Stein's desire to develop an internationally-renowned luxury hotel was fulfilled in 1982 with the opening of the now world-famous Stein Eriksen Lodge. His influence in the ski industry and at both Deer Valley and the lodge that bears his name was infinite, and his legacy will always be a fundamental aspect of their success.

This plaque, memorializing December 11th (Stein's Birthday) as Stein Eriksen Day, was dedicated by Park City's Mayor and City Council to honor Stein's enduring memory and his outstanding contribution to the sport of skiing and the town of Park City.

Stein Eriksen is remembered for his charm, his infectious passion for skiing, and his enduring love of family. A favorite saying of Stein's was, "Na har vi det godt igjen."

Let us take his sunny optimism to heart and carry his memory forth in word and deed.



Now we have it good again.



Alternatives for City Council to Consider

- 1. Recommended Alternative:** Staff recommends that Council proclaim December 11th, as Stein Erikson Day in Park City and install a plaque outside Stein Eriksen Lodge commemorating this proclamation.

Pros

Stein Eriksen was an ambassador for the sport of alpine skiing and for Park City. This lasting designation is a fitting for such recognition and has positive impact on our Mountain Resort Town.

Cons

None

- 2. Null Alternative:** Should Council not pursue this staff recommendation or other recognition for Stein Eriksen, collectively we miss an opportunity to honor Stein Eriksen as well as recognize the important of alpine skiing in the modern day evolution of Park City.

Department Review

This report was reviewed by Sustainability, Legal and Executive departments.

Funding Source

Funding for the plaque will be provided by the Sustainability Department.

Attachment

Proclamation memorializing December 11th as 'Stein Eriksen Day'

Attachment I - Proclamation memorializing December 11th as ‘Stein Eriksen Day’



Resolution No. 28-2016

Proclamation memorializing December 11th as ‘Stein Eriksen Day’

WHEREAS, Stein Eriksen has served as an ambassador for the sport of alpine skiing and an Olympic Ambassador during the 2002 Olympic Winter Games. He was inducted into the Intermountain Ski Hall of Fame in 2003 and the Professional Ski Instructors of America Hall of Fame in 2013. He received the Lifetime Achievement Award from the Utah Sports Commission and the Outstanding Contribute to Ski Tourism by World Ski Awards in 2015; and

WHEREAS, Stein Eriksen has made significant contributions to the development of the resort destination economy; first in the development of Park City Ski Area, then serving 35 years as the Director of Skiing for Deer Valley Resort; and

WHEREAS, Stein Eriksen has been an advocate for youth development in snow sports through his support of the Youth Sports Alliance and the creation of the YSA Stein Eriksen Opportunity Endowment; and

WHEREAS, In 2001, former Utah Governor Mike Leavitt proclaimed December 11th as ‘Stein Eriksen Day’; and

WHEREAS, On December 27, 2015, Stein Eriksen passed away peacefully at his home in Park City at the age of 88; and

WHEREAS, On December 8th, 2016, Mayor Jack Thomas and the City Council, have presented a plaque to the Eriksen Family, Deer Valley Resort and Stein Eriksen Lodge, memorializing the proclamation;

NOW, THEREFORE, BE IT RESOVLED that the Mayor and City Council of Park City, Utah, do hereby memorialize December 11th as ‘Stein Eriksen Day’ in Park City.

PARK CITY MUNICIPAL CORPORATION

Mayor Jack Thomas

Attest:

Michelle Kellogg, City Recorder

Approved as to form:

Mark Harrington, City Attorney



DATE: December 8, 2016

TO HONORABLE MAYOR AND COUNCIL

The attached Exhibit A lists all License applicants to date pending approval. These applicants have completed all requirements for application, including insurance requirements and paid the applicable license fee. Staff is requesting approval of the attached applicants to serve alcoholic beverages during the 2017 Festival.

The three Type 2 Convention Sales License applicants to date pending approval are shown in the attached Exhibit. The applicants have obtained a pre-inspection prior to application (PIPA), provided a site/floor plan stamped by a design professional with occupant load and paid the applicable license fee. Staff is requesting approval of the applicant to conduct business during the 2017 Sundance Film Festival (Festival).

Respectfully:

Beth Bynan, Business License Specialist



City Council Staff Report

Subject: Local Consent for Special Event Temporary Alcoholic Beverage Licenses during the 2017 Sundance Film Festival
Author: Beth Bynan, Business License Specialist
Department: Finance
Date: December 8, 2016
Type of Item: New Business

Summary Recommendation

Staff is requesting Council approval of the Special Event Temporary Alcoholic Beverage License (License) applications listed in Exhibit A for operation during the 2017 Sundance Film Festival (Festival).

Executive Summary

The attached Exhibit A lists all License applicants to date pending approval. These applicants have completed all requirements for application, including insurance requirements and paid the applicable license fee. Staff is requesting approval of the attached applicants to serve alcoholic beverages during the 2017 Festival.

Acronyms

City – Park City Municipal Corporation
DABC - Utah Department of Alcoholic Beverage Control
License – Special Event Temporary Alcoholic Beverage License
Festival – Sundance Film Festival
MFL – Master Festival License
SE – Special Events

Background

On June 6, 2013, Council passed amendments to the requirement for a License during the time period of the Festival. One of those amendments requires City Council approval of all applications no later than the last regularly scheduled meeting in the preceding month of December. This is consistent with the Utah Department of Alcoholic Beverage Control (DABC) process. The final deadline for DABC approval prior to the Festival will be on January 6, 2017. However, there are instances in which the Park City Municipal (City) requires a License and the DABC does not (i.e. private parties). Under City Municipal Code 4-4-2(B)(2) Council may hold an emergency meeting to hear no more than twelve (12) applications for late approval.

All applications must be complete and submitted no later than the first Friday in January (January 6, 2017) to be heard no later than the second Thursday in January (January 12, 2017). No more than the first twelve complete applications to be submitted will be heard. A higher fee, pursuant to the fee schedule, may be required due to the expedited nature of the emergency meeting.

Condition of Approval:

In order to maintain life safety standards, staff recommends that security personnel (at a ratio of 1 security officer per 50 occupants) be required for all Special Event Temporary Alcoholic Beverage Licenses, for nightclubs, bars and similar uses as appropriate. Staff recommends that this security be included as a condition of approval for these identified sites as highlighted on EXHIBIT A. Sites approved through the Special Event process are separately regulated; security is addressed during that application process.

Vacancy:

During the October 6, 2016 work session, vacancies on Main Street were discussed in the context of temporary conversions to hospitality p.57-

<http://parkcityut.igmp2.com/Citizens/FileOpen.aspx?Type=1&ID=2193&Inline=True>.

While staff intends to return to Council with a proposed ordinance, no ordinance or notice has been developed to date.

However, staff would like to specifically make note of any licenses that are proposed into locations shown in the previous report. Staff recommends approval of the application because it would be difficult to defend that a property owner had any reasonable notice or expectation that they would be unable to make a conversion of this type. From the applicants listed in Appendix A there are two locations; 573 Main Street, that has been vacant and only used exclusively by Sundance annually. This location was issued a full-time business license for an art gallery, Prospect Fine Art, on August 31, 2016. However, as of October 27, 2016, the gallery has not opened. The other location staff would like to highlight for Council is 825 Main Street.

Alternatives for City Council to Consider

1. **Recommended Alternative:** Approve the Single Event Liquor Permit locations listed in Exhibit A

Pros

- a. The Sundance Institute will be able to serve liquor at their Special Event locations.

Cons

- a. There are no anticipated negative impacts associated with approving the locations on Exhibit A.

- b. **Null Alternative:** If Council does nothing and does not grant approval, the Sundance Institute will not be permitted to serve liquor at the specified host locations.

Pros: There are no perceived positive impacts from doing nothing.

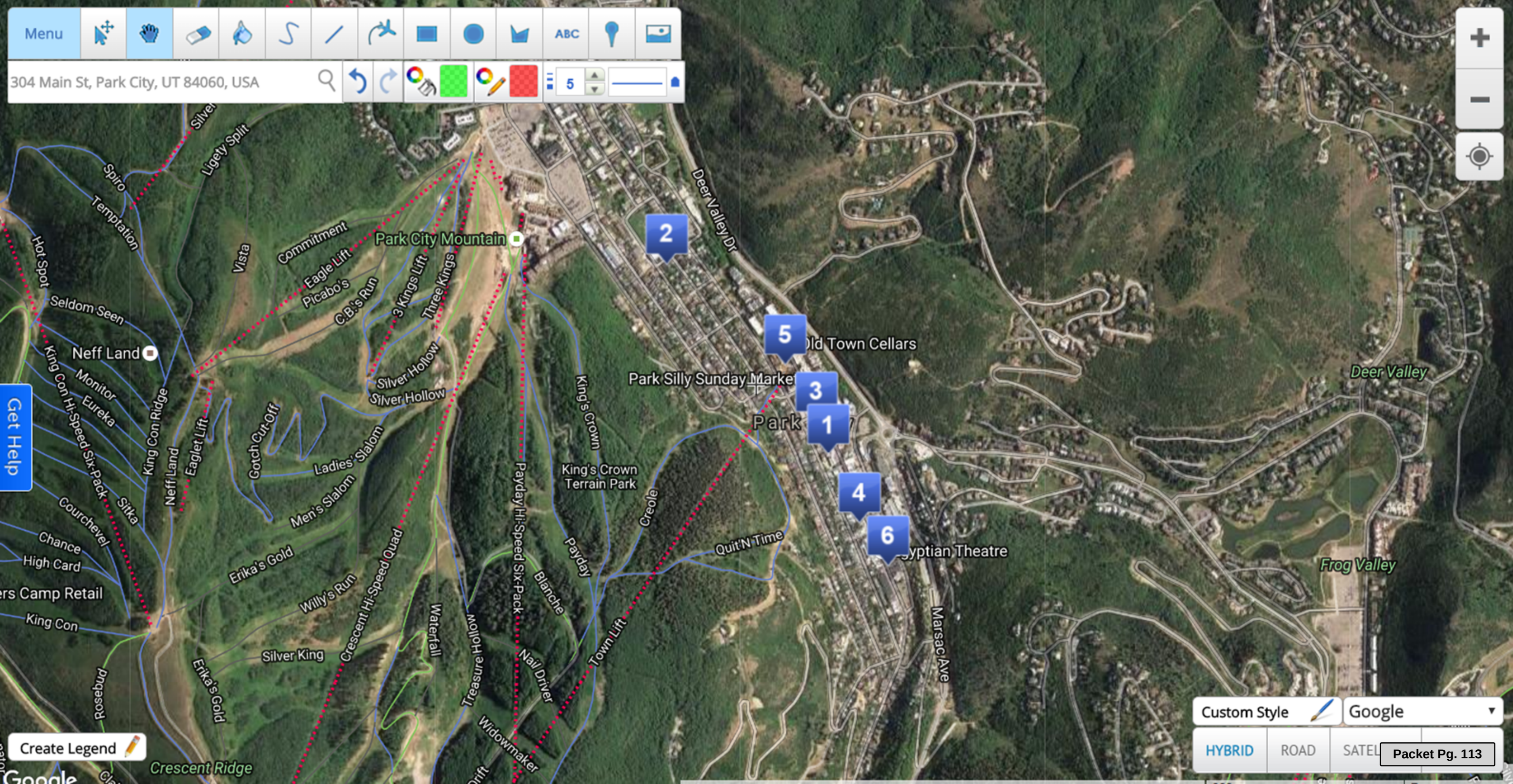
Cons: The Sundance Institute will not be able to serve liquor at their Special Event Locations during the 2017 Sundance Film Festival.

Department Review

Finance, Special Events, Building, Sustainability, Legal, Executive

Attachments

Exhibit A- List of locations / Exhibit B- Map of Locations





City Council Staff Report

Subject: Council Approval of Type 2 Convention Sales Licenses
Author: Beth Bynan, Business License Specialist
Department: Finance
Date: December 15, 2016
Type of Item: New Business

Summary Recommendation

Staff is requesting Council approval of the Type 2 Convention Sales License (CSL) applications listed in Exhibit A for operation during the 2017 Sundance Film Festival (Festival) contingent on passing the Final Inspection Post Application (FIPA).

Executive Summary

The three Type 2 Convention Sales License applicants to date pending approval are shown in Exhibit A. The applicants have obtained a pre-inspection prior to application (PIPA), provided a site/floor plan stamped by a design professional with occupant load and paid the applicable license fee. Staff is requesting approval of the applicant to conduct business during the 2017 Sundance Film Festival (Festival).

Acronyms

City – Park City
CSL – Convention Sales License
Festival – Sundance Film Festival
FIPA – Final inspection post application
MFL – Master Festival License
PIPA – Pre-inspection prior to application
Type 2 – A type of CSL for operation during the Festival

Background

The Sundance Film Festival brings with it an increasing number of non-Master Festival License (MFL) affiliated businesses to conduct business within the Park City (City) limits on a short-term basis. The increase has created health, safety and wellness concerns for the City and its residents, including the City's ability to provide basic Police, safety and emergency services. The numbers of various non-MFL affiliated licenses being applied for inundates the Finance Department with license applications in the final days just before the Festival starts.

Municipal Code 4-3-9(D)(2) retains Council authority to approve Type 2 CSL licenses. Prior to Council's consideration of the Type 2 CSL license application, the applicant must have a pre-inspection prior to application (PIPA). This inspection will highlight any issues related to the space prior to their final inspection. The inspection must accompany the license application along with accurate floor plans stamped by a design professional including the occupant load.

The process for a Type 2 CLS is as follows:

1. Obtain floor plans stamped by a design professional
2. Obtain a PIPA
3. Make application with site plan, PIPA, and pay the appropriate fee
4. Finance requests approval from City Council
5. Obtain Council approval
6. Obtain a FIPA
7. Issue license

The Municipal Code for Type 2 CSL's allows the City to address issues related to adverse impacts or carrying capacity issues related to the licensed activity and volume. It also allows service departments, event staff and public safety to obtain a more adequate picture of the total public service demands for the Festival in a timeframe that provides for service level and cost adjustments. Staff has reviewed the applications for accuracy and completeness. Staff recommends that Council reviews and approves the applicants listed in Exhibit A. The applicant listed has received a PIPA and if approved by Council, must receive a FIPA prior to the license being issued.

Vacancy:

During the October 6, 2016 work session, vacancies on Main Street were discussed in the context of temporary conversions to hospitality p.57-

<http://parkcityut.igmp2.com/Citizens/FileOpen.aspx?Type=1&ID=2193&Inline=True>.

While staff intends to return with a proposed ordinance, no ordinance or notice has been developed to date.

However, staff would like to specifically make note of any licenses that are proposed into locations shown in the previous report. Staff recommends approval of the application because it would be difficult to defend that a property owner had any reasonable notice or expectation that they would be unable to make a conversion of this type. There are no applicants listed in Appendix A that has been vacant and only used exclusively by Sundance annually.

Alternatives for City Council to Consider

1. **Recommended Alternative:** Approve the Type 2 CSL applications listed in Exhibit A subject to passing the FIPA.

Pros

- a. The applicants will be able to operate during the Festival.

Cons

- a. There are no anticipated negative impacts associated with approving the locations on Exhibit A.

- b. Null Alternative: If Council does nothing and does not grant approval, the applicants will not be permitted to operate at the specified host locations.

Pros: There are no perceived positive impacts from doing nothing.

Cons: The applicants will not be able to operate during the 2017 Festival.

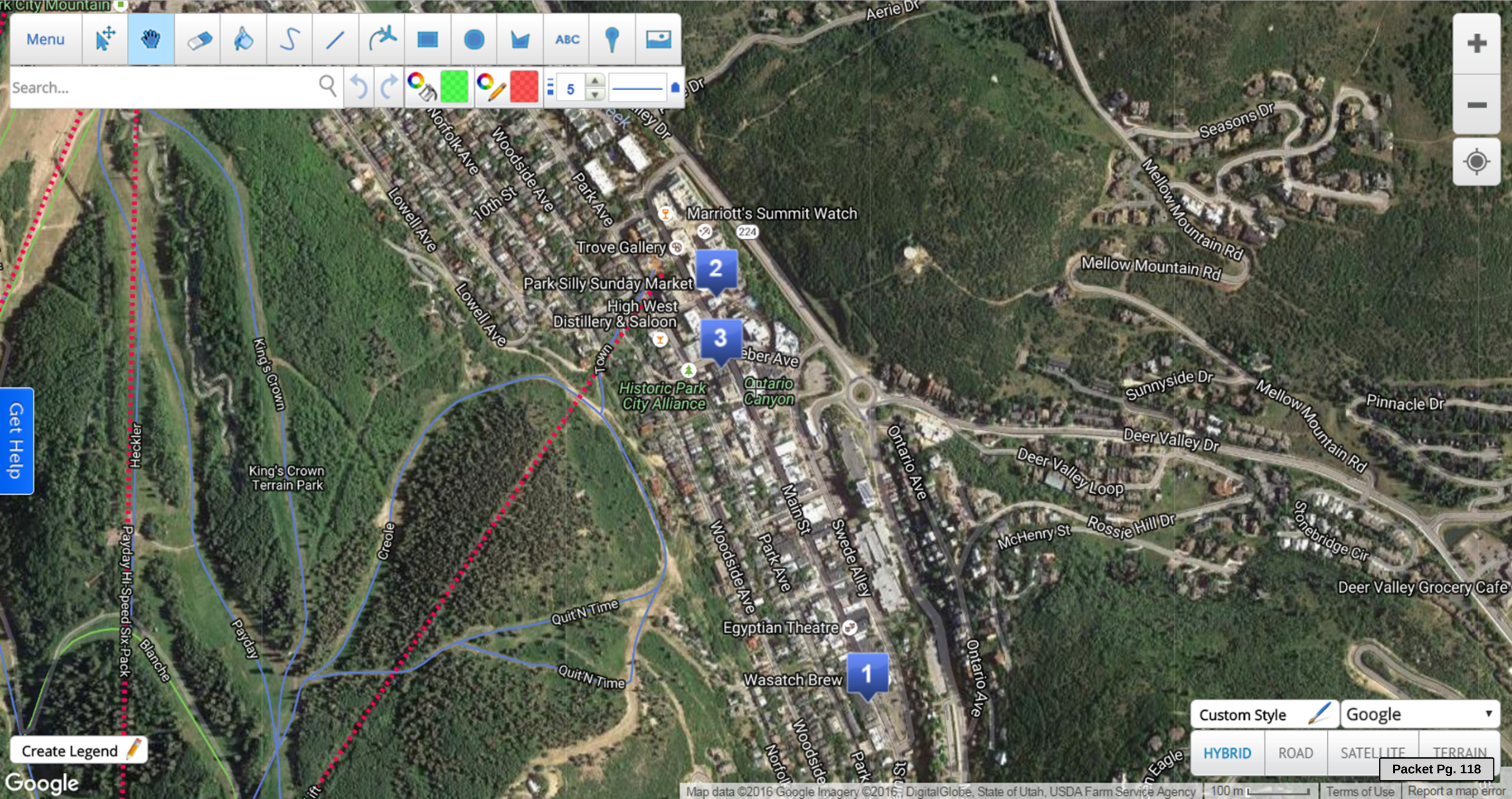
Department Review

Finance, Special Events, Building, Sustainability, Legal, Executive

Attachments

Exhibit A- List of locations / Exhibit B- Map of Locations

Applicant Name	Location Address
Slamdance Film Festival	255 Main Street
Indie Lounge	710 Main Street
Variety Media Lounge	625 Main Street



Menu

Search...

Get Help

Create Legend

Google



DATE: December 8, 2016

TO HONORABLE MAYOR AND COUNCIL

Intermountain Healthcare (IHC) has a housing obligation balance of 10.82 Affordable Unit Equivalents (AUEs) from the original Annexation Agreement. IHC received approval from Park City Housing Authority on June 4 of 2015 to fulfill 12.5 AUEs of their prior balance through a 50-year lease on property to build a new shelter and transitional housing facility.

Although the number of units has changed by only one unit (from 21 units to 22) the overall square footage in Peace House's final designs has increased from prior estimates. IHC is proposing that the increased square footage (equal to 7.07 AUEs) be credited to their housing obligation in return for a cash donation to the Peace House of \$1,007,206.34 (current City's Affordable Housing in-lieu fee of \$142,462 times 7.07).

Council in its role as Park City Housing Authority has the authority to approve Housing Mitigation Plans for housing obligations resulting from MPDs and Annexation Agreements.

IHC has received credit for 29.04 AUEs, or the equivalent of between 12 and 30 housing units, of a total of 66.85 AUEs of housing obligations through indefinite deferral of housing obligations for entities fulfilling community benefit (USSA, Summit County Health) as long as the facility and operations remain in place, transfer of obligations to partner business (Physician's Holding), land lease (Peace House), and partnerships with private developers (Park City Heights) of which only 28 units (equivalent of 44.78 AUEs) will directly mitigate IHC's employee impact. This is described in more detail in the Analysis section.

Staff is recommending that IHC's proposal be denied. Peace House fulfills a critical need in the community and staff fully supports their mission; accordingly staff's recommendation should not be taken as an indication of non-support for the organization or the new Peace House facility or support of the need of the services they provide. Peace House serves the region for temporary housing and is not providing permanent housing for Park City area employees. This cash donation to the Peace House would reduce the number of affordable housing units that are currently planned to be built by IHC without mitigating the employee's development impact on traffic and City resources. Furthermore, the proposal is not a 1:1 swap of employee housing units for transitional housing units, rather the Peace House square footage would increase and one additional employee unit would be built.

Given Council's affordable housing goal and the critical need for workforce housing, it is clear that every opportunity for adding to the affordable unit inventory must be explored. Staff recommends that IHC meet their affordable housing obligations by producing housing units that serve Park City's workforce as supported by the Housing Resolution 17-99 specifically targeting essential service workers, long time community residents, and community based workers.

Respectfully:

Rhoda Stauffer, Housing Specialist



Housing Authority Staff Report

Subject: Request to Amend Affordable Housing Mitigation Plan for
The IHC Medical Campus at Park City Medical Center
Author: Rhoda Stauffer, Housing Program
Anne Laurent, Community Development
Department: Community Development
Date: December 8, 2016
Type of Item: Administrative

Summary Recommendation

Staff recommends that the Housing Authority conduct a public hearing and discuss a request to amend the approved Affordable Housing Mitigation Plan proposed by Intermountain Healthcare ("Applicant") for the housing obligation resulting from the Annexation Agreement recorded on January 23, 2007 (Exhibit "C"). Staff recommends that the proposal be denied.

The specific policy question for City Council is: Should Intermountain Healthcare be able to fulfill part of their employee housing obligation by transferring that obligation to the Peace House to build transitional housing and providing a cash donation to the Peace House?

If Council is supportive of the concept of a trade of employee housing for transitional housing, is Council also supportive of a trade of employee housing units for "additional space", or do the employee units need to be traded for 1:1 for transitional housing units?

Executive Summary

Intermountain Healthcare (IHC) has a housing obligation balance of 10.82 Affordable Unit Equivalents (AUEs) from the original Annexation Agreement. IHC received approval from Park City Housing Authority on June 4 of 2015 to fulfill 12.5 AUEs of their prior balance through a 50-year lease on property to build a new shelter and transitional housing facility.

Although the number of units has changed by only one (from 21 units to 22 units) unit the overall square footage in Peace House's final designs has increased from prior estimates. IHC is proposing that the increased square footage (equal to 7.07 AUEs) be credited to their housing obligation in return for a cash donation to the Peace House of \$1,007,206.34 (current City's Affordable Housing in-lieu fee of \$142,462 times 7.07).

Council in its role as Park City Housing Authority has the authority to approve Housing Mitigation Plans for housing obligations resulting from MPDs and Annexation Agreements.

IHC has received credit for 29.04 AUEs, or the equivalent of between 12 and 30 housing units, of a total of 66.85 AUEs of housing obligations through indefinite deferral of housing obligations for entities fulfilling community benefit (USSA, Summit County Health) as long as the facility and operations remain in place, transfer of obligations to partner business (Physician's Holding), land lease (Peace House), and partnerships with private developers (Park City Heights) of which only 28 units (equivalent of 44.78 AUEs) will directly mitigate IHC's employee impact. This is described in more detail in the Analysis section.

Staff is recommending that IHC's proposal be denied. Peace House fulfills a critical need in the community and staff fully supports their mission; accordingly staff's recommendation should not be taken as an indication of non-support for the organization or the new Peace House facility or support of the need of the services they provide. Peace House serves the region for temporary housing and is not providing permanent housing for Park City area employees. This cash donation to the Peace House would reduce the number of affordable housing units that are currently planned to be built by IHC without mitigating the employee's development impact on traffic and City resources. Furthermore, the proposal is not a 1:1 swap of employee housing units for transitional housing units, rather the Peace House square footage would increase and one additional employee unit would be built.

Given Council's affordable housing goal and the critical need for workforce housing, it is clear that every opportunity for adding to the affordable unit inventory must be explored. Staff recommends that IHC meet their affordable housing obligations by producing housing units that serve Park City's workforce as supported by the Housing Resolution 17-99 specifically targeting essential service workers, long time community residents, and community based workers.

Acronyms

AUE	Affordable Unit Equivalent. One AUE is the equivalent of a 900 SF 2-bedroom unit. Units can be fulfilled in a number of sizes and configurations, but the total square footage must equal the AUE obligation.
IHC	Intermountain Healthcare
MPD	Master Planned Development
SF	Square Feet
USSA	United States Ski and Snowboard Association

The Problem

The issue at hand is that IHC has been allowed to defer indefinitely or satisfy through a land lease 29.04 AUEs, or the equivalent of between 12 and 30 housing units depending on the size of the unit. Although 44.78 AUEs will eventually be fulfilled at Park City Heights and 5.83AUEs will be fulfilled by Physician's Holding, Park City's

housing resolution and goal support the remainder 10.82AUEs be fulfilled by building affordable housing units that will be made available to people working in Park City.

To date, IHC employs 448 of which 70 percent earn less than 80 percent of AMI meaning that they likely commute due to the cost of Park City's housing market. To date, IHC has indirectly produced eight townhomes (completed units at Park City Heights) to mitigate that impact. IHC has an existing plan to meet all but 10.82 AUEs of its housing obligation.

Staff believes that despite The Peace House being an extremely worthy cause, allowing a cash donation to the Peace House equal to an in-lieu payment in this scenario rather than the construction of workforce housing works against Council's Housing and single occupant vehicle trip reduction goals. The taxpayers of Park City and the affordable housing-eligible workforce – including IHC's own employees - are the primary beneficiaries of the IHC housing obligation; the taxpayer, through municipal funding of affordable housing, will need to make up the IHC housing obligation in order to meet Council's housing goal.

Background

As a result of an [Annexation Agreement](#) recorded as document # 00802748, book 1843, page 0348 in the Summit County Recorder's office on January 23, 2007, the Applicant incurred a housing obligation totaling to 66.85 AUEs. To date, eight of 28 homes (equal to 44.78 AUEs) are in progress at the Park City Heights development.

On June 4, 2015, the Housing Authority approved the fulfillment of an additional 12.5 AUEs, a value of \$1,780,775 using the City's in-lieu fee calculation, through a 40-year lease of land (with two possible 5-year extensions) to Peace House at the cost of one dollar annually. If the Peace House facility ever ceases to operate as intended, IHC will have to replace these units in another manner. [The June 4, 2015 staff report is linked here.](#) The land is being used for the construction of a new shelter and transitional housing facility that will help to stabilize and find permanent housing for households fleeing domestic violence.

To date, IHC has an outstanding housing obligation on all approved future development of 10.82 AUEs. Allowing IHC to fulfill 7.07 of the 10.82 AUEs through a cash donation to the Peace House equal to an in-lieu payment of \$142,462.00 per AUE, for a total of \$1,007,206.34, would result in somewhere between 7 and 13 units not being built (depends on size of each unit). The remaining 3.75 AUE IHC housing obligation would result in between 2 and 5 units again depending on size of each unit. One AUE is the equivalent of a 900 SF 2-bedroom unit. Units can be fulfilled in a number of sizes and configurations, but the total square footage must equal the AUE obligation.

Alternatives for City Council to Consider

- 1. Alternative 1 - Recommended Alternative:** Reject proposal to allow additional AUEs to be satisfied through additional square footage and added employee units within the Peace House facility to count towards IHC's AUE requirement.

Pros

- a. A cash donation to Peace House, though certainly an important service to the community, will not produce AUEs to meet Council's Critical Priority nor does it meet the stated target audience of the housing resolution.
- b. Does not transfer employee housing obligation 1:1 to a transitional housing obligation.
- c. IHC will be required to return with a housing plan for directly meeting the employee generation of the IHC Park City Medical Campus .

Cons

- a. Despite a long and strong relationship, the Peace House may view this as City Council and/or staff as being unsupportive of their mission or new facility.
- b. Peace House may have to reduce their site plan.

Consequences of Selecting This Alternative

Choosing this alternative initiates an opportunity to discuss ways for IHC to more directly meet the housing needs of the employees generated by their medical campus. On the negative side it could appear that the City isn't supportive of a key nonprofit partner – Peace House. However, the City has already approved a transfer of 12.5 AUEs rather than direct construction of affordable housing through IHC's donation of property for the new facility.

- 2. **Null Alternative – Alternative 2:** Doing nothing will likely have the same effect as the recommended alternative and IHC will have to satisfy their housing obligation on their own.
- 3. **Alternative 3:** Allow partial fulfillment for the two employee units added in most recent design iterations. The employee units total to 2.42 AUEs (\$344,758).

Pros

- a. Provides partial support to an important community service.

Cons

- a. Does not mitigate IHC employee generation.
 - b. Does not meet Council's Critical Priority of reducing commuters by providing housing locally.
- 4. **Alternative 4:** Approve IHC's request to fulfill 7.07 AUEs by paying a cash donation to Peace House, equal in amount to the City's in-lieu fee, for their new facility but require that 7 units be added to the overall plan.

Pros

- a. Provides support to an important community service
- b. A 1:1 trade of employee housing units for transitional housing units.

Cons

- b. Does not mitigate IHC employee generation.
- c. Does not meet Council's Critical Priority of reducing commuters by providing housing locally.

5. **Alternative 5:** Approve IHC's request to fulfill 7.07 AUEs by paying a cash donation to Peace House, equal in amount to the City's in-lieu fee, for their new facility.

Pros

- a. Provides support to an important community service

Cons

- d. Does not mitigate IHC employee generation.
- e. Does not meet Council's Critical Priority of reducing commuters by providing housing locally.

Analysis

As a result of an Annexation Agreement, IHC incurred a housing obligation totaling to 90.47 AUEs of which 22.37 were either transferred to a sub-contractor or deferred as follows:

- 10.71 were deferred for USSA facility and only if the USSA facility ceases its use as a nonprofit program for Olympic athletes, will be reinstated as a housing obligation;
- 5.83 were deferred for the Peoples' Health Clinic/Summit County Health Department facility and only if the building is no longer houses these two nonprofit programs, will be reinstated as a housing obligation; and
- 5.83 were an obligation channeled to Physicians Holdings, a medical practice and are also still to be fulfilled.

An agreement with Ivory Homes will produce 28 townhomes that will fulfill another 44.78 AUEs. To date, eight of those have been built and sales should begin shortly. The remaining twenty townhomes are scheduled for construction over the next four years.

As noted above, to date IHC has fulfilled their housing obligations through swaps of land and partnerships with private developers such as Ivory Homes. IHC has also provided a long-term lease agreement with Peace House at one dollar annual cost to provide sufficient land for the development of a new shelter and transitional housing facility. The IHC housing obligation and how the units are being fulfilled are illustrated in the table below:

IHC Housing Obligation numbers	AUEs
1. Hospital (300,000 sf)	44.78
2. USSA (85,000 sf)	10.71
3. Support Medical (150,000 sf)	34.98
	90.47

Reductions/Waivers/Deferrals

Deferral of USSA obligation (community benefit)	10.71
Deferral to SC for Health Building (community benefit)	5.83
Transfer to Physician's Holding (still outstanding)	5.83
	22.37

Balance of IHC Housing Obligation	68.1
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Fulfillment Strategies

Park City Heights (28 townhomes)	44.78
Peace House new transitional housing and shelter facility	12.50
Total proposed	57.28
Balance owed after fulfillment strategies	10.82

Peace House is a regional nonprofit serving primarily Park City, Summit County and Wasatch County. Residents utilizing their services (counseling, shelter and transitional housing) are from not only Park City but the entire region. Now that Peace House is closer to a final design, the square footage being utilized for transitional and shelter space has increased from original estimates by 3,723 square feet to a total of 26,057 SF, although the unit amounts remain as before (8 shelter and 12 transitional units). In addition, Peace House has decided to incorporate two 967 SF two-bedroom units for employee housing into their design (1,934 SF) which is one more than prior plans. These units will house Peace House employees and are not required by licensing regulation. They are incorporated to assist in meeting their own increase of employees for staffing the new facility. Although the number of units has only changed by one (22 instead of 21 units total), the square footage has increased sufficient to equal 7.07 AUEs. It is also important to note that Peace House serves the entire region and in some cases those from outside the region. None of IHC's employees will be housed at Peace House.

How this work furthers the goals of the General Plan

Goal seven of the General Plan states "Create a diversity of primary housing opportunities to address the changing needs of residents" and goal eight states: "increase affordable housing opportunities and associated services for the workforce of Park City" ([pages 70-77 of Section on Sense of Community](#)). All efforts and issues identified here are to increase the number of units affordable to members of Park City's workforce. General Plan objectives that are addressed by this work include:

- 7A - Increase diversity of housing stock to fill void within housing inventory.
- 8A - Provide increased housing opportunities that are affordable to a wide range of income levels.

Department Review

The following Departments have reviewed this Staff Report: Community Development, City Attorney and Executive.

Funding Source

There is no funding source needed for this item.

Attachments

Exhibit A: Proposal from IHC to amend their approved Affordable Housing Mitigation Plan

Exhibit B: Approved prior Housing Mitigation Plan

**PARK CITY MEDICAL CENTER
MEDICAL CAMPUS**

**HOUSING MITIGATION PLAN
PARK CITY HOUSING AUTHORITY
1st AMENDMENT**

OCTOBER 19, 2016

Background

The annexation agreement between Park City and Intermountain Healthcare included the elements of affordable housing that needed to be provided as part of the development of the annexation area. The base employee affordable housing associated with the hospital at full build out was 44.78 units. This part of the affordable housing obligation was to be satisfied by the donation of Lot 4 of the subdivision to Park City, and the construction of the units. These units were eventually relocated from Lot 4 and included in the Park City Heights project.

There were 10.47 affordable housing units associated with the USSA facility. These units were deferred.

There were 34.98 affordable housing units associated with the Medical Support density on the campus.

The affordable housing obligation of 5.83 units for Lot 7 was assumed by Physician Holdings when they purchased that lot from Intermountain. The affordable housing obligation of 5.83 units for Lot 10 was assumed by Summit County when Lot 10 and its density were ground leased to Summit County for the Public Health/People's Health Building.

In June 2016 the Housing Authority approved Intermountain Healthcare's housing mitigation plan which included approval of 12.5 units associated with Peace House, in recognition of the value of the ground lease that Intermountain signed with Peace House to provide the site for a new Peace House facility.

Intermountain has an obligation of 10.82 units of affordable housing remaining.

Current Proposal

During the design of the Peace House, their team has increased the size of the project, and included additional elements that could qualify as affordable housing. This 1st amendment to the Housing Mitigation Plan proposes that Intermountain satisfy part of this remaining obligation by providing funding to Peace House to build that additional space.

The additional space in Peace House would qualify as 7.07 units of affordable housing. Intermountain Healthcare proposes to provide \$1,007,206.34 of funding to Peace House. This funding is contingent on the Park City Housing Authority's approval of this proposal.

Intermountain believes this proposal is a good one since it includes the construction of actual physical space, it provides additional funding for Peace House, and the proposal satisfies part of the Intermountain affordable housing obligation while respecting the Intermountain Board's position that Intermountain is a not-for-profit healthcare company, not a home builder.

Future Affordable Housing

If this proposal is approved then Intermountain will have a remaining affordable housing obligation of 3.75 affordable housing units, which is tied to the full build out phase of the campus after 2025. Intermountain would look to partner with the city or other private developers to provide these units closer to the time Intermountain plans to request a CUP for the full build out space.

**Approval for Affordable Housing Mitigation Plan at
The Medical Campus at Park City Medical Center**

**FINDINGS OF FACT, CONCLUSIONS OF LAW AND CONDITIONS OF APPROVAL
FOR AN AMENDED AFFORDABLE HOUSING MITIGATION PLAN FOR THE
MEDICAL CAMPUS AT PARK CITY MEDICAL CENTER**

WHEREAS, the owners of the Medical Campus at Park City Medical Center located on Round Valley Drive have a total housing obligation of 90.47 AUEs established within the Annexation Agreement recorded January 23, 2007;

WHEREAS, 44.78 AUEs are fulfilled through development of 28 townhomes within the Park City Heights development and 22.37 AUEs are deferred or transferred through land deals, a total of 23.32 AUEs remain to be fulfilled; and

WHEREAS, the owner submitted a proposed updated housing mitigation plan on May 13, 2015 requesting that a land lease with Peace House be considered as fulfillment of 12.5 AUEs;

NOW, THEREFORE, the Housing Authority of Park City, Utah hereby approves the Housing Mitigation Plan as follows:

SECTION 1. APPROVAL. The above recitals are hereby incorporated as findings of fact. The Housing Mitigation Plan submitted by the Owner is approved subject to the following Findings of Fact, Conclusions of Law, and Conditions of Approval.

Findings of Fact:

1. The original Annexation Agreement was recorded January 23, 2007.
2. The Housing Authority approved an overall housing obligation equal to 90.47 AUEs in accordance with Housing Resolution 17-99.
3. Construction of 28 affordable townhomes within the Park City Heights development will fulfill 44.78 AUEs.
4. Deferral of units resulting from the construction of the USSA facility equals 10.47 AUEs.
5. Transfer of development rights for one 25,000 square foot medical support building to Summit County for the Health Department and People's Health Clinic equals 5.83 AUEs.
6. Transfer of development rights for one 25,000 square foot medical support building to Physicians Holdings, LLC equals 5.83 AUEs.
7. To date, a balance of 23.32 AUEs remains to be fulfilled.
8. The Owner proposes to lease land to the Peace House for a campus that includes a minimum of the following: 12 transitional housing units totaling to 9,600 square feet or more, 7,200 square feet or more of shelter space, and one employee apartment of a minimum of 800 square feet.

9. The Peace House campus equals a total of 22.5 AUEs of which 10 are in fulfillment of a Summit County housing obligation and therefore removed from the calculation resulting in 12.5 AUEs to count towards the balance remaining in the Owner's housing obligation.
10. The provision of shelter and transitional housing is not offered as an option for fulfillment in Housing Resolution 17-99.
11. The Owner's lease agreement with Peace House is a slight deviation from the current requirements for terms of affordability however they meet the terms required in Housing Resolution 17-99.
12. Lot 8 on which the Peace House campus will be constructed retains no density.

Conclusions of Law:

1. IHC's updated Housing Mitigation Plan requests several exceptions to Housing Resolution 17-99.
2. The Owner will fulfill 12.5 AUEs with this Approval.
3. The Owner will have a balance of 10.82 AUEs still to be fulfilled following the completion of this plan.

Conditions of Approval:

1. Future density increases for the IHC Medical Campus at Park City Medical Center will be reduced by 10 AUEs or 8,000 square feet.
2. If Peace House ceases operation of their program on Lot 8 prior to 50 years from the date of signing this agreement, IHC will owe the City 12.5 AUEs.

SECTION 2. EFFECTIVE DATE. This approval shall take effect upon adoption and execution.

PASSED AND ADOPTED this ____ day of _____ 20__.

PARK CITY MUNICIPAL CORPORATION

Jack Thomas, MAYOR

Attest:

Michelle Kellogg, City Recorder

Approved as to Form:

Mark Harrington, City Attorney

PEACE HOUSE

DESIGN DEVELOPMENT PROGRESS PLANS

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Sept 16 , 2016



