PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH,
DECEMBER 8, 2011

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, 2011.

Closed Session
2:00 p.m. Litigation and property

Work Session

3:15 p.m.	Council questions/comments	
3:30 p.m.	Senior strategic plan	P. 42 - 57
3:50 p.m.	Pre-Visioning budget workshop	P. 4 - 24
4:50 p.m.	Break	

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

I ROLL CALL

II COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

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

IV WORK SESSION NOTES AND MINUTES OF MEETING OF NOVEMBER 17, 2011 P. 25 - 44

V NEW BUSINESS *(New items with presentations and/or anticipated detailed discussions)*

1. Consideration of an Ordinance approving a plat amendment for Lot 2 of Morning Star Estates, Park City, Utah
   (a) Public hearing
   (b) **Motion to continue to December 15, 2011**

2. Consideration of a Resolution adopting a Senior Strategic Plan for Park City, Utah P. 42 - 57
   (a) Public hearing
   (b) Action

VII ADDITIONAL DISCUSSION – AGENDA ITEMS

VIII ADJOURNMENT

5:30 p.m. **Joint Meeting with the Planning Commission on the redevelopment of the parking lots at Park City Mountain Resort** P. 58 - 101

- Charles Buki Introduction (facilitator)
- Park City Mountain Resort Vision
- Break
- Public Input
- Discussion

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

Posted: 12/05/11
See: www.parkcity.org

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

December 2011

15 Pre-budget presentation – work (1 hr) – BH
National citizen participation survey (1 hr) - PR
Award of contract for Royal Street repairs
Swearing in of police officers
Insurance carrier renewals
Award of contract – financial advisor
Ordinance - plat amendment for Lot 2 of Morning Star Estates, Park City, Utah
Resolution - Building Fee Waiver for Renewable Energy Projects
Resolution - Renewal of the Recycling Market Development Zone
GRAMA Ordinance
Audit approval

22 **Holiday recess**

29 **Holiday recess**

January 2012

5 Swearing-in
Quarterly goals
HPCA branding - work
Resolution forming the Park City Heights Special Assessment District

6 Manager's quarterly meeting

12 Bonanza Park substation
KAC update on 2012 Arts Festival – work
Event Policy and Fee resolution amendment – event fees
PC Marc ribbon-cutting

19 **No meeting – Sundance Film Festival Opener**

26

February 2012

2 **No meeting**

2-3 Visioning Session

9

16

20 Presidents Day – City offices closed

23 **No meeting**

Pending Items:

Treasure LOI – March 19
Convention sale licensing and associated fees - March
Resolution establishing a strategic plan for City-owned property with development potential in Park City, Utah and repealing and replacing Resolution No. 22-05 in its entirety

City Council
Staff Report

Subject: Strategic Policy Input for Budget Process
Author: Bret Howser, Budget Officer
Department: Budget, Debt & Grants
Date: December 8, 2011
Type of Item: Information/Discussion

Summary Recommendations:
In preparation for the upcoming budget process, Council should hold a discussion regarding the policy and strategic direction for three of the City's outcome areas (or council goals), namely: 1) Effective Transportation, 2) Regional Collaboration & Partnerships, and 3) Public Safety. Council should provide staff with initial direction to continue or alter the current course with respect to programs and strategic plans within each of these outcome areas.

Topic/Description:
Strategic Input for FY13-FY14 Budget Biennium

Background:
During work session on October 13, the Budget Department presented a timeline illustrating a proposed process for the FY 2013 and FY 2014 budget biennium. Council directed staff to proceed with the proposed new budget process, which incorporates aspects of the Budgeting for Outcomes (BFO) process, collaborative budgeting, and performance measurement and benchmarking.

Staff began the new budget process in early November by reconvening the Budget Technical Team to look at long term revenue projections. This year's team includes Annette Ellis from Police, Heinrich Deters from Sustainability, Jasmina Jusic from Library, Jason Glidden from Ice, Kyle MacArthur from Water, and Patricia Abdullah from Planning. Currently, this team is reviewing methodologies previously used to project revenues in both the long and short term. Among other things, this team will address potential new methods for projecting the new growth aspect of the City's property tax revenue stream. Eventually, the Tech Team will finalize a set of projected revenues for the upcoming budget biennium and develop a methodology for initially distributing revenues amongst BFO Outcome Areas.

In order to meet the Council's clearly communicated expectation to get involved early, the new budget process continues with a series of Council discussions in November and December regarding policy and strategic direction for each of the City's BFO Outcome Areas. During work session on November 17, Council held the first of these discussions, addressing the outcome areas of Preservation of Park City Character, Work Class/Multi-seasonal Resort Community, and Open and Responsive Government. At that meeting, Council resolved to go through the programs associated with those outcome areas individually prior to the next scheduled work session and send their results to staff to be summarized. Open discussion on the programs in those outcome areas was to follow on the 8th and 15th of December, and during the budget process.

Analysis:
Staff proposes that Council follow the outline for discussion as proposed below:

December 8: Outcome Areas 3, 6 & 8: Effective Transportation; Regional Collaboration & Partnerships; and Public Safety

December 15: Outcome Areas 4 & 5: Water & Natural Environment; Recreation, Open Space & Trails

During these discussions, Council will continue to give initial policy direction to staff regarding the desired outcomes in each of these areas, including potential changes to levels of service, new or expanded programs, desired capital investment, underperforming or defunct programs, etc. Staff will eventually synthesize this direction into a strategic tool that will be drafted with the purpose and intent to:

- Integrate Strategic planning into the budget process
- Serve as a "Request for Proposals" for BFO bids
- Simply and graphically communicate strategic direction for a policy area

A team of City staff is currently working on a layout and design for this tool, and future reports will give updates of their progress.

<u>Policy Discussion for December 8</u>
During work session on December 8, staff encourages Council to discuss the goals listed below, using information provided as reference material. Council should discuss generally the programs and capital initiatives the City is funding within each goal, and whether these are leading to the desired outcome. Using the benchmarking and survey data provided, Council should discuss whether existing programs are having the intended effect, and, if they are not, what programs/services/capital investments might be enhanced or added/taken away to better achieve the desired outcome. The discussion can and should be fairly free-form, and staff will synthesize the conversation into a proposed policy direction once each of the goals has been thoroughly discussed (likely January). At that point, Council should finalize their initial direction for the budget process.

Outcome Area #3: Effective Transportation

BFO Programs – The following table lists the programs and services identified during last year's BFO process that pertain to this Outcome Area. The programs are listed in the order in which they were prioritized by the Results Team. Council is encouraged to use the provided check boxes to organize their individual thoughts prior to the work session discussion. Council discussion should focus on: 1) whether the intended overall outcome is being achieved; 2) if not, do levels of service need to be adjusted for certain programs; and 3) do some programs need to be removed or other programs added. Using the tool below should help facilitate this conversation.

Effective Transportation		Same LOS		Change LOS	
BFO Program	Department(s)	Same Focus	Change Focus	Reduce	Increase
Streets Snow Operations	STREET MAINTENANCE				
Street & Sidewalk Maintenance	STREET MAINTENANCE				
Parks Snow Operations	Multiple Departments				
Engineering Project Management	ENGINEERING				
Winter Transit Service	TRANSPORTATION OPER				
Street Lights/Signs	Multiple Departments				
Clean-up and Control	STREET MAINTENANCE				
Summer Transit Service	TRANSPORTATION OPER				
Parking Management	TRANSPORTATION OPER				
Urban Trails and Walkability	ECONOMY				
Transportation Management	TRANSPORTATION OPER				
Swede Alley Parking Structure	SWEDE ALLEY PARKING STRUCT.				
Park City Mobility (Paratransit)	TRANSPORTATION OPER				

New Program/Service/Capital Investment:

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Strategic Plan Summaries – The City maintains several strategic plans on various topics. Staff has divided those strategic plans into Outcome Areas and summarized recommendations from those strategic plans are presented here as a reminder and in seeking confirmation from Council regarding general direction.

Entry Corridors Transit/Transportation (2006):

- Pursue formal agreements to cooperate with regional entities on transportation issues
- Develop and implement an ongoing traffic monitoring program
- Utilize travel demand management strategies to mitigate peak hour travel volumes
- Expand public transit where appropriate
- Facilitate Park & Ride, vanpool, rideshare and alternative mode programs
- Facilitate improved special event traffic planning, coordination, and communication
- Work with local business community to facilitate the development and implementation of a regional transportation management association
- Facilitate regional efforts to secure Federal and State financial assistance to fund necessary transit and road projects
- Develop processes and procedures to ensure the traffic impacts of all development and annexation proposals are carefully analyzed and understood
- Utilize financial instruments when appropriate to balance expenditures with revenue resources and cash flow timing

- Develop and implement an ongoing multi-media communication plan to inform and educate the public on regional transportation issues, transportation management efforts and the role each individual plays in an effective transportation management program
- Coordinate transportation planning efforts with General Plan update

Park City/Summit County Short Range Transit Plan (2011)

- See attached Short Range Transit Plan Map
- OPERATING PLAN
    - Implement SR 224 Corridor 20-Minute Headway Service
    - Implement Kimball Junction Circulator
    - Improve Canyons Transit Service
    - Kamas/Oakley Winter Commuter Route
    - Heber City Commuter Service
    - Salt Lake City Service
    - Operate Full Park City Service Until Midnight in the Winter and Peak Summer Seasons
    - Reduce Reservation Requirement on Quinn's Junction Dial-A-Ride to One Hour
    - Ultimately Replace Quinn's Junction DAR with Fixed Route Service
- CAPITAL PLAN
    - Kimball Junction Transit Center
    - Park City Mountain Resort Transit Center
    - Bonanza Redevelopment
    - Iron Horse Transit Operations Facility
    - Park and Ride Operational Plan
    - Advanced Public Transit Systems
    - Bus Stop Improvement Plan
    - Bicycle/Pedestrian Facilities
    - Transit Signal Pre-emption
    - New Vehicles
- MANAGEMENT PLAN
    - Establish New Administrative Positions
    - Transit Goals and Objectives
    - Improved Marketing
    - Promotion of Potential New Services
    - Park City Maintenance of Bus Stops Systemwide
- FINANCIAL PLAN
    - FTA Section 5309 Bus and Bus Related Equipment and Facilities Program
    - FTA Section 5311 Non-Urbanized Area Formula Program
    - FTA Section 5316 Job Access Reverse Commute Program
    - Funding From Wasatch County and/or Heber City
    - Passenger Fare Revenues for Kamas/Oakley and Heber City Services
    - Maintain or Expand Other Existing Funding Sources

    - Provide Transit Services and Capital Improvements through New and Existing Local, State, and Federal Funding
- IMPLEMENTATION PLAN
    - (see attached schedule)

SR-248 Corridor Plan

- Alternatives recommended for additional consideration
    - Four Lane with HOV Lane (Within existing footprint) (RECOMMENDED OPTION)
    - Reversible Lanes from Wyatt Earp Way to Old Dump Road
- Next Steps
    - Park City/UDOT approval should be obtained (2009)
    - UDOT should obtain environmental clearance (2009)
    - A funding source should be identified (2009)
    - UDOT should place the project on the STIP (2009)
    - UDOT should undertake engineering and design (2009-2010)
    - UDOT should begin project construction (2010-2011)

Trails Master Plan Update (2003)

(See Attachment A for Trails Master Plan Map)

Trails Master Plan Update - Walkability & Bikeability (2008)

- (see attachment for Spine System map)
- Goals
    - Promote Walking & Biking in Park City
    - Ensure good maintenance of existing and future walking and biking facilities
    - Ensure walking and biking policy and ordinances meet the needs and desires of the community

Old Town Improvement Study (2002, updated 2011)

- Set a one month goal of additional public discussions on the researched OTIS projects. Actions taken to further stimulate additional debate and discussion will ultimately allow opinions to form on which category priorities are best suited for funding appropriations.
- City Council should provide staff direction on whether certain project categories have support and can be considered in a budget prioritization process.
- Given a “big picture” set of project priorities, City Staff should put together a series of funding strategies ranging from conservative to aggressive. Council will need to provide direction on the degree of funding alternatives deemed appropriate.
- Discussions on the envisioned capital projects within Old Town would then enter into the 5 year CIP planning process. Preparations for the next 2 year budget cycle would utilize the outcomes of the CIP prioritization process.

- As discussions evolve, policy guidelines will be updated and/or created relating to the prioritization process for capital projects.
- A slate of intended Old Town Street Reconstruction projects was adopted (see attached list from 2011 update)

Survey Data – This report contains data from the recently completed National Citizen Survey. Park City residents were asked a series of questions regarding public services, quality of life, etc. Responses were converted to a 1-100 scale and ranked against approximately 500 government entities participating to develop a benchmark. In some cases a comparison of “Above” the benchmark is good, and in other cases “Below” the benchmark is good. The Budget department has categorized these survey benchmarks by outcome area and they are presented here.

A full report and professional explanation of the entire Citizen Survey will be presented to Council on December 15. At that time, the consultant and staff will discuss lessons learned from the survey regarding the City’s service levels. It may become necessary for Council to revisit the service level discussion for these outcome areas following that discussion.

Community Transportation Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Ease of car travel in Park City	66	24	228	Much above
Ease of bicycle travel in Park City	81	2	224	Much above
Ease of walking in Park City	80	6	228	Much above
Availability of paths and walking trails	85	2	149	Much above
Traffic flow on major streets	58	17	188	Much above

Frequency of Bus Use Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Ridden a local bus within Park City	85	2	141	Much more

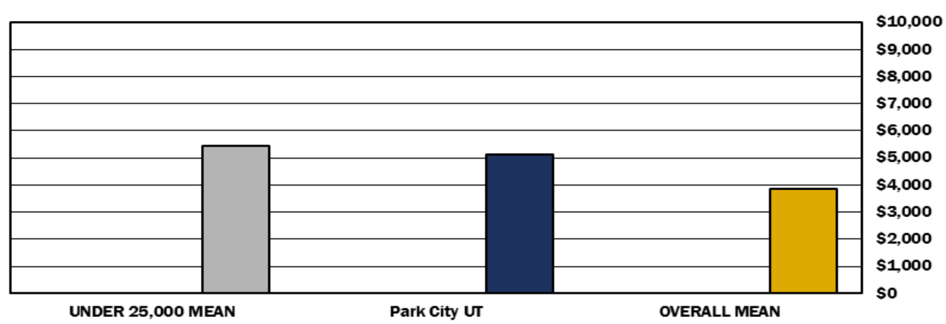
Drive Alone Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Average percent of work commute trips made by driving alone	65	116	142	Much less

Transportation and Parking Services Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Street repair	43	185	319	Similar
Street cleaning	60	72	235	Above
Street lighting	58	86	246	Above
Snow removal	67	32	201	Much above
Sidewalk maintenance	59	31	215	Much above
Traffic signal timing	50	70	187	Similar
Bus or transit services	83	1	180	Much above
Amount of public parking	53	41	170	Much above

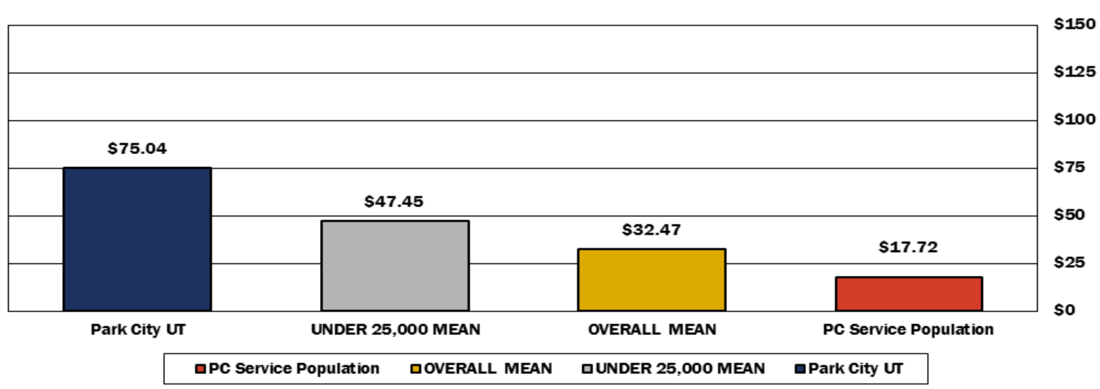
Benchmarking Data – The data in this portion was taken from Park City's participation in the ICMA's Center for Performance Measurement (CPM) program. It is included here to help Council assess the City's overall performance in each Outcome Area. Performance measures can provide two benefits:

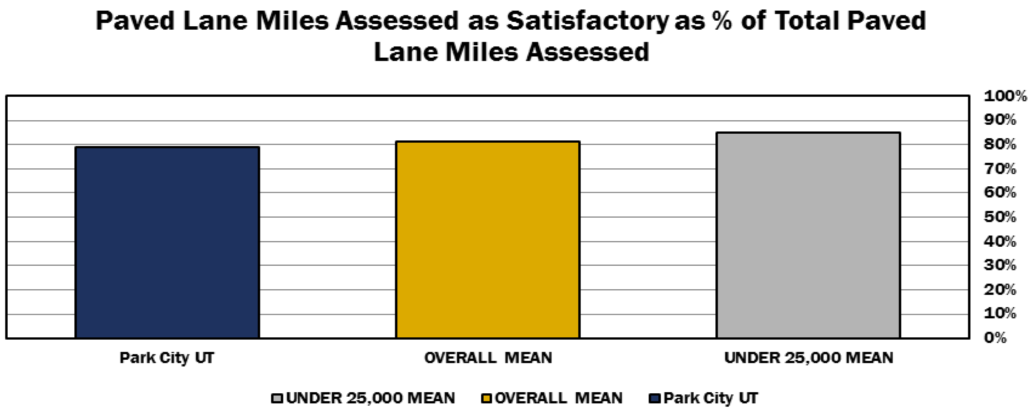
1. Proper data analysis, interpretation, and implementation can help improve the effectiveness and efficiency of City services.
2. Performance measures provide a benchmark with other participating cities throughout the nation.

Road Rehabilitation Expenditures per Paved Lane Mile



Road Rehabilitation Exenditures Per Capita





Outcome Area #6: Regional Collaboration & Partnerships

BFO Programs –

Regional Collaboration & Partnerships		Same LOS		Change LOS	
BFO Program	Department(s)	Same Focus	Change Focus	Reduce	Increase
Legislative Liaison	CITY MANAGER				
Grant Administration	BUDGET, DEBT & GRANTS				
Business Improvement District	Non-Departmental				
Special Service Contracts	Non-Departmental				

New Program/Service/Capital Investment:

Strategic Plan Summaries –

Solid Waste Master Plan (2006)

- Enhance the look of Main St. & Swede Alley by eliminating dumpster blight
- The County should develop an integrated and equitable solid waste management plan by 2011
- The County should enhance support for recycling
- Summit County should explore the most cost-effective, safe, and environmentally friendly method to remove residential and commercial trash and recycling

Survey Data –

Some measures reflecting citizen satisfaction with services provided by our regional partners are presented here for purposes of context. Council may decide to establish new programs or enhance programs within this outcome area in an effort to improve a resident's experience with services from these partners.

Public Safety Services Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Police services	68	125	308	Similar
Fire services	80	81	260	Similar
Ambulance or emergency medical services	77	109	259	Similar
Crime prevention	70	36	258	Much above
Fire prevention and education	70	56	212	Above
Traffic enforcement	57	144	273	Similar
Courts	61	37	137	Above
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	59	64	162	Similar

Contact with Police and Fire Departments Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Had contact with the Park City Police Department	52	1	37	Much more
Overall impression of most recent contact with the Park City Police Department	71	16	48	Above
Had contact with the Park City Fire Service District	15	15	30	Similar
Overall impression of most recent contact with the Park City Fire Service District	80	24	35	Similar

Utility Services Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Power (electric and/or gas) utility	70	6	78	Above
Sewer services	68	47	227	Above
Recycling	71	84	249	Much above
Garbage collection	75	57	267	Above

Cultural and Educational Opportunities Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to attend cultural activities	69	14	240	Much above
Educational opportunities	58	92	199	Similar

Cultural and Educational Services Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Public schools	72	38	199	Much above
Public library services	79	47	241	Much above

Community Health and Wellness Access and Opportunities Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Availability of affordable quality health care	62	19	199	Much above
Availability of preventive health services	66	11	116	Much above

Health and Wellness Services Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Health services	71	9	163	Much above

Services Provided for Population Subgroups Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Services to seniors	61	79	241	Above
Services to youth	73	7	222	Much above
Services to low income people	50	51	195	Above

Local Government Media Services and Information Dissemination Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Public information services	69	15	229	Much above

Social Engagement Opportunities Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to participate in social events and activities	80	1	143	Much above
Opportunities to participate in religious or spiritual events and activities	72	23	117	Above

Services Provided by Local, State and Federal Governments Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Services provided by Park City Municipal Government	66	100	316	Above
Services provided by the Federal Government	44	59	212	Similar
Services provided by the State Government	43	106	213	Similar
Services provided by Summit County Government	58	14	129	Much above

Benchmarking Data –
Unfortunately, there is not any benchmarking data available that directly correlates with this goal.

Outcome Area #8: Public Safety

BFO Programs –

Public Safety

BFO Program	Department(s)	Same LOS: Same Focus	Same LOS: Change Focus	Change LOS: Reduce	Change LOS: Increase
Patrol Operations	POLICE				
Emergency Management	POLICE				
Emergency Communications	COMMUNITY & ENVIRONMENT				
Public Safety Facility	DEBT				
Youth Services Officer	POLICE				
Community Support	POLICE				
Traffic Enforcement	POLICE				
Dispatch	COMMUNICATION CENTER				
Fire	BUILDING DEPT.				
DARE/Drug Education	DRUG EDUCATION				
State Liquor Enforcement	STATE LIQUOR ENFORCEMENT				
Inspections	BUILDING/ENGINEERING				
Code Enforcement	BUILDING DEPT.				
Crossing Guard	POLICE				
Business Licenses	FINANCE				
Criminal Prosecution	LEGAL				

New Program/Service/Capital Investment:

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Survey Data –

Overall Community Quality Benchmarks	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Overall quality of life in Park City	88	3	323	Much above
Your neighborhood as place to live	81	18	240	Much above
Park City as a place to live	92	2	281	Much above
Recommend living in Park City to someone who asks	89	10	152	Much above
Remain in Park City for the next five years	85	17	152	Much above

Planning and Community Code Enforcement Services Benchmarks	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Land use, planning and zoning	52	43	238	Much above
Code enforcement (weeds, abandoned buildings, etc.)	52	83	280	Much above
Animal control	58	78	246	Above

(Building Inspection is considered a public safety effort within the BFO framework)

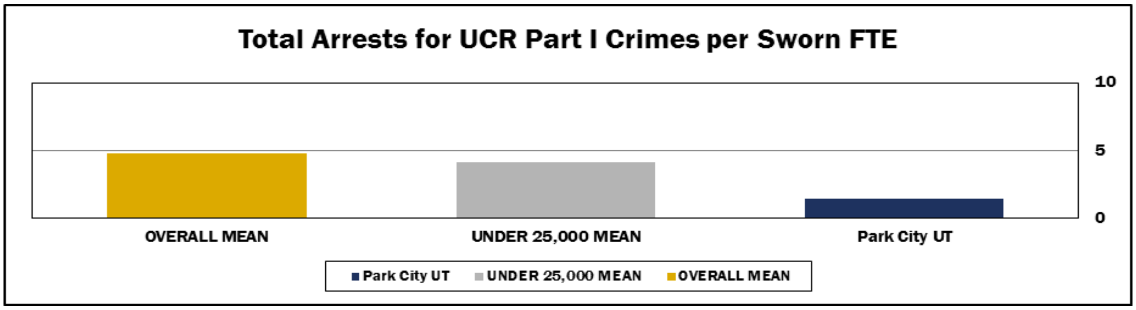
Community and Personal Public Safety Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
In your neighborhood during the day	97	7	255	Much above
In your neighborhood after dark	91	2	252	Much above
In Park City's downtown area during the day	97	6	225	Much above
In Park City's downtown area after dark	89	4	233	Much above
Violent crime (e.g., rape, assault, robbery)	94	1	231	Much above
Property crimes (e.g., burglary, theft)	80	8	231	Much above
Environmental hazards, including toxic waste	78	65	149	Similar

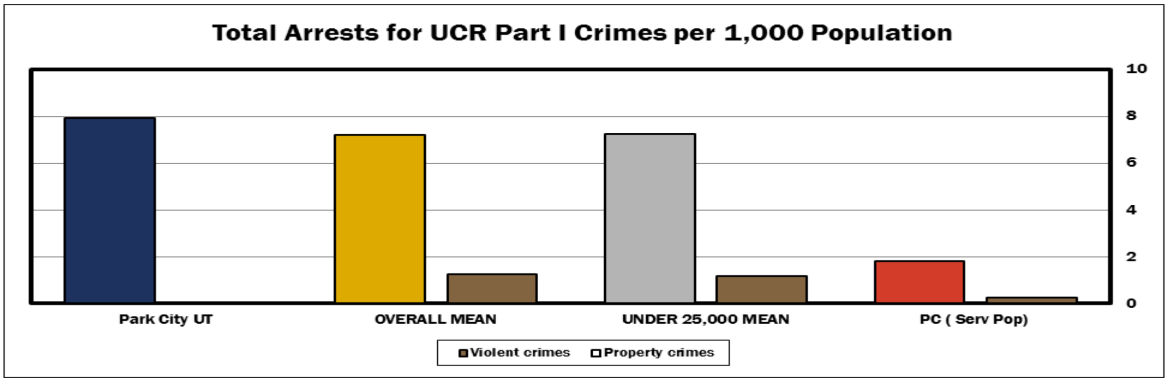
Crime Victimization and Reporting Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Victim of crime	10	141	202	Less
Reported crimes	84	49	201	More

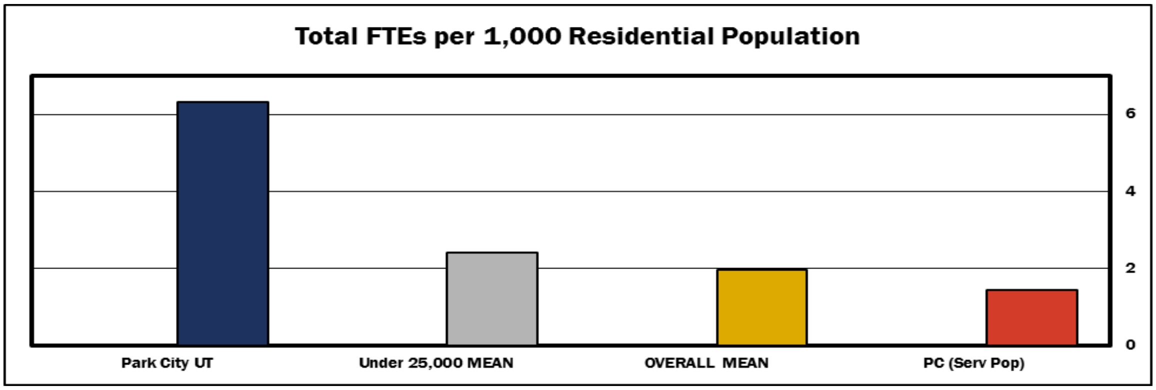
Public Safety Services Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Police services	68	125	308	Similar
Fire services	80	81	260	Similar
Ambulance or emergency medical services	77	109	259	Similar
Crime prevention	70	36	258	Much above
Fire prevention and education	70	56	212	Above
Traffic enforcement	57	144	273	Similar
Courts	61	37	137	Above
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	59	64	162	Similar

Contact with Police and Fire Departments Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Had contact with the Park City Police Department	52	1	37	Much more
Overall impression of most recent contact with the Park City Police Department	71	16	48	Above
Had contact with the Park City Fire Service District	15	15	30	Similar
Overall impression of most recent contact with the Park City Fire Service District	80	24	35	Similar

Benchmarking Data –







<u>Next Steps</u>

Dec 15: Continued Strategic Discussion & Direction

Early January: Work Session – Synthesize & Confirm Direction for the Budget Process

Dec-Jan: Departments will draft BFO bids in line with Council direction

January: Staff will draft Strategic Policy Tool

February: Council Visioning – Staff will present draft Strategic Policy Tool to Council

March & April: Results Team will use Strategic Policy Tool to guide BFO bid purchasing recommendations

May-June: Staff will present finalized Strategic Policy Tool with recommended program budgets and BFO purchasing decisions

Department Review:
Budget, Debt & Grants, City Manager, Legal

Alternatives:

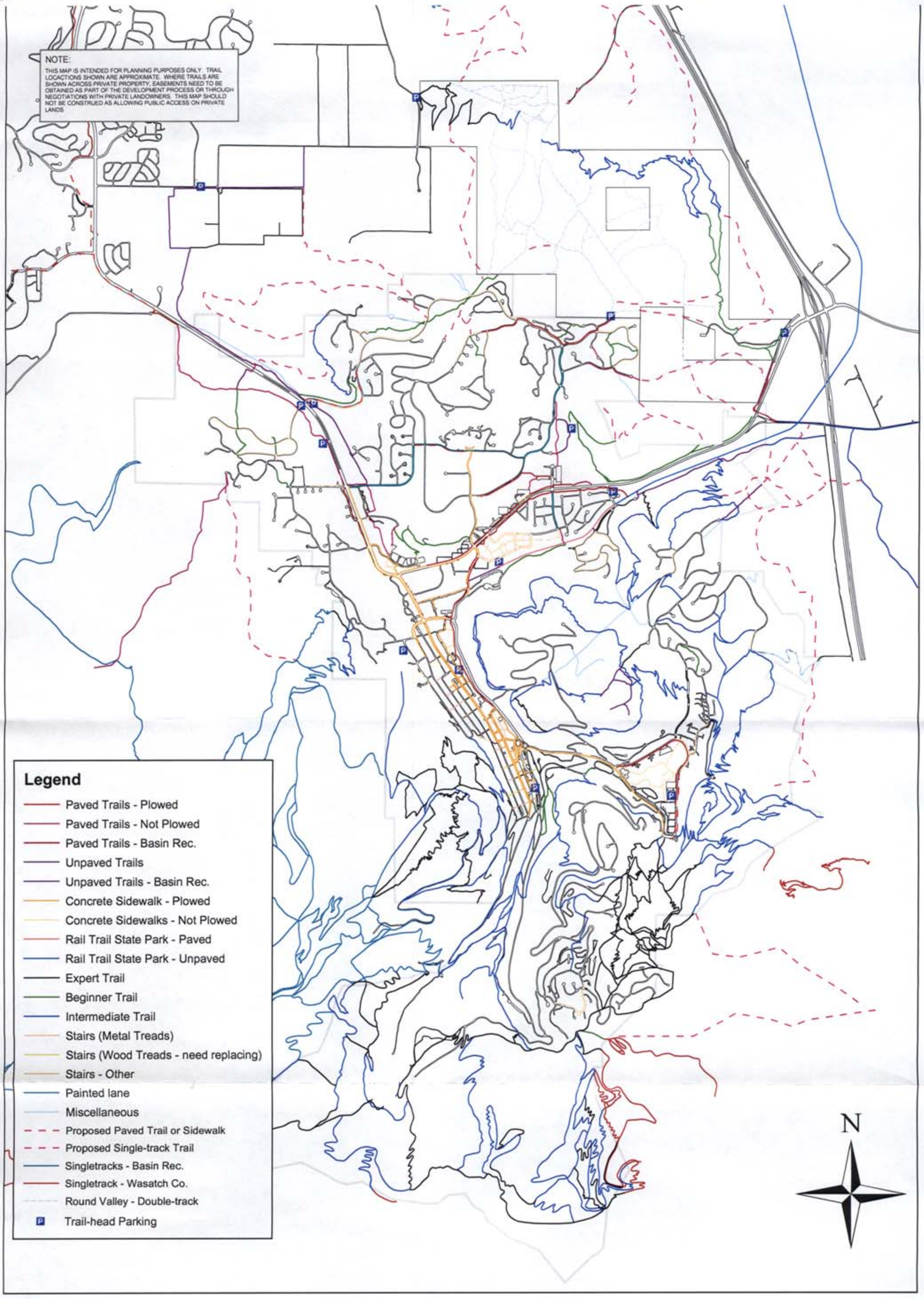
- **A. Approve:** This item is for discussion. There is no Council action required.
- **B. Deny:**
- **C. Modify:**
- **D. Continue the Item:**
- **E. Do Nothing:**

Significant Impacts:
This item is for discussion. There is no Council action required.

Consequences of not taking the recommended action:
This item is for discussion. There is no Council action required.

Recommendation:
In preparation for the upcoming budget process, Council should hold a discussion regarding the policy and strategic direction for three of the City's outcome areas (or council goals), namely: Effective Transportation, Regional Collaboration & Partnerships, and Public Safety. Council should provide staff with initial direction to continue or alter the current course with respect to programs and strategic plans within each of these outcome areas.

Attachments:
A – Trails Master Plan Map
B – Walkability Spine System Map
C – Short Range Transit Plan Map
D – Short Range Transit Plan Implementation Schedule



Trails Master Plan

0 0.25 0.5 1 1.5 2 2.5
Miles

Figure 3
Park City Walking/Biking "Spine System"

existing traffic calming program, the Manual on Uniform Traffic Control Devices (MUTCD), and AASHTO design standards.

The following recommendations focus on maintenance and policy issues identified as part of the Park City Walkable/Bikeable Neighborhood Study (March 2007), and are intended to aide decision-makers as they address walkability and bikeability issues in the future.

Figure 4
Park City Walking/Biking Interconnected Neighborhood Linkages

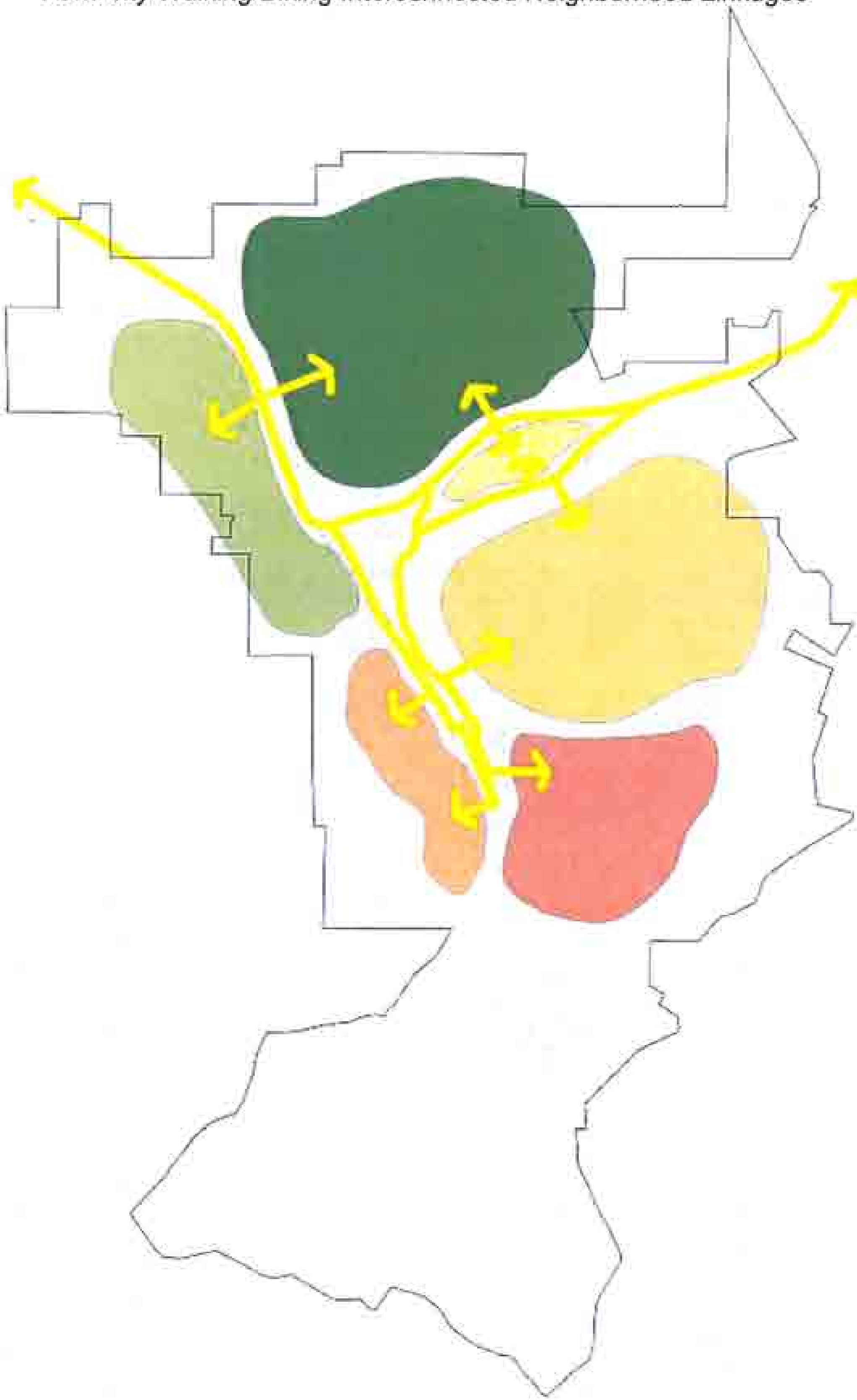
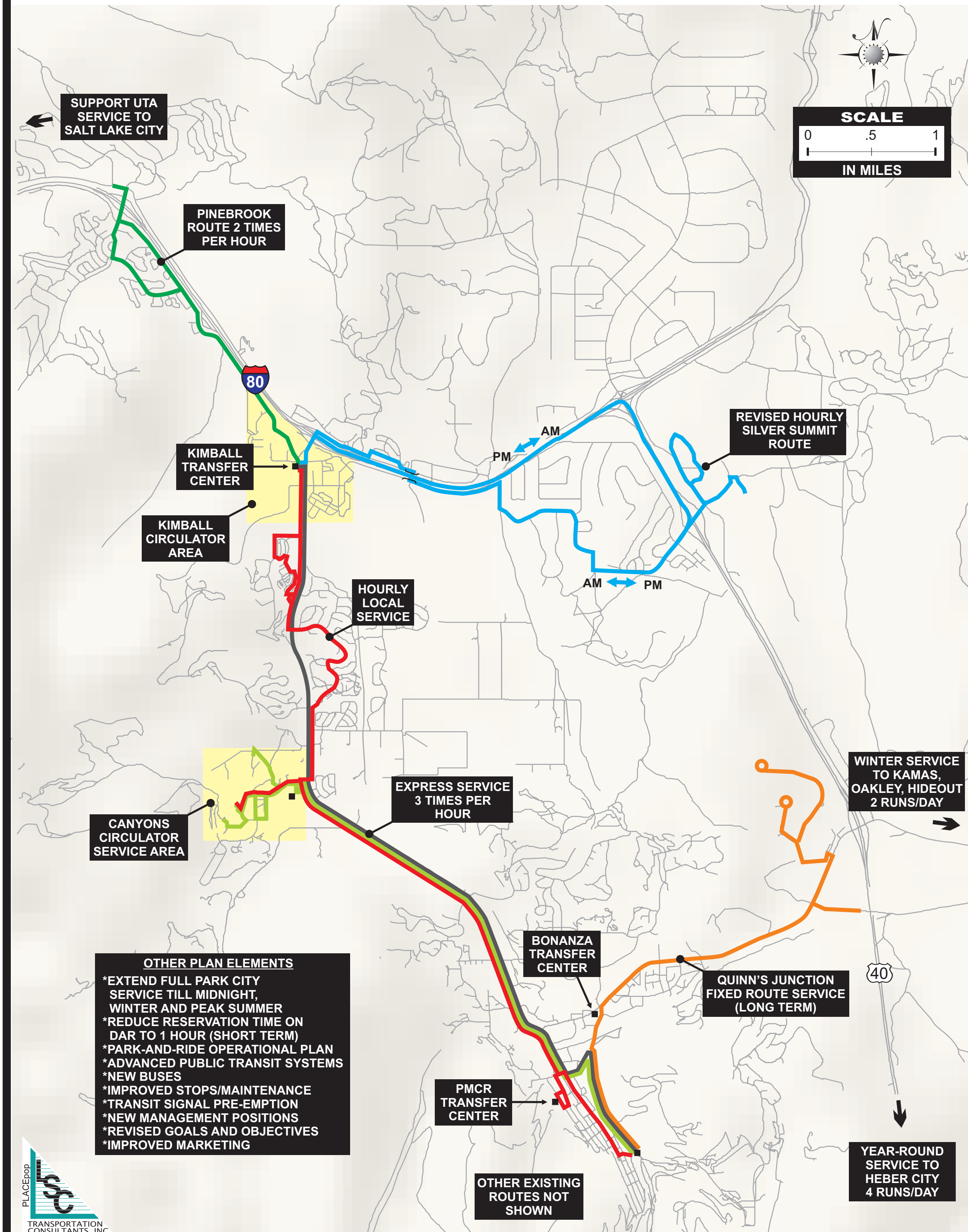


FIGURE 29

Park City/Summit County Short Range Transit Development Plan



- The City transit capital financial plan is shown in the bottom portion of Table 43. Capital funding sources are assumed to consist of the following:

  - FTA Section 5311 funding. When needed to fund eligible capital programs, these funds are allocated to capital projects, up to the maximum 80 percent federal funding proportion. However, starting in FY 2017-18, additional available 5311 funds will need to be shifted to fund operating costs.

  - FTA Section 5309 funds are allocated to funding 80 percent of the City's capital costs, excluding the bus stop improvements, non-revenue vehicle replacement, and signal preemption costs, and excluding other available capital funding. This assumes the City is successful with all 5309 applications.

  - Real estate transfer fees, assumed to equal $150,000 per year in FY 2011-12 increasing with inflation.

Capital reserve funds are used to make up any shortfall in capital funding. Under this plan the City transit capital reserve fund will end up with a 2017-18 ending positive fund balance of $13.7 million. Even if the City is not fully successful with obtaining discretionary Federal capital grant programs, this fund balance indicates that capital needs of the City program can be met.

IMPLEMENTATION PLAN

The implementation schedule for this plan is as follows:

City Fiscal Year 2011-12 / County Fiscal Year 2012

- Extend services till Midnight on the Park Meadows, Prospector Square, Prospector Express and Thaynes Canyon routes throughout the winter and in the peak summer season

- Implement winter evening Canyons Circulator/Express service, including establishment of new stops.

- Extend winter service till 11 PM on the Kimball Junction and Silver Summit/Highland Estates route.

- Reduce reservations requirement for Quinn's Junction Dial-A-Ride to one hour in advance.

- Coordinate with Heber City and Wasatch County regarding funding and design of Heber City service.

- Support Park City – Salt Lake City service.

- Implement AVL system, and plan for signal pre-emption.

- Finalize plans and permitting for Kimball Junction Transit Center

- Implement park-and-ride management program.

- Finalize agreement between Park City and Summit County for City maintenance of bus stops in the county, and begin City maintenance of bus stops citywide.

- Continue bus stop enhancement program throughout the system.

City Fiscal Year 2012-13 / County Fiscal Year 2013

- Implement year-round service between Heber City and Park City.

- Continue to support Park City – Salt Lake City service.

- Review routing based upon passenger activity data generated by AVL system.

- Establish and fill the Data Analyst position.

- Finalize plans and stop locations for Kamas service, as well as funding agreements.

- Begin construction of Kimball Junction Transit Center.

- Continue bus stop enhancement program throughout the system.

City Fiscal Year 2013-14 / County Fiscal Year 2014

- Finalize plans and stop locations for Kimball Circulator

- Finalize schedules and stops for revisions to Kimball Junction and Silver Summit/Highland Estates routes.

- Implement winter Kamas Commuter service.

- Continue to support Park City – Salt Lake City service.

- Establish and fill the Equipment Coordinator position.

- Complete construction of the Kimball Junction Transit Center.

- Continue bus stop enhancement program throughout the system.

- Purchase three transit buses.

- Purchase three transit support vehicles.

City Fiscal Year 2014-15 / County Fiscal Year 2015

- Implement 20 minute headway express service on SR 224, with hourly local route.

- Modify Silver Summit/Highland Estates route.

- Implement Kimball Junction Circulator.

- Finalize plans and stop locations for Canyons Circulator
- Establish and fill the Marketing Manager position.
- Continue bus stop enhancement program throughout the system.
- Purchase four transit buses and three smaller transit vehicles

City Fiscal Year 2015-16 / County Fiscal Year 2016

- Implement Canyons Circulator.
- Conduct Short Range Transit Development Plan update study.
- Continue bus stop enhancement program throughout the system.
- Purchase a replacement trolley vehicle.

City Fiscal Year 2016-17 / County Fiscal Year 2017

- Continue bus stop enhancement program throughout the system.
- Purchase four transit buses

City Fiscal Year 2017-18 / County Fiscal Year 2018

- Continue bus stop enhancement program throughout the system.
- Purchase four transit buses and three smaller transit vehicles.

There are also elements of this plan (such as transit passenger facility improvements at Park City Mountain Resort and Bonanza, and implementation of fixed route Quinn's Junction service) that will occur during this planning period, but which are dependent on private development schedules.

PARK CITY COUNCIL WORK SESSION NOTES
SUMMIT COUNTY, UTAH
NOVEMBER 17, 2011

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

Tom Bakaly, City Manager; Mark Harington, Sharon Bauman, Election Officer; Clint McAffee, Water Manager; Chad Root, Chief Building Official; Richard Carlile, Building Inspector; Heinrich Deters, Trails Manager; Nate Rockwood, Budget Analyst; and Bret Howser, Budget Manager

Board of Canvassers
Election Officer Sharon Bauman stated that a canvass must be held following the Municipal Election and the official results have been received from Summit County which include early voting, absentee ballots and the provisional ballots which were verified as acceptable for counting. The final totals are as follows:

Andy Beerman	870
Anne Bransford	300
Dick Peek	879
Liza Simpson	794

She reported that Andy Beerman, Dick Peek and Liza Simpson are certified as duly elected for the office of City Council for four year terms beginning on January 1, 2012. Ms. Bauman added that Park City has 5,544 registered voters and 1,082 cards voted but 2,865 votes were cast because everyone had the ability to vote for three Council members and not every voter voted for three. She urged members to review the report and adopt the Resolution certifying the official canvass report. Alex Butwinski, "I move we approve the canvass for the Municipal Election held on November 8, 2011". Joe Kernan seconded. Motion unanimously carried.

Work Session

1. Council questions/comments. Joe Kernan reported that Summit County is looking at issuing a RFP for recycling services and will be making decisions on the scope and funding the program. Liza Simpson stated that at the Friends of the Farm meeting, additional interpretive signage was discussed including stations with QR codes for smart phones and iPads. She felt it would be useful to consider these new technologies and applications for signage throughout the City and to familiarize other boards with these products. Ms. Matsumoto felt it worthwhile to pursue and Ms. Simpson suggested that signs be discussed during Visioning. Cindy Matsumoto stated that she attended the Peace House and Habitat board meetings this month and both are stronger financially from a year ago. Dick Peek relayed that he attended the HPB meeting where the historical significance of various buildings for the Historic Sites Inventory were discussed. The Post Office, 450 Main Street, was added as a significant site and some Grant Avenue houses built in the 1970s were removed from the list. Liza Simpson congratulated the PC Foundation on a very successful event. The Mayor disclosed that he received an email from Robert Neumeister concerned about the issuance of the remaining walkability bonds and felt the Council should hold off on proceeding. He received a number of calls on the Occupy Park City permit.

2. Water impact fee update. Clint McAffee stated that during the September 29, 2011 meeting, Council requested that staff provide an update on impact fees. Kathy Lundborg wrote a manager's report for the meeting of October 13th and this session is intended to clarify any issues. The water impact fee is assessed on a square foot basis and the amount per square foot charged is dependent on the size of the property. Some fees are very clear, like restaurants, where specific amounts are listed per added square foot but others are a little more complicated and are calculated with the help of other sources like the Utah Department of Drinking Water. If an applicant feels the fee is unreasonable, an independent fee calculation can be considered and the City Manager has the authority to adjust the fee. Mr. McAffee advised that the bulk of the proposed changes are housekeeping matters. The ordinance changes the square feet per occupant from seven to fifteen which greatly reduces the amount of the fee. This is consistent with the way staff has been charging in the past. Other code references are being updated to reflect the current 2009 IBC.

Staff is working on a major code update which will take a bigger look at the methodology used to calculate fees involving moving away from the square foot calculation method and moving toward a fee per fixture unit calculation. For example a toilet might be rated .5 and a sink might be .6 and there will be a methodology to calculate how many fixture units are being added to a structure or installed in a new building. Cindy Matsumoto liked the fixture approach because of the trends in building more bathrooms in houses. He explained the process in amending impact fees. First, the capital facilities plan which outlines the infrastructure needed to meet future demand is updated. When the costs are determined the fees are assessed to the remaining development. The majority of the cost is bringing in additional water and there needs to be enough water at peak day demand rate. The fixture method is anticipated to be applied to residential and commercial. Joe Kernan commented that the fixture calculation would not create fees for expanding outdoor decks and he encouraged to waive fees administratively if fees aren't changed before next summer season. Tom Bakaly stated that fees can be waived administratively but the whole amount has not been waived since there is uncertainty about the methodology. Joe Kernan supported not charging fees for outdoor dining. Chad Root explained that there may be some additional charges for outdoor dining based on requirements in the Building Code like requiring a certain number of toilets. Mayor Williams detailed Wahso's dilemma of paying a $5,000 water impact fee for adding ten seats on its existing deck which concerned him because it seemed anti-business. Richard Carlile explained that the City will be charging more for the commercial fixture units because the fixture unit counts in the codes are different for commercial and residential.

Joe Kernan stated that this seems to be going in the right direction but asked members if staff should be directed to not charge a fee for additional toilets prompted by outdoor decks because he doesn't feel there is an increased demand for water and outdoor dining should be encouraged. The Mayor stated that he is not comfortable with the suggestion because the issue is more complex. He is pro-business but there has been a philosophy for new growth to pay for itself and Joe Kernan stated that he supports new growth paying but new dining shouldn't because it adds no demand on water. In response to a question from Alex Butwinski, it was pointed out that the temporary outdoor decks were not required to provide additional fixtures. Mr. Kernan suggested that the deck not be counted in a new building calculation for the water impact fee. Cindy Matsumoto pointed out that many times when the outdoor decks are packed the interiors are empty so decks might not have an impact on water. It is hard to tell, but staff should conduct its analyses first.

Clint McAffee explained that one of the goals of moving to fixture units is to simplify the process and make assessments more consistent. An exception may be complicating the process somewhat. The Mayor pointed out that revenues may be a lot less on a fixture basis. Mr. McAffee explained that adopting a fee based on projected demand and actual use is compared with the projected rate. He pointed out that decks add capacity to a restaurant and Mr. Kernan repeated his argument that decks do not increase capacity. Richard Carlile emphasized that all impact fee structures have been based on peak day demand and those numbers are used to set the rates. The Mayor pointed out the significant amount of money the City has spent on infrastructure, buying water rights, etc. He is looking forward to the analysis which will add information to the deck discussion.

Clint McAffee explained that fees will be presented for adoption by July 1. Staff is currently working with Deer Valley and Wahso on adjusting assessed water impact fees last summer relating to their decks.

3. Review of Walkability GO Bond. Heinrich Deters asked if members desire to fund the remaining identified walkability projects. Staff is recommending issuing the remaining $7.1 million of the $15 million bond. He relayed that 27 of the 36 projects have been completed and any outstanding funds from the bond have been spent, including $200,000 for the Bonanza Project and $130,000 for the Phase 1 design of Dans to Jans. In 2012-13, a $500,000 project is scheduled to widen pathways including Poison Creek. The second phase of Dans to Jans is also slated and the first phase of design and has a time line of June 2012. Liza Simpson discussed the challenge of accommodating the variety of users on the Poison Creek trail and Mr. Deters discussed other smaller projects. Construction of Dans to Jans improvements is scheduled in 2014. In response to a question from Dick Peek, he explained that some trails will be scheduled for construction in 2012 and others in 2013.

Alex Butwinski pointed out that the proposal is to borrow $5.2 million now but those proceeds are not planned to be spent until 2014 and there may be an arbitrage issue. He suggested that this be continued for six months and make a decision then. There are a couple hundred thousand dollars committed to projects and he suggested that those be temporarily funded by the CIP. He feels the results of the $130,000 study should be available before committing to bonding for the balance of walkability. Times have changed since the bond was approved which passed narrowly.

Bret Howser explained that if this is delayed for six months, the bank qualified status is lost. If a city issues less than $10 million a year, there are certain other buyers who are eligible to bid resulting in a better rate. Next year it is anticipated that water and other bonds will be issued. Bank qualified status represents about 20 basis points, costing the taxpayers more money. Consultant Dave Miner explained that bank qualified is an attractive tax exempt feature for banks. In 2011, the City will qualify but probably not in 2012 because of the bonds totaling over the $10 million limit. Twenty basis points over 15 years represents about 2.5% of the amount borrowed, or $75,000.

Nate Rockwood displayed a table illustrating interest rates over the past five years and the current historic low rate. The first scenario is borrowing $7 million now over 14.5 years; the rate estimated is 2.75% and the annual cost is just under $600,000. Pushing this out three years with no idea of what the rate would be but assuming 3.55% which is the average of the past five years, the annual cost is $641,000 and the annual difference is about $35,000. The total difference for the life of the bond is about $500,000. The third scenario is bonding for $2 million now and bonding for the remainder in three years which ends up with a total difference of about $365,000 and the additional costs of issuance. He acknowledged that no one can predict what the rates will be in six months; they might not change much but the bank qualification is gone. Joe Kernan asked if there is a downside to borrowing early and Mr. Rockwood explained that if three years go by without spending bond proceeds, the negative arbitrage costs come into play. Alex Butwinski noted that waiting provides more time to complete projects and his preference is to continue the discussion for six months. At that point, there will be some knowledge gained from the study and the Council will have better information. In response to a question from Joe Kernan, Mr. Howser explained that cities cannot make money on the borrowed bond money while not spending money on projects and arbitrage is paying out any excess interest profits.

Tom Bakaly stated that if the bond goes forward, assessments would not appear on tax bills until next year and the City would gain the benefit of locking in rates at a historic low. He felt it is a matter of priorities of projects and waiting six months will cost more because of the bank qualified feature. Liza Simpson acknowledged that if the bond doesn't go forward that the City will be about $1 million short for walkability projects. She proposed that if the bond isn't issued until 2013, money could be borrowed from the CIP Budget so that projects can continue to move forward. The amount of money that was set aside for the Dans to Jans Phase was an absolute guess by the walkability committee. While she understands the argument for bonding now, she also understands the argument for waiting and again reiterated that the cost for the Dans to Jans project is unknown. Mr. Bakaly pointed out that the project is slated in two and a half years and the City would have bond money set aside for it and a contingency, rates are at a historic low, and the assessment wouldn't hit tax rolls for a year. Staff feels the Council should issue now but recognizes concerns relating to potential impacts in not knowing the breath of the project before issuing. There may also be a desire to speed up some of the projects that might help will traffic issues. Joe Kernan again stated that he supports staff's recommendation and Mr. Bakaly noted that if the Council waits it is likely that residents will pay more in property taxes. Heinrich Deters added that the construction bids for projects have been coming in very low which have brought projects in under budget. This was debated and Alex Butwinski again suggested that the Council wait six months. The Mayor expressed that he would like more information on the status of OTIS projects and the state of sidewalks in town. Existing infrastructure should be addressed and he would like to review walkability projects together. Tom Bakaly advised that currently OTIS is not funded and walkability funds could not be used for OTIS. The whole walkability program would have to be reprioritized to use those funds for OTIS projects which must be pedestrian in nature and most OTIS projects are streets.

4. Pre-visioning budget workshop. Bret Howser explained that the sessions will address the 2013-14 biennium budget process. The staff report provides some information for the discussion and the technical team has been working on projecting revenues and proposing funding levels for the upcoming budget biennium. It is better to involve Council earlier and more often throughout the process. The budget process now mimics a RFP process where departments will bid for different programs so staff needs to know the levels of service expected by Council members. Staff is seeking initial strategic direction to help develop the bids and assist the results team to determine whether the bids are in line with Council's vision. Eventually, staff would like to turn the direction from the three scheduled discussions into eight biennium strategic plans for each of the outcome areas which include seven Council goals plus a public safety outcome area. Mr. Howser explained that the strategic plans will be presented in conjunction with a long term strategic plan and drafts will be available at Visioning to make sure staff is on track. This discussion is not a final decision or the last time the programs will be discussed; it is initial direction. It is not a comprehensive study on levels of service but will present associated data in context with regard to the outcome areas. There is a lot information which is better to disburse earlier and Council members will be provided the staff reports a week earlier. Managers should have a good idea of what they are bidding on from Council direction.

Mayor Williams expressed that he is having trouble with the concept as he did last year because he has no comprehension what reduced or enhanced levels mean. Mr. Howser directed members to the project list and survey information. The outcome areas up for discussion today are preservation, Park City character, world-class multi-seasonal resort community, and open and responsive government. Joe Kernan found it difficult to determine which programs are high cost and low satisfaction, for instance, and Mr. Howser explained that on the 15^{th} a work session will be held specifically on the survey and staff can hone in on those areas where performance is relevant. Mr. Kernan felt it would be helpful to target areas that require more attention and Alex Butwinski agreed. Tom Bakaly pointed out that the survey reveals that the quality of life is very high which begins to establish context for general areas of long-range planning. It is more of a philosophical discussion and in order to support high quality of life, Council would probably want to consider its commitment to long-term planning. The survey is a snapshot of Park City and a comparison to other cities.

Cindy Matsumoto pointed out Park City's good scoring on the survey and believes the citizens want the Council to maintain levels of service. Her initial direction is to remain the same on most things. With regard to preserving character, funding may be needed to protect the status of Main Street's historic designation and this may be an additional project. Bret Howser stated that this is a good example of the sort of direction staff is seeking. Liza Simpson agreed. Tom Bakaly acknowledged that this is a whole new way of looking at things. He understands from members that long-term planning is a high priority and senses it rates as an elevated level this year but as goals are accomplished, its ranking may change.

Joe Kernan suggested that a low level employee track contractors and costs and Bret Howser explained that that service would fall under open and responsive government. Dick Peek recommended that managers describe the current level of service. Discussion ensued on items members know will be elevated. Joe Kernan again described his compliance officer idea to monitor contractors which would save the City money in the long-run. Tom Bakaly noted that Joe's suggestion could be bid. The Mayor began going through the project list and Liza Simpson suggested that members review the list on their own and return their results to the Budget Department next week in an effort to get caught up. Cindy Matsumoto interjected that public dialog is important with regard to budget discussions.

Prepared by Janet M. Scott, City Recorder

PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH,
NOVEMBER 17, 2011

I ROLL CALL

Mayor Dana Williams called the regular meeting of the City Council to order at approximately 6 p.m. at the Marsac Municipal Building on Thursday, November 17, 2011. Members in attendance were Dana Williams, Alex Butwinski, Joe Kernan, Cindy Matsumoto, Dick Peek, and Liza Simpson. Staff present was Tom Bakaly, City Manager; Mark Harrington, City Attorney; Bret Howser, Budget Manager; Heinrich Deters, Trails Manager; Kirsten Whetstone, Planner; Phyllis Robinson, Public Affairs Manager; Shelley Hatch, Business Licensing Analyst; Mat Evans, Planner; and Thomas Eddington, Planning Manager.

II COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

None.

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

None.

IV WORK SESSION NOTES AND MINUTES OF MEETING OF NOVEMBER 3, 2011

Liza Simpson made a correction to the minutes clarifying that the HPB will review how the process went on a disassembly or reconstruction not review the application itself. Liza Simpson, "I move we approve the Work Session Notes and Minutes of the meeting of November 3rd (as corrected)". Alex Butwinski seconded. Joe Kernan abstained as he was not in attendance.

Alex Butwinski	Aye
Joe Kernan	Abstention
Cindy Matsumoto	Aye
Dick Peek	Aye
Liza Simpson	Aye

V NEW BUSINESS *(New items with presentations and/or anticipated detailed discussions)*

1. Consideration of a Resolution authorizing the sale and issuance of up to $7,175,000 general obligation bonds of the City in one or more series; and providing for related matters – Budget Manager Bret Howser referred to the work session discussion. If the Council feels confident that $7.175 million will be spent on walkability projects, it is staff's professional opinion that it will never be cheaper for the taxpayers than to bond for it now. If members are not confident that $7.175 will be spent on remaining projects, some alternative approach should be considered. If the City borrowed $7.175 million today, the rate would be about 2.75% or $600,000 in annual debt service. If the City borrows three years from now, the rate would probably be in the vicinity of 3.55% and there would be no guarantee that the bond would be bank qualified. He explained that *bank qualified* allows banks more flexibility and results in better rates. There is probably no better time to borrow than now, but if there is a chance that the City will not issue and spend the full amount, he suggested bonding for a smaller amount

like $5 million and writing off the other $2 million of approved general obligation debt which represents a substantial savings to taxpayers. Mr. Howser displayed a chart of potential projects with estimated costs. In response to questions from Ms. Matsumoto about expenditures to date, Heinrich Deters explained that about $330,000 has been committed. Discussion ensued on borrowing from the CIP and paying it back with bond proceeds. Bret Howser noted that on a $500,000 primary residence, the assessment will be about $24 per year. Unfunded projects were discussed. Ms. Simpson asked that if the next phase of study for the Dans to Jans Project is too expensive are there walkability projects that the bonded money could be used toward. Mr. Deters said there are but staff would return to reprioritize projects. The Dans to Jans Project is estimated at $4.1 million and if the project is less for some reason, $2 million could be allocated to other projects. The Mayor invited public input.

Tom Fey, resident, referred to the $600,000 in annual interest costs and asked about amortization and other bond obligations. He asked what he is paying in taxes on the bonds.

Consultant Dave Miner explained that total general obligation debt service, including this bond, principal and interest is about $5 million a year for about 14 years. If the full $7 million is issued it would include $43 million of principal and about $9 million in interest. The Mayor pointed out that the open space bonds, for instance, retire in two or three years.

Tom Fey pointed out that the City is telling citizens that they have $50 million of obligations for generations and suggested cutting back and not spending all of it.

Cindy Matsumoto understood that the cost on the $50 million is $5 million. Dave Miner explained that if the full bond issue is added to outstanding bonds the total is $43 million of principal and about $9 million of interest. The annual payment is about $5 million a year and all of the bonds will be paid off in 14 years and some sooner. Tom Bakaly pointed out that outstanding bonds are reflected in property tax bills; the $7 million issuance would not be assessed until next year.

The Mayor asked members what they want to do and Alex Butwinski stated that he prefers waiting six months. Losing the bank qualified status was addressed and Mr. Howser believed it represents about $100,000 over the life of the bonds. Mr. Butwinski clarified that he wants to wait six months to consider issuing but that is not guaranteed. Joe Kernan stated that he personally wants to spend $7 million on walkability which is the most important capital investment in the community and is comfortable with staff's recommendation. Ms. Matsumoto believed the big question is going forward with walkability and wondered if the community still holds it as a high priority. She understood moving ahead with projects because of good interest rates and competitive bids and it is hard to second guess what the citizens would do now. She hasn't heard any complaints about walkability projects (except for Bonanza) and agreed with Mr. Kernan that we probably should move ahead. Mr. Butwinski could not see any significant downside with waiting until an engineering study is available for the Park Avenue project and it may take until 2013 or 2014 to have a realistic plan. He is in favor of looking at this again in six months and Cindy Matsumoto stated that she is okay with this position as well. In the end, the City will probably spend the money.

Liza Simpson pointed out the many walkability projects that didn't receive funding which makes her comfortable with moving ahead with bonding now. It will ultimately save taxpayers in the long-run and the City is committed to the projects which benefit the entire community. There is an upside with being able to move ahead and move faster on projects. Alex Butwinski noted that with regard to getting projects done faster, the City already has internal project management limits. Ms. Simpson believed that some of those resources will be freed up shortly. Dick Peek suggested that in consideration of unknown interest rates, arbitrage risk, burden to taxpayers, and unknown soil issues that designing, planning and budgeting projects should be done first and then borrow. In addition, the City will have to deal with UDOT because of Park Avenue.

Alex Butwinski, "I move that we continue this discussion until six months or so until we have the engineering information from the study commissioned to Fehr & Peers". Joe Kernan seconded. Motion unanimously carried.

2. Consideration of an Ordinance approving the Park City Heights Phase 1 Subdivision located at Richardsons Flat Road, Park City, Utah – Planner Kirsten Whetstone explained that Phase 1 consists of the 20 townhouse units that satisfy the affordable housing obligation for the IHC medical center and includes four market rate cottages lots, a park, HOA clubhouse, open space, support commercial parcels; streets, easements and a parcel for future multi-unit affordable housing. This includes all of the Park City Heights land with the exception of the 24 acre parcel on the north side of Richardsons Flat Road. The conditions of approval, the MPD and the Park City Heights annexation agreement will continue to apply which are noted on the plat. Ms. Whetstone stated that on October 26, the Planning Commission voted to forward a positive recommendation to the City Council. There was no public input. The Mayor opened the public hearing; there was no input and the hearing was closed. Liza Simpson, "I move we approve an Ordinance for the Park City Heights Phase 1 Subdivision located at Richardsons Flat Road". Alex Butwinski seconded. Motion unanimously carried.

3. Consideration of approval of a Purchase Agreement with Ivory Development LLC, in the amount of $15,500,000 and in a form approved by the City Attorney, selling the City's undivided co-tenancy interest and Boyer Park City Junction LC's interest in 195 acres of unimproved land within the Park City Heights Master Planned Development, as well as one other unimproved parcel within the same MPD wholly owned by Park City Municipal Corporation – Phyllis Robinson stated that this matter has been legally noticed for a public hearing in accordance with state statute. She introduced Patrick Moffat from The Boyer Company and Chris Gamvroulas from Ivory. The process began two years ago this month when the City acquired a 50% interest in the Park City Heights Project with Boyer as equal co-tenants in the project. The property was annexed and the project went through the MPD process with the Planning Commission. The Phase 1 plat has just been approved.

She explained that in November, the City received a purchase offer for the entire project. The project was initially designed for 317 units and she displayed the revised site plan approved by the Planning Commission at 239 units. The City was not involved to make money but had specific municipal purposes, the first being reduction of the overall density. The first site plan had a total of 317 units. It was reduced to 303 units prior to annexation and the final plan is 239 units. The market density has been capped to 160 units, one-third of the project is designated as affordable housing, and the IHC employee housing units are incorporated into the project as well. Ms. Robinson indicated that the City, as co-owner of the project, waived its review authority to a third party should that be necessary, in order to play a proactive role in the development. The City's final goal was to recover the investment in the project which is $5.5 million for land costs and through the purchase agreement, the full investment will be recovered.

The City elected to take 40 market units off the table in lieu of any additional proceeds that could come to the City.

Phyllis Robinson stated that Ivory Development is the buyer at a purchase price of $15.5 million. Upon closing, Ivory will pay $5 million and the rest will be owner-financed with a guarantee from Ivory Land over the next couple of years. This project will be consistent with the MPD approved by the Planning Commission and the City will pursue a special assessment bond for the infrastructure which will be publicly dedicated. The targeted closing date is as soon as November 22, 2011. From the structure of the sale, the balance would be paid in three annual payments of $3.5 million. The Boyer Company would receive the remaining proceeds following the repayment of the land costs to both parties of approximately $3.7 million.

The special assessment bond is tied directly to the project to pay for the infrastructure. In the event of default, there is an outside chance that the City would step in to cure that. The repayment of the bond is structured so that each phase would be tied to the infrastructure. The first phase would be about $500,000 so the entire $9 million would not be issued at one time. There is a three year cap on the repayment of those proceeds and as each building permit is pulled, a prorata share is repaid with an outside three year window. Ms. Robinson continued that the outstanding note between Ivory Development, The Boyer Company and Park City is that while there is a promissory note and a deed a trust, a guarantee is also being offered by Ivory Land.

Chris Gamvroulas, President of Ivory Development, stated that he was initially involved with the IHC units early in the process six years ago. As a company, they understand the goals and have been involved in the design guidelines and the philosophical principles relating to sustainability, affordability, walkability, and accessibility. Ivory Homes is the parent company and Ivory Development is an affiliate company like Ivory Land. Ivory is a privately-held company with one owner and the largest home builder in the state of Utah over the past 24 years. He stated that Ivory has been debt-free since 2009 when other companies found themselves in trouble. Ivory will close nearly 500 homes this year. One of the reasons Ivory is successful is the offering of programs which will be a real benefit here like helping people with their credit scores so they can qualify for loans. He explained the three year lease back guarantee and smart move advantage programs available. Ivory has many tools in its toolbox, and it is a financially solvent company and will work hard with City staff to implement its policies. Mr. Gamvroulas pointed out that many photographs featured in the Design Guidelines actually are built Ivory product. He pointed out the beautiful upscale Ivory homes at Red Ledges; these designs will lend themselves well to the homestead lots. Ivory has a large depth of products, services and people to be able to implement the goals of this project and is uniquely qualified. He complimented both Phyllis Robinson and Pat Moffat. Ivory has signed the agreement and he urged Council to approve the purchase agreement. The Mayor invited public input.

Mary Wintzer, resident, explained that Tom Fey had to leave the meeting but asked her to inquire about the $3.7 million residual going to Boyer but not shared with the City. The Mayor explained that the density was reduced by 40 units and rather than take a profit, the City decided to make the project smaller. With no further input, the public hearing was closed.

Pat Moffat stated that on behalf of The Boyer Company, the partnership with Park City has made the project better and he specifically thanked Phyllis Robinson.

Alex Butwinski confirmed that in the unlikely event of default, the City gets the property back. Ms. Simpson asked that in the event the MPD is reopened and an appeal filed, is the Council the appeal authority. Mark Harrington advised that it would be best to retain the hearing officer because of Council's underlying interest. Mr. Gamvroulas stated that Ivory is seeking to get a return on its investment which is one of the main reasons it will not default and it has no intention of opening the MPD. Ivory has every intention of making a profit as they are a for-profit business. Joe Kernan, "I move we approve the purchase agreement with Ivory Development". Alex Butwinski seconded. Motion unanimously carried.

4. Consideration of an Ordinance amending Sections 4-1-1.20, 4-2-16, 4-2-21(D), 4-3-9, and creating Section 4-1.1.22 of the Park City Municipal Code to clarify how temporary businesses and gifting are regulated during the Sundance Film Festival – Phyllis Robinson indicated that this was discussed by Council on November 3, 2011. She referred to a letter from the HPCA expressing some concerns and suggestions and has met with officers to better understand their recommendations. Sara Pearce from Sundance is also here to participate. One of the goals was to develop a definition for gifting which is a defined term which distinguishes displaying goods with the hope of future orders versus giving away an item in exchange for promotion or other future use considerations. Gifting is an active process. The HPCA is asking for some clarity that providing a brochure, for instance, is not gifting. The engaging in business definition was expanded to include gifting which requires a business license. A company needs to obtain an appropriate business license if gifting products are physically present. The HPCA has asked that a vendor/exhibitor be able to represent multiple companies at one booth. As proposed, each vendor in a location must have a Utah tax identification number and pay the appropriate fees. The HPCA is looking for clear code language that is easy to understand and enforce that allows businesses to rent their spaces. The Utah sales tax number is important for sales tax distribution and for tracking vendors.

Ms. Robinson pointed out two different types of venue licenses including the convention sales hospitality license which is used for trade shows. If merchandise is displayed but not sold at the location, an individual business license is not required but if products are sold at the trade show, an individual license is required. Dick Peek described a situation of making sales through a computer at trade shows and Ms. Robinson determined that a sale is occurring which requires a license. The other convention sales license is new and described as Type 2 which allows an umbrella organizer account for vendors at a single address. Each vendor would have to pay applicable fees of $250. This licensing is not applicable to retail space. Ms. Matsumoto felt this is punitive to retail space. Phyllis Robinson explained the proposal is a fix for 2012 and acknowledged that more work is needed on the ordinance. The Code is currently written to address assembly space, hotel, and/or restaurant space and create a Sundance venue but the ability to put an assembly use in retail space is not available. Up to this point, staff has not received direction to pursue a temporary licensing policy.

Mark Harrington stated that he would not describe this as penalizing retail and pointed out that the Code is specifically written from a policy perspective to not allow temporary licenses but on a piecemeal basis, the Code has been amended to be more flexible. It began with opening up convention sales for an alternative festival during Sundance and other activities and was enlarged again for the Olympics and other assembly uses. The City then began to receive requests to use alternative spaces such as retail. Without completely overhauling licensing, the only avenue was to require applicants to obtain a full business license and swap out uses while occupying the space. He emphasized that it is within the Council's ability to revisit the broad policy issue but it is extremely complicated and has ramifications and other impacts that may be unwanted if procedures are over-simplified. Staff has committed to return with the issue early next year and the proposal tonight is a patchwork remedy. It addresses direction from Council resulting from the appeal last summer and it may be confusing in the context of the Code but it is the best staff can do with the short time frame prior to the Festival. He encouraged Council to revisit the retail issue but now might not be the right time. There are state code requirements for adjusting licensure and fees which have to be study-based and there is not enough time to engage a consultant to conduct the entire process in time to recommend new fee structures that are based on new classifications. These proposed changes are presented by virtue of the last work session discussion and state requirements are beyond the City's control. Mr. Harrington emphasized that staff is fully engaged to return with a broader policy discussion on temporary licensure including the retail issue.

Joe Kernan supported Alison Butz's simplified language on the 4-3-9 paragraph to adapt the Olympics paragraph but relate it to Sundance and open up all uses in venues and asked if it would work. Mr. Butwinski understood it would create a temporary umbrella category for a gallery or broaden the definition of assembly just for Sundance. Mark Harrington pointed out that what seems like simple short-term solutions like allowing additional signage on sidewalks on Main Street, etc. have ramifications if not analyzed. Although this may seem bureaucratic and complex, enabling an overall land use change even for a short period of time requires careful deliberation. There are ramifications in terms of enabling that sort of substitution in direct competition with existing businesses that may have long-term impacts. The resulting vitality may not be what Council's wants for existing businesses or the MFL holder. Proceeding with a broad-based temporary license that can be applied to all structures, including retail, should be done cautiously because it may have big ramifications and staff is not prepared to address them tonight. It is such a big change that it should not be done under the cause of simplicity. It should be done deliberately. Mr. Harrington advised the better course is to enable what we've been enabling, fix the things we know are broken, and proceed cautiously because of impacts.

He recalled getting Festival activities out of residential neighborhoods, consciously bringing them to Main Street and managing the change. Consideration has to be made on limiting how much space can be shifted over and still address parking and other impacts. There is a carrying capacity issue of how much assembly use can be put on Main Street and staff has no basis to estimate a limit and as proposed, the City has no ability to say "no". He continued to explain that the fee base is differential. Converting retail to assembly by buying a year-round license has worked fairly well in terms of not over-burdening the entire Street. Certainly from a policy perspective, the City Council can go the other way. He summarized that the recommendation is to take baby steps and fix the problems identified by members. It may not seem complicated, but staff believes it is more than just a reclassification issue.

Joe Kernan felt that simplicity also helps staff by having a convention license available to businesses and a fee that includes vendors and brands under it. The organizer can obtain a license early before the event and eliminate coming in at the last minute adding additional vendors. He felt it benefits the MFL holder by having the convention license available to everybody. Mark Harrington stressed that this is not staff's perception. Further enabling more license swap-outs creates a lot more work and some of that will always be last minute because it is the nature of the beast. He referred to Ms. Simpson desire to look at lead-in times for licensing and creating alternative fee structures to incentivize getting people in earlier. Fees have to be tied to actual costs and determined through study which will be accomplished. Joe Kernan again referred to the Olympic paragraph, inserting Sundance and keeping the language in the ordinance. Mark Harrington responded that Council has the ability to do that, but it is not staff's recommendation because of potential negative impacts on the Festival.

Phyllis Robinson relayed that concerns raised by Council members Kernan and Matsumoto are similar to comments from the HPCA as far as having the blanket umbrella organizer apply for retail as well. She spoke about three vendors in one retail space, each requiring a business license but perhaps only requiring one inspection per location. Another suggestion is that if someone is not selling but gifting, not being required to have a Utah tax identification number. What is before Council this evening is in response to solving the gifting piece. She spoke about long-term goals including continuing to work with all of our stakeholders to ensure a friendly licensing system and one that is protecting the Sundance Film Festival brand as well as protecting the health, safety and welfare issues for guests. Staff will explore a fee study to ensure that fees cover impacts.

In response to a comment from Cindy Matsumoto, Mark Harrington explained that expanded assembly use would have to be managed in conjunction with an incentivized fee structure and other tools. He pointed out that retail spaces are not necessarily built for assembly use and do require more extensive renovations and inspections, which is why staff is recommending an additional fee structure to capture those costs. Making it too easy to swap out further exacerbates the problem. Staff recommends a complete overhaul because it will be better prepared to manage it and address the customer service element rather than just opening the door in hopes that it goes okay. He emphasized that this Festival is too important to the community to take a blind step.

Liza Simpson understood that Jonathan Weidenhamer was going to return with a definition for gifting but other issues are too big and need a longer timeframe. She felt that too much is being crammed into this discussion before it is fully baked. She questioned amending the convention section regarding charging sales tax on the convention floor. Tom Bakaly believed this was raised during the appeal as it related to gifting and staff heard from Council that gifting was doing business and the current Code could be clarified. Staff heard direction to come back and clarify that gifting was doing business and there would need to be an individual license for each vendor. He stated that staff opened the door by proposing an umbrella approach and now there is a request to expand this to other uses. This was not staff's intent or what Council directed. He felt that the expansion idea is at cross-purposes with the original direction of trying to get greater accountability at the individual level. Expanding it to retail may be different than Council's original policy direction. It comes down to policy and he asked members if they want to facilitate greater opportunities for vendors which may undermine the Festival or have clarity as to what constitutes gifting and individual licenses. Mark Harrington addressed convention licensing for conventions with exhibits. Joe Kernan relayed that two years ago, the Code was interpreted differently and he supports allowing everyone the ability to sell their space during the Festival. The Mayor invited public comment.

Alison Butz, HPCA, believed that everyone has the same "wants" but the mechanisms and time lines differ. The group wants clear and enforceable regulations. The City should have the ability to shut down an operation for non-compliance and businesses should have the ability to rent their space. Businesses that do not do well during Sundance would have an opportunity to recover costs. She felt there are plenty of businesses that do well during Sundance and are not going anywhere because of Code changes. The HPCA felt from the last discussion that there were commitments to return with the ability to do an umbrella license not just for assembly use but also for retail, including galleries. She spoke about tracking vendors with other ways than requiring a Utah tax identification number. There needs to be more clarification with regard to booth vendors versus brands. Mark Harrington and Alison Butz engaged in an exchange about each brand being licensed.

Shelley Hatch illustrated scenarios by comparing them to a store effect or mall effect. The store effect is like a gift basket with a grocery store representing all of those products. A mall effect has individual booths that have been sublet which is what happens at Sundance. She emphasized that retail is a B use and not licensed on a temporary basis; it requires a full business license. Mr. Kernan interjected that he is not concerned about winging it like we have over the years. Mark Harrington stated that the City has not allowed this activity in retail before. Mr. Kernan felt the City has not prepared the necessary ordinance for the business community to move through the process in a comfortable manner and prefers to rely on the City's current ordinances.

The City Manager believed that opening it up to retail will create temporary competition will full-time businesses. Mr. Harrington pointed out that that is one of many considerations. Temporary uses have incremental impacts on the Street and the neighborhood which should be measured. He discussed not anticipating the scope of the street artist lawsuits and defending those lawsuits became incrementally more difficult because of all the expressed activity allowed by exceptions and special temporary permits on the street. If the City had held the line and denied outside commercial activity or swapping, it would have been much easier to defend the City. Every time something is enabled, the City loses a little bit of ability to deny or regulate the things we don't want. Joe Kernan stated that Ms. Butz has taken the position to include retail and her membership is mixed but all interests must be considered. '

Alison Butz stated that retail space in the past has been able to have other businesses come in during Sundance. Since this has happened in the past, it could be easier on a number of levels. One umbrella license provides more accountability for assembly and retail. She asked that this return to Council sooner rather than later and that unaddressed issues be discussed in March.

Sara Pearce, Sundance Institute, stated that she is in agreement with the HPCA on a number of points including easy to understand regulations, enforcement of the code, and protection of the Festival community. She stated that sponsorship is good and cautioned not making a decision now that may hurt everyone. Talking about this again in March is a good idea. One of the biggest concerns is the timing issues and being able to control and manage activities. She agreed with Ms. Butz on the umbrella license idea and accountability. Ms. Pearce expressed concerns about charging brands which will need to be clearly defined. Stella's situation as an official MFL sponsor was discussed.

Cindy Matsumoto asked how the City can make it easier for Sundance and its sponsors. Ms. Pearce noted that the City has good codes but they are not always enforced, like types of events, overcrowding, and inappropriate signs. Mark Harrington spoke about broadening regulations during the Olympics so other uses could go into restaurants on Main Street. The City could not control the ambush marketing in the internal private spaces. Temporary businesses have the same rights as any other year-round business, no more and no less. When Sundance private parties were being prohibited in Deer Valley, expanding capacity on

Main Street beyond the hotel and restaurant categories was needed. It seemed better to deal with associated impacts on Main Street. He believes it is time for a comprehensive relook.

Bill Malone, Director Park City Chamber/Bureau, expressed that Sundance is an important opportunity for businesses. Some do well and others not so well, but it is important to have the flexibility of being able to sublease if necessary.

Alex Butwinski referred to other code provisions which may minimize adverse impacts. The City Attorney explained that the Olympic strategy actually worked really well. It wasn't a free for all and there was good control of the Street. The City adopted over-crowding regulations to address temporary locations. However, he described one Film Festival year when things got out of control and the City was unprepared to address the scope of activity that year. He didn't feel that Council should over-facilitate retail during such a short window when it can be better addressed comprehensively in conjunction with some incentives. Some of this will be self-regulating in the private sector.

Mike Sweeney, businessman and property owner, stated that he is supporting the HPCA's position and has ten years of experience of permitting Main Street locations. Each business facility on Main Street has a limited capacity of the number of people allowed in the space. There is a capability of increasing occupancy to a certain level subject to the Building Department's determination. There are three inspections which he detailed. He felt that restaurant and retail buildings should be charged the same price for permits. Sundance has gone out of its way to try to make it work and there should be a simple solution for the permitting process.

Liza Simpson acknowledged the City Attorney's comments about losing Main Street. She felt the market will self-regulate to a certain degree but Mr. Sweeney's comments changed her mind about renting non-assembly space. There is an enforcement resource issue and adding 15 to 20 more locations to inspect may be problematic and should be addressed at a later date.

Dick Peek stated that he supports staff's recommendation and he doesn't want to see Main Street go away every year and made a motion to adopt the ordinance (which did not pass). Ms. Simpson seconded and agreed with Mr. Peek but is interested in discussing this further. Alex Butwinski pointed out that if this ordinance is adopted today, the plan is to return again to consider the revisions and possibly more changes. He suggested creating an Olympics/Sundance paragraph knowing that it will be reviewed in a few months in a holistic manner. He feels it is unrealistic to think Main Street will be overrun if there are permits for retail. If Council goes with staff's language, Liza Simpson suggested striking the individual Utah tax identification numbers. Mark Harrington provided alternative language. Cindy Matsumoto expressed that she understands both positions but is concerned about Sundance.

Ms. Butz felt the definition of gifting, for instance, could be easier to understand and less wordy. Ms. Hatch believed it is written that way to distinguish between activities at trade shows versus gifting. Joe Kernan expressed that he prefers Ms. Butz's definition.

Mark Harrington pointed out that there are people trying to exploit loopholes in certain codes to do certain things. The proposal is drafted to capture those expressed activities and make it as simple to understand as possible. This is an effort to promote some accountability and public safety by having a uniform manner to license and is not a perfect solution because this section was not written for this activity. It is a patchwork which was incrementally expanded to allow more and more commercial activity in our commercial core. Policy goals have never been clarified. He suggested enabling what are easy fixes.

Andy Beerman, HPCA, believed that this is more of a resource issue than a Code issue. He doesn't feel the ordinance is ready for adoption and hopes Council will consider continuing this item. Many gallery and retail spaces are already rented and it will probably take more resources to process these applications.

With no further comments, the public hearing was closed. The motion did not pass with Councilmembers Butwinski, Kernan and Matsumoto opposed. Alex Butwinski, "I move to accept the language proposed by the HPCA regarding Sundance specifically 4-3-9". Joe Kernan seconded but a vote never taken on this motion.

Including the gifting definition was debated. Liza Simpson suggested adding gifting to the paragraph on engaging in business without the wording at the end of the paragraph. Mark Harrington encouraged members to direct staff to return with an ordinance for public hearing since this will be a different draft. Tom Bakaly understood that members want to change retail and asked why they aren't addressing that specifically. The policy question is balancing creating business opportunities without harming Sundance and that needs to be stated to move forward in an ordinance. Mr. Butwinski explained his motion to consider that Council will look at this again and he agrees with Mr. Kernan regarding giving business owners the opportunity to recover their potential lost income when Sundance is here by having the ability to bring in a couple of businesses under their umbrella license for this year. Mr. Bakaly stated that the original direction was to clarify gifting. He understood members want to expand the ability for business opportunity in retail areas. Mr. Butwinski agreed. Mr. Bakaly noted that it seems contradictory. Cindy Matsumoto interjected that licensing provides some control and Liza Simpson pointed out that if they are meeting the Code, the City will have not have the ability to deny. She prefers to wait on deciding on retail because some of the public input was about the HPCA partnering better with Sundance on the issue of mix.

Mark Harrington advised that temporary licensure greatly reduces fees unless the square footage is so small that it is less than the flat fee, and staff is recommending going the opposite direction. Shelly Hatch explained that convention sales licenses are $265. Business licenses include the HPCA assessment of $243, an administration fee of $95 (includes inspection), plus .330 times the square footage which is significantly more money. Ms. Matsumoto indicated that she didn't hear objections from Sundance who wanted to make it easier for businesses. Ms. Simpson stated that she is not opposed to consider adding retail spaces to the assembly type use, but she is concerned that Council is not doing it with enough forethought.

Sara Pearce stated that Council should just *let it go*. Leave the Code as is and try to beef up enforcement this year and return in March and fix it. She relayed that Jon Weidenhamer isn't here to represent what he wrote.

Tom Bakaly interjected that the only question now is licensing gifting which is what Council determined relevant but waived fees when it heard the appeal. The Mayor stated that members upheld the position on the appeal with direction to move ahead with individual licensing for gifting and asked members if that policy has changed. Alex Butwinski and Joe Kernan stated that their positions have changed. Tom Bakaly pointed out that staff's interpretation of the Code will require individual licenses for gifting and there will be no umbrella for assembly properties. What staff heard during the appeal on gifting was that staff changed the interpretation of the Code and the licensing process was different than what was done before. There was a determination that gifting was doing business and therefore requires a license. If the Code is not amended, it is important to clearly communicate what the City intends to do related to gifting and clarifying the Rules of the Road could be a way to accomplish this. He suggested working on an umbrella license administratively. Discussion ensued between members and Mike Sweeney who claimed that vendors do not have booths or individual spaces. Tom Bakaly stated that this is not about simplicity and clarity it is about facilitating more business in retail properties during Sundance. Without a change to the Code, individual licenses will be required in retail locations. Ms. Simpson suggested that when this is reviewed again that assessing the HPCA business fee for each vendor should be addressed. Alison Butz stated that she agrees with Sara Pearce's comments and the suggestion of establishing an umbrella license administratively.

Joe Kernan, "I move we continue this discussion until March or a date uncertain". Cindy Matsumoto seconded. Motion unanimously carried.

5. Consideration of a Resolution amending Section 4.3 Convention Sales related fees and replacing and repealing Resolution No. 30-11 in its entirety - The Mayor opened the public hearing; there was no input. Liza Simpson, "I move we continue the Resolution amending Section 4.3, Convention Sales, to March". Alex Butwinski seconded. Motion unanimously carried.

VI OLD BUSINESS

1. Consideration of an Ordinance approving the Snowcrest Condominium Plat Amendment located at 1530 Empire Avenue, Park City, Utah – Planner Mat Evans explained that the request is to drop the name "hotel" from the plat and the proposal does not affect any physical changes to the building. Dropping the hotel name helps with financing issues and the Planning Commission recommends approval. The Mayor opened the public hearing.

Rhonda Sedaris, property manager, encouraged members to approve the request. With no further comments, the public hearing was closed.

Dick Peek, "I move that we approve the amended plat according to the findings of fact, conclusions of law, and conditions of approval as stated in the attached Ordinance". Liza Simpson seconded. Motion unanimously carried.

2. Consideration of extending the Letter of Intent on Treasure between Park City and the Sweeney Family (MPE Inc.) - Thomas Eddington explained that the recommendation is to continue and return on December 1 to allow for continued negotiations. Any outcome does not preclude the regulatory process for the review of the CUP or MPD. The Mayor opened the public hearing. Hearing no input, the Mayor asked for a motion to continue to December 1. Dick Peek, "I so move". Liza Simpson seconded. Motion unanimously carried.

VII ADDITIONAL DISCUSSION – AGENDA ITEMS

None.

VIII ADJOURNMENT

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

MEMORANDUM OF CLOSED SESSION

The City Council met in closed session at approximately 2 p.m. Members in attendance were Mayor Dana Williams, Alex Butwinski, Joe Kernan, Cindy Matsumoto, Dick Peek, and Liza Simpson. Staff present was Tom Bakaly, City Manager; Diane Foster, Sustainability Manager; Andy Beerman, Council-elect; Thomas Eddington, Planning Manager; Matt Cassel, City Engineer; and Mark Harrington, City Attorney. Dick Peek, "I move to close the meeting to discuss litigation, property and personnel". Joe Kernan seconded. Motion carried unanimously. The meeting opened at approximately 3:50 p.m. Cindy Matsumoto, "I move to open the meeting". Liza Simpson seconded. Motion unanimously carried.

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

Prepared by Janet M. Scott, City Recorder

City Council
Staff Report

Subject:	**Senior Strategic Plan with Implementation Strategies, Timeline and Assignments**
Author:	**Rhoda Stauffer and ReNae Rezac**
Department:	**Sustainability**
Date:	**December 8, 2011**
Type of Item:	**Administrative**

Summary Recommendation: Staff is requesting that the Council approve a Resolution adopting the final version of the Senior Strategic Plan which includes Implementation Strategies, a Timeline and Assignments.

Background:
In January of 2010, Council directed staff to work with County staff to convene a working group on Senior Issues. The primary role of the group was to use the results of the 2009 Senior Survey to develop recommendations for both the City and the County to meet the most pressing needs expressed by persons aged 65 and older. In June of 2011, Council reviewed the core goals of the Senior Strategic Plan. Since then, staff has worked with the Senior Issues Working Group to finalize those goals and also completed the process by developing strategies for implementation and a timeline including assignments.

Analysis:
The Working Group focused on the key issues identified in the survey – information dissemination and future housing needs.

In the attached Senior Strategic Plan priority is given to **Goal I: Information Dissemination**. In the first six months of the plan, staff will be focusing on:

- Creation of a cumulative service and program directory,
- Placement of articles in the Park Record and Summit County News,
- Creation of a monthly newsletter for seniors,
- Provision of updates, program and services news as well as listings of resources via email and social media,
- Education about recycling, trash pick-up and medication disposal,
- Circulation of information through churches and congregations,
- Education about changes in the about the heating bill assistance program available through MAG, and
- Ensuring that Seniors know of the County-wide Emergency notification program and that they are signed up for the Reverse911 and 211 programs.

Also in the first six months of the plan, the Senior Issues Working Group will begin work on **Goal II: Program Participation** by convening a subgroup of interested volunteers and additional Senior Center representatives to establish goals for expansion of programming at each Center. Over the first six to 12 months, staff will also work on goals III, IV & V as follows:

1. **Goal III: Age-in-Place** – staff will meet with MAG representatives to propose the distribution of additional program resources to Summit County for in-home assistance.
2. **Goal IV**: **Housing** – Convene a joint meeting of City and County planning staff to share information about Senior Housing needs and identify projects in the pipeline that can serve senior populations.
3. **Goal V: Transportation** – Meet with Kent Cashel and Kevin Callahan (County Public Works) to review proposed strategies for increasing transportation options for seniors.

Participating members of the working group are: City Staff- Rhoda Stauffer and ReNae Rezac, Anita Lewis with Summit County, Carma Burns with the North Summit Senior Center, Henry Nygard with the South Summit Senior Center, Paul Wisniewski and Carleen Gardner with the Park City Senior Center, Linda Morrison representing the Mountainlands Association of Governments, Dr. Bill Pidwell with the Park City Clinic and Brent Ovard with Summit County Health Department.

The Senior Strategic Plan was approved by Summit County Council on November 30, 2011.

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

Alternatives

A. Approve the Request. Approve a Resolution adopting the final version of the Senior Strategic Plan. **This is Staff's recommendation.**

B. **Modify the Request.** Since this is a joint work product with Summit County, modification would require additional work on the part of the Senior Issues Working Group and will delay the implementation of the work plan.

C. **Continue the Request.** Direct staff to return with additional information. This could require additional work on the part of the Working Group and delay implementation of the work plan.

D. **Deny the Request**. This would prohibit achievement of goals as they relate to Senior Issues.

Summary Recommendation: Staff is requesting that the Council approve a Resolution adopting the final version of the Senior Strategic Plan which includes Implementation Strategies, a Timeline and Assignments.

Resolution No. -11

RESOLUTION ADOPTING A SENIOR STRATEGIC PLAN FOR PARK CITY, UTAH

WHEREAS, it is in the public interest to preserve the diversity of our community including age diversity; and

WHEREAS, Park City acknowledges the importance of developing planning to attend to the needs of our senior population; and

WHEREAS, it is understood that the framework provided by this Senior Strategic Plan will assist in achieving Council goals namely Preserving the Park City Character; and

WHEREAS, Park City is committed to creating a vision which provides a defined path and assists in our future senior policies and programs; and

WHEREAS, Park City recognizes the importance of multi-year planning.

WHEREAS, the City Council held a public hearing on December 8, 2011 and deems it in the best interest of the public to adopt the Senior Strategic Plan for Park City, Utah.

NOW, THEREFORE, IT RESOLVED that:

Section 1. Strategic Plan Adopted. The attached Senior Strategic Plan is hereby adopted.

Section 2. Effective Date. This Resolution becomes effective upon adoption.

PASSED AND ADOPTED this 8th day of December, 2011.

PARK CITY MUNICIPAL CORPORATION

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Mayor Dana Williams

Attest:

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Janet M. Scott, City Recorder

Approved as to form:

____

Mark D. Harrington, City Attorney

SENIOR STRATEGIC PLAN FOR PARK CITY, UTAH
DECEMBER 8, 2011

I. Introduction

What follows is a multi-year plan to address the program needs of Senior Citizens in Park City and Summit County. According to the 2010 Census, close to eight percent of the Summit County population are aged 65 and above. There are 2,768 in that age bracket and 24 percent of that total, or 653, live within the city limits of Park City.

The breakdown by age groups is as follows:

	1990	2000	2010
Park City			
65 to 74 years	105	226	481
75 to 84 years	36	47	138
85 years and over	7	29	34
Total 65 & Older	**148**	**302**	**653**
Percent of SC Totals	17%	21%	24%
Summit County			
65 to 74 years	526	993	1945
75 to 84 years	315	350	633
85 years and over	51	110	190
Total 65 & Older	**892**	**1,453**	**2,768**

There are many services available to the Senior Citizens in Summit County, including but not limited to: three Centers that provide meals and activities; a variety of medical and social services provided by the Mountainland Association of Governments (MAG); and more services provided by other providers as well. Only five percent of the Seniors in Summit County are active in one or more of the three Senior Centers. Seniors active in the centers tend to be in their 70's and higher; most are retired; many volunteer with local nonprofits from the Hospital to the Performing Arts Foundation and even to serve as drivers to assist other seniors to get to appointments and event; some are physically active skiing, playing tennis, and hiking.

In recent years, a number of citizens have raised concerns about perceived gaps in services with a special focus on the housing needs and assisted living needs of many seniors. Most of the information was anecdotal and therefore, the City and County partnered to complete a survey of issues and needs in 2009.

The results of the survey were a key reason for the development of a working group to look more closely at the findings, review existing services and programs, analyze critical gaps in programs and services, and create a plan for filling gaps in services over a five to ten-year window.

The plan is laid out as follows:

- Section II is the background leading to this plan;
- Section III identifies the key findings from the 2009 survey, data from other studies, and identification of the gaps in programs and services from the work completed by the working group;
- Section IV is recommendations of goals to meet the gap in services and programs; and
- Section V is an implementation plan and timeline to meet those goals.

II. Background

During the past 10 years, the programs offered to the seniors have changed. A majority of the programs work through the three Senior Center locations: Kamas, Coalville and Park City. While the need for a place to get a nutritious meal and interact with others is very important, the seniors are also seeking other opportunities to be active and involved.

The Centers are currently open two days a week for lunch and activities and each Senior Center is requesting information about additional programs to propose to their participants. This enables the Centers to offer healthy lifestyle choices to their members. In some cases, other programs may also open the doors of the Centers on additional days adding to the activities for the seniors. A diversity of programs can enhance the 'image' of the senior programs creating an interest for others to join.

The seniors at the Centers embraced the opportunity to complete the 2009 survey, both to keep current programming funded as well as to spur future enhancements. Although many participants are proud of the Centers, it is understood that there are many seniors who do not participate. This is a challenge experienced by all senior programs in the three counties served by Mountainlands Association of Governments (MAG): how to engage more eligible seniors.

Park City Municipal Corporation has received feedback from citizen groups that there is local concern regarding the lack of senior housing options in the region. A special citizen's petition presented to City Council in their annual visioning session spurred a 2009 survey to analyze housing needs. Key findings from the survey are included in item III below.

Summit County is in the process of collecting information in a number of ways that will also inform the outcome of this plan. The County is in the process of completing the following:

- A County-wide environmental scan,
- Health Department strategic plan,
- A citizen's survey, and
- With the assistance of the University of Utah a County-wide strategic plan.

All of the above will provide additional information that will assist in improving senior programming.

III. Current Status of Senior Services

Following the Park City Council's visioning session in January of 2009, staff conducted a community-wide survey of the issues facing and concerns felt by persons aged 55 and above. The survey was conducted in partnership with Summit County in order to gather data from residents of the entire county. The goals of the process included the following:

- Solicit input from City and County residents ages 55 and above,
- Determine what programs, activities and resources are currently being utilized,
- Determine what additional programs, activities and resources are needed,
- Conduct an initial assessment of the need for affordable housing for seniors, and
- Begin to assess the nature of the existing market for smaller, downsized-type housing options.

A. Summary of Survey Responses

Below are key findings discovered through the 2009 survey. Over 300 completed surveys were collected via hard copy and electronic submissions for a return rate of 14 percent of the Summit County population aged 55 and over.

1. Information dissemination seems to be an unmet need. A total of 122 (43%) respondents indicated that "Knowing where to turn for information on benefits and services for seniors" is a problem.
2. A variety of sources are currently used to access information about senior services and programs. The most highly used sources are family and friends, phone book and newspaper. The internet and Senior Centers are also used a lot.
3. A majority of the respondents are currently highly self-sufficient with little need for services that are typically available for senior populations. A small number of people receive daily care such as personal care and meal preparation. On occasion respondents expressed a need for assistance with yard work and home maintenance, management of personal finances, housekeeping or household chores, and getting to appointments.
4. A total of 48 respondents (16%) are care-givers for someone in their household and indicated a need for better information about services for caregivers
5. A total of 42 respondents (15%) indicated that finding affordable housing was frequently or sometimes a problem. Although this issue does not seem to be at critical levels, a small number of affordable housing units for seniors might need to be included in future developments.
6. An evaluation of services commonly available for seniors, indicated that respondents feel that the most important services in order of highest number of votes, are:
    - transportation,
    - recreational & exercise programs,
    - home maintenance and repairs,
    - maintaining social ties,
    - access to health care information, and
    - help in accessing medical benefits.

7. A total of 46 (15%) respondents indicated that they would likely move in the next five to ten years. Most of these respondents indicated that a move was likely because of “snow and the difficulty in getting around” or “the need for smaller housing options”.
8. A total of 65 (50% of those who answered the question) respondents indicated that they would have to move at some point to downsize to a smaller housing option.
9. A total of 108 (37%) respondents indicated that it was “moderately or highly likely” that they will need an assisted living facility. And a total of 94 (42% of those that responded) felt that they would need to move to such an arrangement in the next five to ten years.

B. Key Findings

The following items are highlighted based on the number of respondents that emphasized these needs and/or issues.

1. Information about services and programs available for seniors and their caregivers is not widely disseminated and there is a real need to increase amounts of information as well as expanding how it is distributed.
2. In order to allow seniors to age in place, there is a need for in-home assistance such as with yard work, home maintenance, personal finances, housekeeping, household chores, and transportation;
3. The available services and programs that are most important to the survey respondents are: transportation, recreational and exercise programs, home maintenance and repairs, maintaining social ties, access to health care information, and help in accessing medical benefits; and,
4. There is a need to begin providing a small number of housing options so that seniors can “downsize” their homes and age in place.

C. Working Group

In the fall of 2010, a Senior Issues Working Group was formed to begin the process of analyzing the survey findings and developing recommendations for a strategic plan to address the issues and gaps in service. Below is a listing of services currently in place as well as a chart of programs provided by the Senior Centers located in the County.

F. <u>Mountainlands Association of Governments Aging and Family Services Department</u>

- Chronic Disease Service Management Plan (CDSP), a 6-week workshop with hands-on training for people with chronic diseases (funded through a grant).
- Two caregiver support groups: Coalville and Elk Meadows.
- Health Fair held once-a-year
- Appreciation dinner for caregivers once-a-year
- Five in-home health programs: III-B (assisting seniors with organic brain disorder to remain in their homes; HCBA (Community Based Assistance program also referred to the Alternatives Program – provides in-home care to help seniors remain in their homes); Aging Waiver; New Choice Waiver;

NCSP (Respite Program); Waiting list services; Local intake/info packets, and Meals On Wheels
- Chore Service (snow removal, etc.) through the Inmate Program
- Senior Health Insurance Information Program (SHIIP - helps with Medicare)
- Retired Senior Volunteer Program (RSVP) & appreciation dinner
- Information Referrals
- Distribution of Ensure (health supplement drink)
- Community Resource Booklet
- Free legal assistance
- Durable medical equipment
- Home visits by the Alzheimer's Association to train caregivers
- Adult Protective Service Worker
- Weatherization services through a Federal Housing Program

B. Other Services Provided by Private Entities
- Elk Meadows Assisted Living in Oakley provides daycare, respite and assisted living services
- Community Action Program Services based in Provo provides locations for food pick up from their food bank and also provides financial assistance with heating bills.
- Fee for service programs to assist people to stay in their homes such as Applegate Homecare & Hospice.
- Hi Mountain Drugstore in Kamas provides home delivery for seniors.

	Coalville	**Kamas**	**Park City**
Hours	9:30am-3:30pm	11am-3pm	11am-3pm
Meals Offered	Twice a week, Wed & Fri	Twice a week, Mon & Thurs	Twice a week, Mon & Thurs
Number of Meals	Wed-50 meals, Fri-33 meals	35-40 2 times/week	Sum-45, Winter- 30
Games Available	Cards, Pool, Puzzles	Cards, Pool	Cards, Pool, Puzzles
Health Check (blood sugar/pressure, bone density)	Once/month	2 times/month	One time per month
Happy Feet (Podiatrist Visit)	Every 60 days	NA	NA
Monthly Activity	Yes	Yes	Yes
Exercise Classes	NA	NA	Yes

Bingo	Yes	Last Thursday of the month	NA
Quilting	Yes	NA	NA
Band & Singing	Yes	NA	NA
Board Officers (President, Vice President and Secretary)	Paid	Paid	Paid
Officers and Board Term Length & Meetings	2 years Monthly Meetings	2 years Monthly Meetings	2 years Monthly Meetings
Membership	60 paid and 40 inactive	61 paid and 22 inactive	75 paid and 25 inactive
Transportation	Once a month for shopping, prescriptions, groceries	Meals at Sr. Center, shopping, prescriptions, groceries	Through PC Transit, Mobility Bus
Buildings	Summit County owns building and maintains everything – need a maintenance agreement	Kamas owns building. County pays for cleaning etc. Need maintenance agreement	Park City owns building, County pays for cleaning, both County and City pay for upgrades/repairs, etc. Need maintenance agreement
Complimentary Use of South Summit Recreation Center	Yes-60+	Yes-60+	Yes-60+
Companion Services	NA	NA	Yes

There are three Senior Centers located in Summit County. They are located in Park City, Coaville and Kamas. Each one provides programming, some services and meals on select days of the week. The activities and services are summarized in the following chart.

D. Current Gaps in Senior Services

The 2009 Senior Services Survey conducted in October of 2009, Housing Market Survey completed in 2010 by University of Utah Business and the Summit County Senior Services Working Group, have identified the following gaps in service:

1. More information and better distribution about current services;
2. A small number of units that would enable people to “downsize” their households, both market rate and affordable options;
3. A plan for some form of additional assisted living units in the next five to ten years;
4. More links between senior housing and community facilities;

5. Better accessibility in old & historic buildings;
6. More "aging in place" programs such as a social or Senior Companion Program, both paid and volunteer (perhaps with help from high school students);
7. Additional volunteers for transportation with vehicles provided by Summit County;
8. Enhanced programming at Centers in order for a wider audience to utilize the space – perhaps through local newspaper articles, ads, senior center newsletters and brochures; and
9. A partnership program with high schools and other community programs to gain access to more community service volunteers.

IV. **Recommendations**

A. **Establish a More Effective Communication Program** – this includes items such as:

- determine best source(s) of information for seniors;
- establish wider distribution of information about current programs;
- design, printing and distribution of brochures or pamphlets;
- utilize the web through a Facebook page, SC and PC websites with links to other important websites such as Medicare, etc;
- target mailings and a special newsletter;
- establish a presence at community events such as SC fair parade and PC 4^{th} of July Parade, Oakley Rodeo, etc.;
- create a variety of sources of information that provide a consistent message about programs and services;
- develop a Summit County/Park City resource guide;
- create monthly newsletter articles for caregivers;
- write regular features in the Park Record and the Summit News;
- provide better information in doctors offices and clinics that cater to seniors; gardening project;
- assist with Medical and Insurance Issues – workshops and training programs to assist in the interpretation of Medicare bills, services and policies;
- provide a list of discounted services and programs provided by MAG, Summit County, local pharmacies, and People's Health Clinic;
- utilize County Health Department professionals to conduct healthy living workshops; and
- improve education regarding the changing healthcare environment;

B. **Encourage Wider Participation in Senior Programming** – establish a wider diversity of programs to attract more participation, for instance:

- special library day once a month;
- coffee house meeting days;
- book clubs, walking groups; group exercise programs, legal/financial management services;
- daycare programs to give care-givers a break;

- education series on medical issues in partnership with Summit County Health Department;
- computer classes;
- hobby classes (knitting, arts, pottery, etc.);
- senior discounts at local health clubs and pools;
- special events such as a 40's dance or square dance;
- partnership programs with daycare centers, hospitals, and local schools to provide volunteer opportunities for seniors to interact with infants, children and youth; and
- senior center exercise programs with Silver Mountain Sports Club, the Racquet Club and/or Basin Recreation programs.

Conduct a comprehensive assessment of the current facilities to establish a plan for upgrading and enhancing the centers and/or adaptation of older buildings for greater accessibility to ensure that everyone who wants to is able to participate.

C. **Aging in Place Programs –** establish a companion program or a "village concept" to assist seniors in caring for themselves and their homes. Also expand the Summit County prisoner assistance program to help seniors with household chores and increase County involvement in the RSVP program (a program administered by MAG).

D. **Housing –** work with city and county planners to review development proposals for assisted living facilities and to ensure that a small number of "downsizing" units appropriate for seniors are included in future development plans such as Park City Heights.

E. **Transportation –** improve number of transportation assistance options for seniors and explore ways of providing this service – potentially outsourcing to the private sector.

V. Implementation Plan

<u>Assignments and Timeline</u>

Year One Priority – November, 2011 to October 2012:

Goal I. Information Dissemination: Establish an effective communication program.

I.A. Objective: Information on senior services, programs and resources needs to be more available, in a number of formats as well as from multiple sources.

I.B. Objective: Ensure that a much higher percentage of seniors in Summit County and Park City are well-informed of all available services and programs.

Strategies:

1. Create a cumulative service and program directory for Summit County and Park City: *Park City Sustainability staff will take the lead with assistance from Summit County staff and the Mountainlands Association of Governments to design and print a rack-card/bookmark-style handout to be distributed throughout the region. Distribute to doctor's offices and pharmacies as well as other places frequented by Seniors.*
   i. Timeframe: Completed and ready for distribution by March of 2012.
2. Place articles in local newspapers on a regular basis: *Senior Issues Working Group will compile a list of volunteers and create a calendar of assignments to share responsibility for submitting monthly articles to the Summit County News and the Park Record.*
   i. Timeframe: Calendar set and submissions begun by March 31, 2012.
3. Create a special monthly newsletter for seniors: *Summit County Staff will take the lead with assistance from Park City Sustainability Staff to oversee a monthly newsletter compiled by the Senior Issues Working Group.*
   i. Timeframe: Developed and ready for distribution by March 31, 2012
4. Provide updates, program and services news as well as listings of resources via email and social media: *Senior Issues Working Group will identify a member or two from each Senior Center to establish a social media program such as a facebook page and develop regular email updates.*
   i. Timeframe: To be launched by March 31, 2012.
5. Provide notes and reminders in utility bills; -- *use only for emergencies or critical notices.*
6. Educate senior population about recycling, trash pick-up and medication disposal (County trash & recycling arrangements are changing in June of 2012): *Summit County Staff will take the lead and Park City Sustainability Staff will assist to utilize Senior Center Boards to distribute announcements and do educational workshops on the trash/recycling service in the Count.*
   i. Timeframe: Begin education efforts by March of 2012.
7. Work with churches to circulate information to their senior members: *Summit County Staff will take the lead and Park City Sustainability Staff will assist in meeting with church leaders about creating a strategy and timeline for this effort.*
   i. Timeframe: complete meetings by July of 2012.
8. Educate senior population about heating bill assistance available through MAG: *Summit County Staff will take the lead with assistance from Park City Sustainability Staff to utilize Senior Center Boards and*

their networks to make sure all seniors in need have applied for the heating bill assistance program by December of 2011.

i. Timeframe: complete by December 31, 2011.

9. Ensure that Seniors know of the County-wide Emergency notification program and that they are signed up for the Reverse911 and 211: *Park City Sustainability Staff will take the lead with assistance from Summit County Staff and working with Park City's Emergency Management office, Summit County Emergency Services, Mountainlands Association of Governments and the Summit County Sheriff's office to ensure that notice has gone to all Seniors of the emergency notification system and that as many of them are signed up as possible.*
   i. Timeframe: Complete initial assessment by July, 31 2012.

Year Two and Three Priorities – November, 2012 to October 2014:

Goal II. Program Participation: Expand program and service options and number to encourage wider participation.

II.A. Objective: Enhance programming at Centers in order to provide a diversity of options and attract a higher number of seniors – especially younger seniors.

II.B. Objective: Enhance off-site programming to provide a greater number of activity options throughout the region.

II.C. Objective: Ensure a more welcoming atmosphere in all Senior Centers for new members and younger seniors.

II.D. Objective: Ensure that current facilities are in optimum condition.

Strategies: *Establish a Senior Issues subgroup to work on these efforts.*

i. Timeframe: Establish by August of 2012.

1. Develop partnerships with community entities to gain access to additional programming and resources – such as Silver Mountain Sports Club, Basin Recreation Center.
2. Work with Summit County Health Department to conduct a medical education series.
3. Inspect all Senior Center facilities for current condition of structure, appliances, electrical, plumbing, etc. and draw up a wish-list to repair and renovate facilities to meet current ADA codes and make the buildings more user-friendly.

Goal III. 'Age-in-Place' Programs: Explore "Aging-in-Place" programs to find a feasible fit for Summit County and Park City seniors.

III.A. Objective: Help Seniors stay in their homes as long as possible.

Strategies: *Begin work on this by meeting with MAG representatives to discuss expanded use of MAG age-in-place programs in Summit County and to review the following list of strategies.*

i. Timeframe: Hold initial meeting by August of 2012.

1. Explore the feasibility of launching a "Companion" or "Village" program.
2. Work with high school students to gain access to more 'community service' volunteers.
3. Organize a Senior Volunteer program to assist seniors in helping seniors.
4. Expand existing home repair and maintenance program provided through County prison- perhaps utilizing juvenile service agencies & Home Depot employees.
5. Expand the existing RSVP program through Mountainland Association of Government's Aging Services Office.
6. Assess the Feasibility of establishing an Adult Day Care program.

Goal IV. Housing: Facilitate the development of more housing options for seniors.

IV.A. Objective: Ensure that there are an adequate number of well-managed assisted living/long-term care units available to aging seniors as they need them.

IV.B. Objective: Ensure that over the next five to ten years, up to 20 smaller units are developed in a variety of styles (detached, condos, townhomes, etc.) for senior households wanting to downsize from larger houses.

IV.C. Objective: Ensure that one to three of the units built in each of the future affordable housing developments are targeted for seniors.

Strategy: *This work will begin with a meeting organized by Park City Sustainability Staff and assisted by Summit County Staff of City and County planning staffs to share information about Senior Housing needs and review any projects in the pipeline that can serve senior populations and review the following list of strategies.*

i. Timeframe: Hold initial meeting by August of 2012.

1. Work with City and County planning staff to ensure that in five to ten years a "continuum of care campus style" development of modest proportions is planned to meet growing assisted living/long-term care needs (20-25 units total).
2. Work with City and County planners to ensure that future residential developments include units that are suitable for senior households wanting to downsize (both affordable and market options). Three to five units are needed per year.
3. Assist planners in integrating regulatory language into the General Plan addressing the "senior downsizing unit" concept.

Goal V. Transportation: Improve the number of transportation assistance options.

V.A. Objective: Ensure that seniors have access to transportation when and where they need it.

Strategy: *Begin work on this with a meeting coordinated by City and County staff with Kent Cashel and Kevin Callahan and review strategies listed below.*

i. Timeframe: Hold initial meeting by March of 2012.

1. Work with current volunteers and paid Senior Center providers to develop a plan for expanded transportation using both volunteers and paid contract employees where possible.
2. Work with Park City Transportation Department to develop an expanded service component for seniors.

Goal VI. Staffing: Assess feasibility and devise a plan for funding a full-time position to oversee Senior programming for both the County and the City.

i. Timeframe: Assess annually beginning with July 1, 2012.

City Council
Planning Commission
Joint Meeting

Author:	**Katie Cattan, Thomas Eddington, Phyllis Robinson, Jonathan Weidenhamer**
Subject:	**Redevelopment Strategies - Park City Mountain Resort Parking Lots**
Date:	**December 8, 2011**
Type of Item:	**Legislative - Discussion**

SUMMARY RECOMMENDATIONS
Staff is requesting direction on the City's role in redevelopment, specifically related to extending the Lower Park Avenue Redevelopment timeline, to allow the Redevelopment Agency (RDA) to partner with Park City Mountain Resort (PCMR) in the overall redevelopment of the base area. Staff specifically recommends Council direct staff to:

- Affirm the City's posture on redevelopment as one of partnership and collaboration where necessary to achieve broader neighborhood goals and community vision;
- Direct Staff to begin the process of extending the Lower Park Avenue RDA and appoint a Council Liaison on December 8th or 15th as a Tax Entity Committee Member along with the City Manager that would start the process to extend the Lower Park Avenue Redevelopment Agency; and
- Begin negotiating possible terms with PCMR to identify specific deal points for redevelopment of a parking garage and transit center on an existing surface parking lot.

BACKGROUND
Four joint meetings between the City Council and the Planning Commission have occurred from mid-July to late September 2011. The purpose of these meetings has been to jointly work through a range of redevelopment challenges facing Park City, among them issues of priority, partnership, portfolio balancing, and community values. Below is a recap from facilitator Charles Buki on the main areas of agreement reached in the first four meetings.

Joint Council-Commission Work Session #1
- Competition and market reality mean redevelopment is essential for a resort economy to remain viable and for its benefits (residential amenities) to continue without having to raise taxes
- A portfolio approach to managing redevelopment is necessary, as some accrue on a citywide basis while others are more local.
- Development must be guided by Park City's core values in balance

Joint Council-Commission Work Meeting #2

- Partnership is necessary between Park City and the development community to stay sufficiently ahead of the market to obtain desired outcomes grounded in the community's stated core values.
- Because each neighborhood in Park City has its own specific qualities, each neighborhood merits its own redevelopment priorities
- A regularly updated redevelopment priority list is necessary
- Policy and other tools can be used to obtain the values-linked outcomes that the community wants

Joint Council-Commission Work Meeting #3

- There is often a difference between the outcome that's desired and the outcome that's permissible by right.
- Getting the development outcome the community wants requires that a series of choices be made, trading one or more "gives" in order to obtain one or more "gets"
- Survey of Councilors and Commissioners generated results that defined goals and identity by individual neighborhood
- Decision-making on matters of redevelopment almost never occurs with perfect information at hand and the market will not wait

Joint Council-Commission Work Meeting #4

- Council and Planning Commission agree that Park City needs a Bonanza Park plan that:
  - Incorporates power station needs;
  - Converts BoPa to a vibrant, affordable, mixed-used, locally serving area;
  - Balances height, density, and financial tool usage.
- Both Council and Commission agreed to give additional height in BoPa to obtain:
  - open space, a smaller footprint, view corridor protection, affordable housing, and a resulting area built within a set of design guidelines;
  - Both Council and Commission agreed to give additional density in BoPa to obtain;
  - protection of historic structures, increase connectivity, achieve housing affordability.
- A draft BoPa plan incorporating the agreed "gives and gets" will be delivered to the Joint Council-Commission by 12-31-11.

Joint Meeting #5

Our fifth joint meeting is focused on the Lower Park Avenue RDA, specifically the redevelopment of the parking lots at the base of PCMR and the appropriate role of the City. This staff report outlines three key areas in preparation for the discussion:

1. The RDA as a taxing entity.
2. City's Redevelopment Posture - The Role of Redevelopment in Long Term Sustainability.
3. The Goals of Redevelopment at the base of PCMR.

1. The RDA as a Taxing Entity (submitted by Charles Buki)

The underlying purpose of an RDA is to facilitate desired redevelopment that may not otherwise occur. For example, market forces by themselves may not generate desired affordable housing, or retail of a size and nature the community wants. An RDA is a tool to tap into an existing market's propensity to develop "something" and instead stimulate the development of "something specifically wanted". The essence of an RDA is that it is a tool designed to create an increment of revenue - through development (give) for public use (get).

A public entity invests in a project that is projected to create value - both in the form of additional desired elements like amenities, and in the form of additional tax revenue. Tax revenue above pre-development baselines is folded back into the same district. This tax increment financing mechanism only works in strong markets. A strong market is where there is a demand to develop.

Skillful use of tax increment tools hinges on finding the center between two issues.

First is recognition that in a strong market left to its own devices, development is ultimately defined by what is permissible in combination with what is profitable. "Permissible by right" and "profitable enough for the market to take risks" is a combination that will almost always fail to generate qualities desired by the public, especially in boom-bust locations where historic development rights are out of sync with contemporary public concerns. The public simply cannot count on market forces by themselves to protect the environment, educate children, preserve view corridors, or create beautiful places. And these amenities simply cannot be profitably generated by the private sector. Without an incentive from the public sector to the private market, development will take the form that is allowed and that generates the returns that investors require.

Second is recognition that a market has to be strong in order for private sector development to occur that can be leveraged for public gain. If the market is insufficiently robust, there is no value to tax. It is therefore in the public interest to ensure that the market remain viable, and that means the nature of demand in a region must constantly be taken into consideration. A City with an area holding great potential will see that potential diminish in the face of competitive pressures if that potential is not nurtured. With unleveraged potential, there is less value to tap into, and with less value to extract, fewer public aims are attainable.

The balance required is to use the power of an RDA to stimulate activities (give) that keep the market strong on one hand (get), and do so in ways that create extractable value on the other that the public sector can use (get).

2. City's Redevelopment Posture - The Role of Redevelopment in Long Term Sustainability

Some of the greatest challenges that we will face as a community in the next twenty years will include both suburban sprawl, growth pressures, and competition from Summit and Wasatch Counties, along with broader competition in the destination tourism niche. Our choice is how we respond – do we let external growth pressures happen to us, or do we take bold steps to again control our own destiny and remain a leader in the resort destination marketplace?

The policy decisions we make in the next one to three years will have long term impacts on our competitive position for the next 15 – 20 years. As the consultant to Park City (Charles Buki) noted, "No City wants an inherently political body to necessarily be in lockstep with a regulatory entity. But good redevelopment hinges on system sanity, the basis of which is a partnership orientation, outcome (objective) clarity, and grounded in the community's values. When decisions drift from partnership, communicate a lack of clarity about goals for a given neighborhood in the form of long-lasting project tweaking without a clear reason, or when decisions are not clearly grounded in the community's core values, good development outcomes are difficult to obtain. And when good development outcomes (defined by producing balanced values-based projects) are not materializing, Park City's place in the hyper-competitive resort tourism market will be compromised." The trajectory and nature of residential and resort growth in Snyderville is a case in point. Intensively competitive development there is rendering Synderville a powerful professional class alternative to Park City, and threatens Park City's long term vibrancy in ways no less powerful than future growth near Jordanelle will threaten Park City in other ways.

Taken in this context it is through continual, sustainable redevelopment that Park City can continue to reinvent or reposition itself and thrive with a prosperous economy, a livable community and a flourishing environment. Redevelopment is a continual process of change and refinement in a community. The issue before us is how active and determinant a role do we want to have in balancing the outcomes economically, socially and environmentally. Do we want to wait and have development happen to us, or shape it serve equitable and environmental and other community aims?

Achieving the "balanced portfolio" discussed in our first joint meeting require a higher level of participation, or partnership in redevelopment. Redevelopment may (or may not) be growth inducing. How we position ourselves to shape that change, and how we analyze both the benefits(the gets), compared to costs, (the gives), will determine the quality of that change in our "portfolio" and its impact upon our continued viability and sustainability.

3. The Goals of Redevelopment at the base of PCMR

A stated goal of remaining competitive in the destination tourism market was established during the first joint meeting. This framework rested on the findings of the market analysis presented by Design Workshop and was further articulated through the survey of Council and Commission conducted by Charles Buki measuring perception of existing use and character vs. preferred use and character of specific neighborhoods.

Regarding Lower Park, the findings of the market analysis stated:

> *The Lower Park Avenue District, including the areas around PCMR, has a tremendous opportunity to redevelop and shape its identity in the Park City marketplace over the next several years. The various property owners should look for opportunities to support both the day skier and destination visitor markets in this part of Park City and should work with PCMR to define development concepts that serve its day skier market while creating a destination district that includes a range of places to eat, shop and have fun that appeal to locals and the greatest variety of tourists possible.*

The market analysis, along with the carrying capacity study completed by Design Workshop was the culmination of background work compiled by City staff, including Sustainability, Planning and Transit who have been examining redevelopment options for Lower Park Avenue since 2009. The first phase of work was to update the overall "plan" for the LPA RDA, which is an overall project list that any consideration of extending the RDA would be based on. The planning work was completed by Design Workshop in conjunction with the Jack Johnson Company in late 2009. The deliverable included an overall project list for the LPA RDA divided into three project areas: 1) Parking Lot Redevelopment at PCMR, 2) Transportation, Traffic, Circulation and Walkability, and 3) Community and Neighborhood Redevelopment and

Improvement. These findings were presented to City Council in a public work session on January 7, 2010 (summary of findings attached as Exhibit A).

The second phase of planning done by PlanWorks (Michael Barille) was a further articulation of the Community and Neighborhood recommendations of the 2009 study and focused on major pieces of City owned property in and around the Park Avenue fire station and senior center. It also articulate the values expressed by the community in Visioning (2009). These projects were reviewed in a work session meeting on January 27, 2011 (Exhibit B), and include: (1) a physical connection from City Park to PCMR, a senior/community center, (2) restoration of two historic homes, (3) introduction of a diverse housing mix, (4) possible funds for a library renovation, and (4) further abatement of historic structures in this district.

These plans are consistent not just with the values described in Visioning (2009), but reaffirmed by CC/PC in the four joint meetings and through City Council/Planning Commission survey. The framing values these plans incorporate - taken directly from Visioning and the CC/PC survey results were described as mixed use, recreation and focused on visitors. The design and planning challenge is how to transform an area whose current state was described as lacking identity, underutilized and rundown, outdated and aging:

Question 3: Taking a Portfolio Approach, rank the CORE VALUES in order of importance to the redevelopment/development of LOWER PARK AVENUE/PCMR.	
Most Important	Sense of Community
Second Most Important	Historic Character
Third Most Important	Small Town
Fourth Most Important	Natural Setting

Question 4: Taking a Portfolio Approach, rank the LEVERS in order of importance to the redevelopment/development of LOWER PARK AVENUE/PCMR.	
Most Important	Equity
Second Most Important	Quality of Life
Second Most Important	Economy
Fourth Most Important	Environment

Current Character	Future Character
Lacking Identity	Diverse
Uninviting	Affordable
Underutilized/ Room to grow	Inviting
Rundown/Outdated	Strong Identity
Diverse	Family Friendly

Current Function	Future Function

Resort Oriented Recreation Residential Interactive Open Space Seasonal Tourist Attraction	Interactive Open Space/Parks Resort Oriented Recreation Mixed use Residential

With the preferred redevelopment role we've heard over the course of the joint Council/ Commission meetings as well as in previous annual visioning discussions being pursuit of an integrated, proactive approach to redevelopment which includes identifying partnership opportunities with other public and private entities based upon common goals, it is imperative that the RDA is extended as a distinctive tool that will accomplish these goals. It would contradict goals of staying competitive in resort destination world to let that tool expire.

Analysis

The redevelopment of the parking lots at PCMR provides a timely opportunity for PCMR and Park City Municipal Corporation to work in partnership to achieve mutually compatible goals. PCMR is the right partner in that they are the largest single land owner within the RDA, they have a large master planned development approved and participating with them staff finds the community can get the biggest "bang for the buck" from an RDA investment. A public-private partnership with PCMR affords the City the opportunity to be proactive and participate in these efforts to manage the parking lot redevelopment. This is consistent with our historic and recently re-emphasized posture on redevelopment. Without such a proactive approach, the City's role will be more limited to a regulatory one (responding to a conditional use applications).

If there were other such partnerships available, we would certainly consider them. For example, the Main Street RDA built the addition to the parking garage downtown and has actively pursued affordable housing and historically provided other infrastructure and land purchases through its generated tax increment.

Our planning efforts over the past two years through community visioning and current general plan updates are already setting the fence posts of the "gets" we want. For example, prioritizing implementation of the Environmental Strategic Plan has rallied a sense of community as a leader in the sustainability or green field, giving us a sense of pride and achievement.

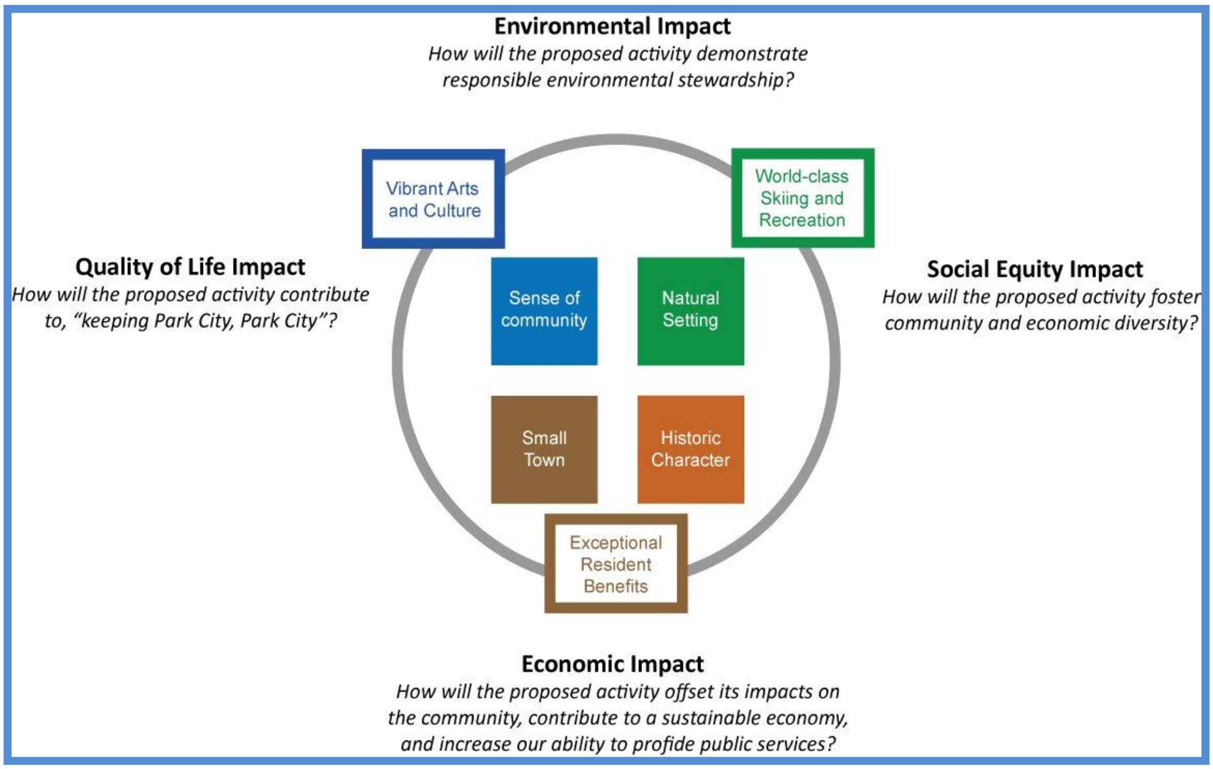
By collaborating we believe we can increasingly achieve community "gets" at portfolio level – transportation & transit infrastructure, neighborhood connectivity, circulation improvements, event parking, more housing options, etc. The more we firmly and clearly communicate how we trade gives and gets in Park City, the expectations become the new norm going forward into a regional economy that will be evermore defined by growth outside out borders. More importantly, investing in the base of PCMR we believe will assist in providing a firm framework and structure for the continued evolution and strengthening of the resort economy on the whole and specifically in enabling the community to remain competitive in the destination resort economy for the long term This approach takes into account the full balance of the community visioning levers.

<u>PCMR Vision and Concept Plan</u>
The PCMR exhibits are attached as Exhibit 1. PCMR at the December 8 meeting will provide an overview of redevelopment of the surface parking lots as it relates to Powdr's broader vision for the resort's future and its place within the community. The components presented will include various benefits that could be amplified through RDA participation, allowing for more community

“gets” than the previous development scenario. Major limitations of the prior development model include:

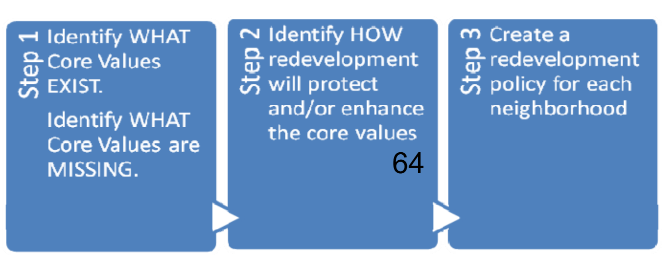
- Extremely large building footprints with expansive underground parking which lends to massive changes in development landscape all at once;
- Largely outside investment/developer focused on financial return;
- Would not allow as easily incrementally financed and constructed projects which achieve more character and variety, likely allowing better ties to local developers who understand and value our sense of community, local businesses for food retail, entertainment, and tend to be more open to innovation with non-traditional ways of viewing financial return (i.e. Silver Star);
- Harder to achieve sense of place and unique experience when everything comes at once and public space are big and formal rather than integrated and more funky and organic (i.e. Mountain Village at Telluride vs. Town of Telluride).

Applying the Community Visioning Filter and “Portfolio Approach” to Redevelopment in the RDA



The portfolio approach consists of a few steps:

1. Identify WHAT are the core values that are being protected (and those that are missing) in the area.
2. Identify the HOW redevelopment will protect/enhance/create the core values utilizing the four levers.
3. CREATE a redevelopment plan for the specific neighborhood.



1. **Identify WHAT are the core values that exist (as ranked in survey):**

Sense of Community | Historic Character | Small Town | Natural Setting

PCMR has long been known as a place for locals, visitors and day skiers to recreate. It is by all accounts one of the premier resorts in the world. While each of the Community's core values are evident at the resort, both on mountain and at the resort base – each of us have a special place within us that relate to these core values and our own personal relationship with PCMR – to a certain degree the values have ebbed and flowed, waxed and waned as town and the community have evolved.

Identify WHAT are the core values that are missing:

Sense of Community | Small Town | Natural Setting | Historic Character

2. **Identify the HOW redevelopment will protect/enhance/create the core values using the Visioning Filters:**

Taking a Portfolio Approach, rank the LEVERS in order of importance to the redevelopment/development of LOWER PARK AVENUE/PCMR.	
Most Important	Equity
Second Most Important	Quality of Life
Second Most Important	Economy
Fourth Most Important	Environment

Social Equity Impact: How will the proposed activity foster community and economic diversity?

- Improved Public Transit and Connectivity
- Affordable Housing - Allows much more affordable/workforce requirement to be on site; along with Consideration of further partnering on adjacent city-owned land.
- Live/Work Opportunities

Protects, Enhances, Creates:

Exceptional Residential Benefits | Small Town

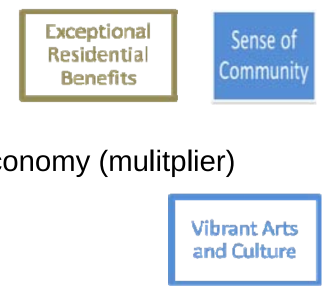
Quality of Life Impacts: How will the proposed activity contribute to "Keep Park City, Park City"?

Protects, Enhances, Creates:

- Village Design
- Walkability
- Decrease in Density and Massing. Decreased footprints, heights, and excavation
- Transportation Hub: improved connectivity for the public transit, pedestian, cyclist, and driver
  - Load Out Efficiency & Rights of
  - New drop off
- Diversity in Housing Opportunities = Diversity in population
- Improved aesthetic experience for resident and visitor
- Parking improvements = Increase user experiense
- Create amenities through enhanced tax base

Economic Impacts: How will the proposed activity offset its impacts on the community, contribute to a sustainable economy, and increase our ability to provide services?

Protects, Enhances, Creates:



- Improved exprerience = return customer.
- On Mountain, Apres and Summer scene enhanced
- More year round jobs created
- Shopping district for recreational needs
- Local money spent locally is money recycled within the local economy (mulitplier)
- Increase 4 season economy and less leakage to County
- Enhanced tax base

Environmental Impacts: How will the proposed activity demonstrate responsible environmental stewardship?

Protects, Enhances, Creates:

- High Density Redevelopment = Decreased carbon footprint and decrease building footprint
- Opportunity to require Green materials or High Efficiency
- Original MPD protects natural setting. Future receiving zone protects view corridors in Old Town (Treasure Density)

Staff finds the values identified in community visioning will be more readily attainable through participation with the RDA. More specifically the following project components would be included. This is further supported in the attached exhibits submitted by PCMR, and to be verbally presented during the meeting. More specifically the components include:

a. Village Design focused on quality of ski experience as opposed to bulky pre-programmed hotel boxes;
   i. Less dense (up to 15% than entitlement, depending on outcomes of Treasure negotiations);
   ii. Massing –smaller footprints, less height, less excavation;
   iii. Phasing - smaller development pads allows more nimble development at a smaller scale; further allows mountain operations (levels of service) to keep up with phasing i.e. ticket sales and on mountain food;
   iv. Development Priority – First phase may be a user amenity (Woodward model), meaning experience place are the priority, not necessarily growth/profit;
b. Quality of Skier on mountain experience, Après ski experience, and strengthened summer operations are a priority instead as opposed to the big box model;
c. Transportation hub – recognize this is the second biggest transit stop in the County and focus on a long term ability to get people here without cars;
d. Walkability – neighborhood pedestrian connectivity from Park Avenue;
e. Cars & parking – Overall would increase the inventory of parking, but with a goal of decreasing the number required by the current MPD;
f. Event Parking – Will allow use and access for City-wide events;
g. Load Out Efficiency & Rights of way – In conjunction with the Dan's to Jan's walkability effort will combine transportation, transit and walkability planning to improve options and reduce impacts;
h. Drop off & user experience – will separate user types, improve efficiency and access, and minimize user mode conflicts (cars, busses, peds);
i. Affordable Housing - Allows much more affordable/workforce requirement to be on site; along with Consideration of further partnering on adjacent city-owned land.

Conclusion

It is paramount that the RDA tool not be left to expire. It is urgent to proceed immediately in the face of external pressures to remain competitive. There is a willing "developer" in PCMR with a pressing opportunity in the redevelopment of the parking lots. Partnering with PCMR will result in more "gets" and further our Values. Not doing so defaults to a role of only regulatory tools and a "standing still" posture - leaving us outdated, and economically weakened ultimately limiting our ability to provide core community Values.

Issues for Discussion

- **Provide clear direction on extending the expiration date for the Lower Park Avenue RDA.** This area includes the parking lots at PCMR, as well as property owned by Park City Municipal. A map of the LPA RDA is included as Attachment A. The RDA expires in 2015. It may take a year or more to complete the RDA extension. Should the City not extend the RDA expiration, this tool will be lost permanently. State legislation does not permit the creation of new RDAs. RDA funding generated through 2015 is anticipated in the $6-8 M range. Staff estimates a 15 year extension could generate another $15-20 M.

- **Provide clear direction to staff on City role in redevelopment of the parking lots at PCMR. Specifically do we want to take a proactive and collaborative role in LPA RDA by using tax increment to assist PCMR in building a Transit Center that will include a major parking garage and include an affordable housing component?** Partnering with PCMR on this redevelopment likely will allow some existing PCMR MPD entitlement to be realized sooner than perhaps the free market would have pursued it, as well as some incremental growth in and around the base area (Exhibit B). The growth will be incremental in areas that we want like housing and better ski amenities, and will continue to accelerate broader community goals that have been stated in the Community Economy element of the General Plan (Exhibit C).

Review
This report was reviewed by Planning, Sustainability, City Attorney and City Manager.

Significant Impacts
<u>Forgone Opportunity & Remaining Competitive in Destination Resort Economy</u>
If we do not pursue extension of the RDA, staff believes there will be a major forgone opportunity to use tax increment to finance a joint public-private project. Not doing so we believe may damage the community's ability to remain competitive in the destination tourism market. The redevelopment of the parking lots at PCMR is an immediate opportunity that we can capitalize to achieve broader community goals through establishing a public-private partnership.

Recommendation
Staff is requesting direction on the City's role in redevelopment, specifically related to extending the Lower Park Avenue Redevelopment timeline, to allow the Redevelopment Agency (RDA) to partner with Park City Mountain Resort (PCMR) in the overall redevelopment of the base area. Staff specifically recommends Council direct staff to:

- Affirm the City's posture on redevelopment as one of partnership and collaboration where necessary to achieve broader neighborhood goals and community vision;
- Direct Staff to begin the process of extending the Lower Park Avenue RDA and appoint a Council Liaison on December 8th or 15th as a Tax Entity Committee Member along with the City Manager that would start the process to extend the Lower Park Avenue Redevelopment Agency; and
- Begin negotiating possible terms with PCMR to identify specific deal points for redevelopment of a parking garage and transit center on an existing surface parking lot.

<u>Exhibits</u>
1 PCMR Exhibits (this needs to be updated).
  - Broader LPA RDA Components
  - Powdr Property Ownership
  - PCMR Entitlement Summary
  - PCMR Base Redevelopment Components
  - Overlay of old v. new plan
  - Comparison of "gets" within Community Visioning Filter

2 - Financial analysis of RDA increment
A – Phase 1 LPA Findings including map
B – LPA RDA findings – City property
C – Economic Element of the General Plan Excerpted
D – Summary of Findings of Market Analysis & Carrying Capacity Study

PCMC / PCMR Potential Opportunities for Coordination in LPA RDA Area

(1) Transit and Transportation Solutions:
- •Coordinate on 224 Cooridor
- •Separate user groups (Transit, day skier, drop-offs, lodging shuttles)

(2) Improved Sense of Arrival, Direct Users

(3) PCMC/PCMR Multi-Modal Transit / Parking Facility
- * Buses / Shuttles / cars
- * 1500 Parking Spaces
- * 2000 + riders per day
- * 30 + buses / hr peak period

(4) Redevelop Existing Transit Hub to full service Station: waiting area, restrooms, smart signage, separation of vehicle types

(5) Walkable Connections
- * Keep Visitors at one grade
- * Feed Retail
- * Reduce conflicts with Transit & Drop-Off

(6) Potential PCMC/ PCMR Housing
- * Affordable Housing
- * Senior Housing
- * Employee Housing
- * Transition to neighborhood
- * Add architectural interest to Multi-Modal Facility

(7) East - West Connection Multi-Modal to City Prop. / Park Ave

(8) Possible Electric Tram or People Mover Connection to negotiate change in grade

(9) City Owned RDA Property
- * Second strong connection Resort to Main St.
- * Transit improvements
- * Senior/Community Center
- * Housing Opportunities
- * Community programming

(10) Define and separate drop-off for ski-school, ski team, day skiers, etc

(11) Signature Plazas and gath ering areas for events and apres ski entertainment

(12) North - South People Mover potential pedestrian link to Treasure Hill

(13) Preserve Possible Receiving Area to coordinate:
- * Design
- * Parking
- * Trafic / Circulation
- * Mitigate Neighborhood Impacts

UNIFYING PRINCIPLES

1) **Transit** - Improve ridership, intuitiveness, efficiency, circulation, and safety
2) **Circulation** - Separate and direct, transit, shuttles, and personal vehicles
3) **Walkability** - Utilize People Movers & grade separated bridges to provide clear and easily negotiated pedestrian routes
4) **Event / Peak Day Management** - Build on current cooperative operational strategies and ability to grow destination events while maintaining guest and resident experience
5) **Infrastructure** - Coordinate design and construction schedule (OTIS), integrate vs. duplicate
6) **Housing** - Explore partnerships to match user group with prefered location and environment

GOAL

Fully Coordinate PCMR / PCMC strategies in the LPA RDA area to:
- * maximize mutual benefits
- * preserve resident and guest experience
- * further link economic health
- * improve sustainability
- * avoid duplication and leverage resources

Resort Base Area

PARK CITY MOUNTAIN RESORT

Scale: NTS

N

PlanWorks DESIGN

Sept: 2011

PCMR RESORT BASE

Property Ownership

PARK CITY MOUNTAIN RESORT

PlanWorks DESIGN

Dec: 2011

PCMR RESORT BASE

BSA and PCMR Overlay Plan

PARK CITY MOUNTAIN RESORT

PlanWorks DESIGN

Dec: 2011

PCMR Base Area Design Elements

12.8.11

PARK CITY MOUNTAIN RESORT

PlanWorks DESIGN

Dec: 2011

Filter Opportunity	Environment Responsible Environmental Stewardship	Community/Social Equity Community and Economic Diversity	Economic Sustainable Economy, public services, mitigate impacts	Quality of Life Keep Park City / Park City
PCMR / PCMC Multi-modal Transportation Facility	• Incentivize transit use • Less wandering traffic / idling • Encourage car pooling & alt. modes	• Strengthen connection to Historic Main	• Increased Viability of Community and Resort Destination Events • Redevelopment consistent with destination resort vision	• Improved ability to minimize impacts of events
Improved Circulation Design	• Incentivize transit use • Less wandering traffic / idling		• Increased Viability of Community and Resort Destination Events	• Reduce congestions associated with Events and Peak days • Better community celebrations w/ fewer impacts
People movers / Walkways / Trams	• Reduce vehicle trips • Increase walking options	• Establish clearly defined connections between Resort and Main St. business districts	• Directly link PCMR and PCMC economic engines • Encourage guests to experience both	• Improve walkability • Keep mountain feel and ethic for guests & residents • Showcase historic neighborhoods thru ped. Experience
PCMR / PCMC Coordinated Housing Strategy	• Make walkable to services & job for intended user • Reduce vehicle trips • Fewer cars	• Add support of full & part time residents to Old Town economy • Plan for seniors, seasonal, camps, students and full time employees, as well as locals already employed	• Less duplication of resources / subsidy • Increased viability of housing and operations	• Allow each user group to be where they would prefer to live • Integrate fully w/ transit • Allow for unanticipated synergies
PCMC / PCMR Infrastructure & Policy Coordination (OTIS, Receiving Area, Marketing, Transportation)	• Minimize traffic impacts & congestion • Increase sustainability of resort driven economy • Minimize waste of resources • Right size facilities, infrastructure, design solutions	• Cooperative messaging to promote innovative transportation solutions • Joint marketing initiatives to introduce guests to resort and town iconic experiences • Lift Tkt. + Transit sticker = discounted F&B or Retail purchase	• Allow for maintenance of market share and rank as a resort destination while reducing impacts to locals • Economic growth consistent with core values and protective of guest & resident experience	• Focus growth where it can be properly designed and serviced while minimizing neighborhood impacts • Preserve iconic spaces • Coordinate use of technology, signage, & PR to increase livability and raise guest exp.

Exhibit 2
Lower Park RDA Increment Analysis

Historic Data

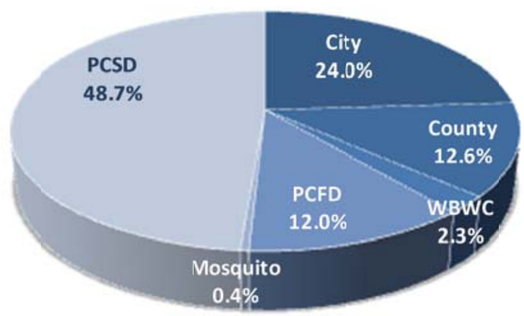
Fiscal Year	Increment	Mitigation Payment	Net Increment
2002	1,637,500	421,826	1,215,674
2003	1,884,461	689,957	1,194,504
2004	2,109,202	683,865	1,425,337
2005	2,173,064	683,346	1,489,718
2006	2,227,898	703,128	1,524,770
2007	2,476,412	864,444	1,611,968
2008	2,628,305	819,748	1,808,557
2009	2,764,425	891,285	1,873,140
2010	2,740,075	805,225	1,934,850
2011	2,577,315	713,739	1,863,576

Projected Increment

Fiscal Year	Low Projection	Medium Projection	High Projection
2012	2,027,430	2,070,752	2,114,074
2013	2,070,752	2,157,396	2,244,040
2014	2,114,074	2,244,040	2,374,006
2015	2,157,396	2,330,684	2,503,972
2016	2,200,718	2,417,328	2,633,938
2017	2,244,040	2,503,972	2,763,904
2018	2,287,362	2,590,616	2,893,870
2019	2,330,684	2,677,260	3,023,836
2020	2,374,006	2,763,904	3,153,802
2021	2,417,328	2,850,548	3,283,769

2011 Increment Split (by Taxing Entity)

Entity	Rate	Attributable Increment
City	.002148	618,694
Gen Levy	*.001327*	*382,219*
Debt Levy	*.000821*	*236,475*
County	.001123	323,461
WBWC	.000207	59,623
PCFD	.001070	308,195
Mosquito	.000040	11,521
PCSD	.004360	1,255,822
Total	**.008948**	**2,577,315**



Debt Service

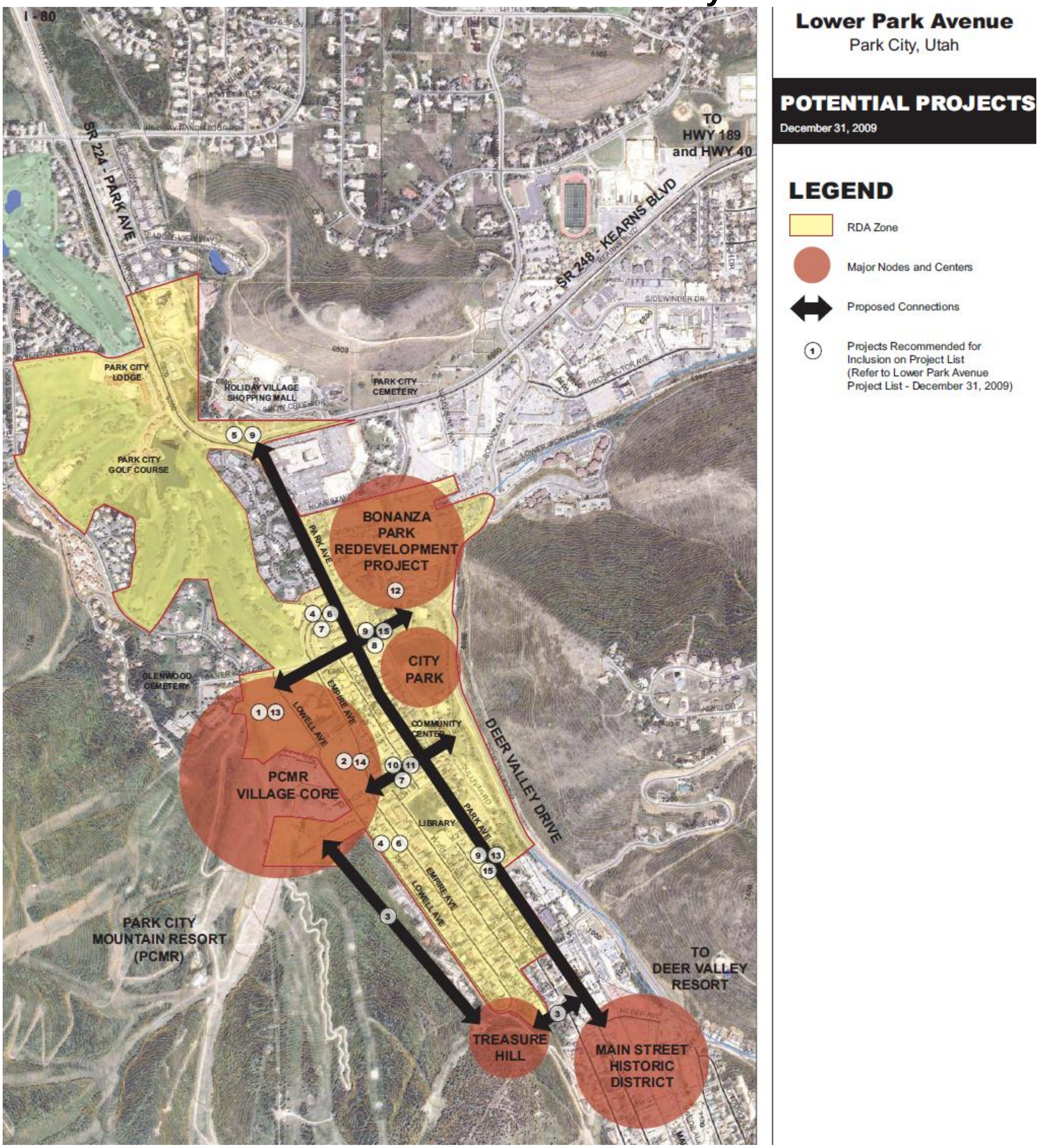
Assume 3.5% Rate

Amount	15-Yr Term	20-Yr Term
$10 M	868,000	704,000
$15 M	1,302,000	1,055,000
$20 M	1,737,000	1,407,000
$30 M	2,605,000	2,111,000

Assume 4% Rate

Amount	15-Yr Term	20-Yr Term
$10 M	899,000	736,000
$15 M	1,349,000	1,104,000
$20 M	1,799,000	1,472,000
$30 M	2,698,000	2,207,000

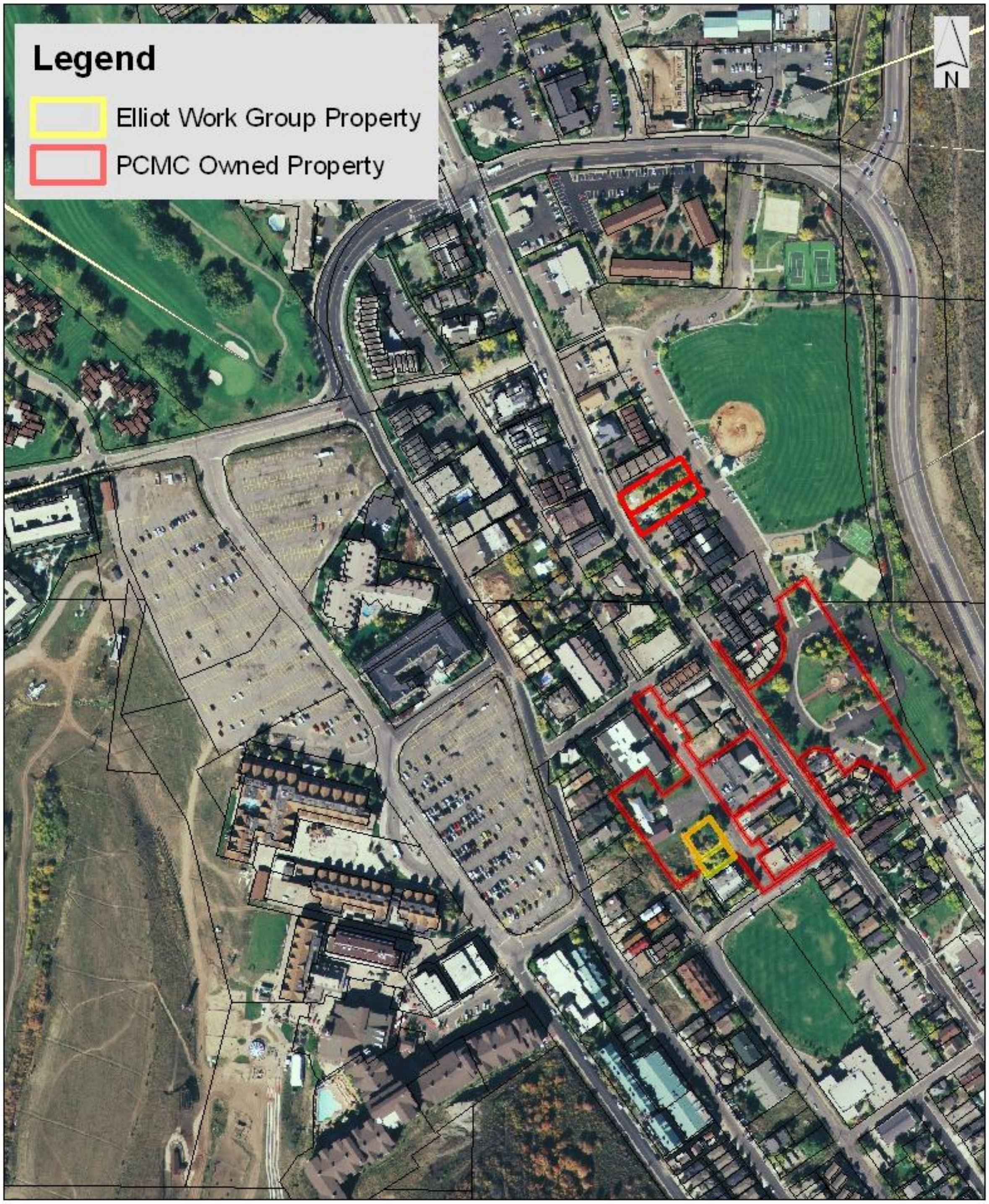
Design Workshop & Jack Johnson
Phase I - LPA RDA Master Planning Update
Exhibit A
Lower Park Ave RDA boundary



PROJECT NUMBER	PROJECT NAME	TOTAL (XX / 45)
PARKING LOT REDEVELOPMENT		
1	Redevelopment of parking lots surrounding PCMR into mix of residential / commercial uses - with underground parking	41
2	New Conference Center & Parking Structure around the base of PCMR	37
3	Physical connection from PCMR to Main Street via Treasure Hill (people mover, gondola, funicular, etc.)	30
TRANSIT, TRAFFIC, CIRCULATION & WALKABILITY		
4	Major Improvements to Empire / Lowell circulation & transit operations around PCMR (including improvements to roads, circulation and intersections, acquisition of ROW, and installation of a new transit hub)	40
5	Intersection improvements (to intersections of SR 224 & SR 248, Bonanza Drive & Deer Valley Drive, and Park Ave & Deer Valley Drive)	40
6	Minor Improvements to Empire / Lowell circulation around PCMR (including signage, striping, improvement of transit efficiency, minor capital improvements, and operational changes such as charging for parking)	36
7	Coordinated Signage Plan for (including smart messaging system) for the area within the RDA, designed to improve the load-in / load-out experience and streamline parking and circulation	35
8	Transit - Identification of corridors and acquisition of easements and ROW for future mass transit lines (Trolley, Bus Rapid Transit, or Light Rail)	28
9	Walkability - Expand bike/ped trail system to the remainder of the Lower Park Avenue district and connect to Bonanza Park (Spine System). Address bus stops and pedestrian crossings at SR 224	27
COMMUNITY & NEIGHBORHOOD REDEVELOPMENT AND IMPROVEMENT		
10	Neighborhood/ Mixed-use redevelopment between City Park and PCMR including housing opportunities (affordable, senior housing, seasonal)	37
11	Use of City-owned land to create physical connection and housing opportunities (affordable, senior housing, seasonal) in area stretching from City Park to PCMR	32
12	Redevelopment of Bonanza Park (Rite Aid and areas to the east) into a mixed-use district - including potential parking lot or mass transit hub.	31
13	Installation of public art throughout the Lower Park Avenue district	26
14	Renewable Energy Generation Opportunities: Including constructing PV, small-scale wind, geothermal and biomass projects around projects and improvements within the RDA	24
15	Streetscape improvements on Park Avenue (bulb outs, crosswalks, traffic calming devices, and enhancements to physical connections to Main Street and Bonanza Park).	22

Map of resort base & City-owned property

City Owned Land



Lower Park Avenue Preliminary Planning Concepts 10-31-09
Jack Johnson Company

Providing Vision

The Lower Park Avenue RDA plan provides a unique opportunity to provide a framework for a long term vision for this neighborhood that could provide signature public/private projects that embody broader community wide goals. The Lower Park Avenue Neighborhood is not currently utilized to its' best potential and includes a patchwork of public, private, residential, and resort projects that are only loosely associated and often create confusion for the visitor and encourage competing interests among local landowners and development interests. However, the presence of pocket of both privately held and municipal owned land that are ripe for redevelopment, the current economic climate that has private interests looking for creative partnerships and financing options, and the history of cooperation and planning coordination between municipal and resort management all point toward a future where the Lower Park Avenue Neighborhood could be another gem of the community. A community where there is a long history of successful redevelopment initiatives and the leadership to continue building upon past achievements with each new iteration bringing increased economic value, more continuity of approach, and improving long term sustainability of the broader community goals and vision.

More specifically, the Lower Park Avenue RDA and associated funds have the potential to spur innovative redevelopment of one of the primary hubs of Park City's resort recreational economy. To increase the potential for additional event based economic stimulus. To improve the function, logistics, and guest experience during existing community scale events, and to provide a series of transportation and connectivity improvements to allow better synergy between the economic engines and bed base that exist both within and, of equal importance, adjacent to the Lower Park Avenue Neighborhood on and around historic Main Street.

Key Neighborhood Components

1. City Park
2. Park City Mountain Resort Park Lot Re-development Sites
3. Library Center Complex
4. Historic Residential Lower Park Avenue Neighborhood – Upper / South Side
5. Newer Bed Base Portion of the Lower Park Avenue Neighborhood – Lower / North Side
6. Adjacency to Park Bonanza District, and Lower Main Street District

Transportation and Connectivity

The primary entry points into the neighborhood are through existing nodes at Park Ave and Deer Valley Drive at the Cole Sport / Jan's traffic light and the Bonanza / Deer Valley Drive light at the NE corner of City Park. The function of these nodes is critical to both resorts and to the ability to handle community scale events.

- Consider the use of appropriately scaled traffic circles, grade separated improvements for pedestrians or vehicles, and strategies to allow uninterrupted flow of Public Transit (transit only express lanes / free right turns) as potential strategies for improvement to the these nodes

Key existing transportation corridors include Deer Valley Drive, Park Avenue, and the Lowell / Empire Avenue Loop, all traveling North – South and each separated by significant differences in grade from the others. Few if any East – West connections exist to complete a traditionally efficient grid. Grade separation, green spaces at City Park and the Library Center, and past redevelopments have all provided obstacles to creating these connections. This pattern places greater stress on the major entry nodes, limits the practicality of some potential locations for parking improvements, inhibits pedestrian movement, and is less intuitive for destination visitors to the community. Lower Woodside Avenue has the potential to provide a renewed North-South Pedestrian corridor connecting the Library Center to residential portions of the neighborhood without the vehicular conflicts inherent with the other North-South arteries.

- Look for every practical opportunity to provide East – West connectivity and re-establish a more traditional grid.
- Analyze ability of corridors created by City owned land or land owned in partnership with the City to create East – West connections.
- Consider utilization of stairs, outdoor escalators, or elevators at key locations to make pedestrian movement practical between the resort and City Park, trail corridors, and North – South arteries.
- Consider additional pedestrian improvements and reduction of travel lanes on Park Avenue as well as pedestrian improvements associated with redevelopment along the Lowell / Empire Avenue loop.
- Consider new modes of public transit and dedicated transit lanes or corridors throughout the study area and connecting to and through adjacent districts. Consider dedicated small bus service, trolley, or street car service on a Lower Park Avenue, Main Street, and Deer Valley Drive loop. Long term consideration should be given to preserving corridors and nodes for light rail service between the resort and key points outside the neighborhood.
- Consider encouragement / development of an alternative (non-rubber tire) transportation solution between major existing entitlements at the North and South ends of Lowell Avenue to reduce traffic impacts to residential portions of the neighborhood and maximize planning flexibility and location of density for future projects.
- Consider all potential transportation and connectivity improvements under the lens of their ability to provide functional and identifiable ties between bed base and revenue centers in the Lower Park Avenue Neighborhood and those adjacent to it. Attempt to gauge the increase in revenue potential these solutions could bring to Historic Main Street, Park Bonanza and elsewhere.
- Consider additional pedestrian improvements (side walks, benches) and beautification projects (planter boxes, identification of pocket park opportunities) along Lower Woodside to create a pedestrian boulevard separated from high traffic arteries, to add value to existing bed base, and to strengthen connections to the potential redevelopment projects and the Library Center.
- Consider signage and way finding improvements that help identify connections to and through the neighborhood and create a more seamless transition between the resort and the surrounding neighborhoods. Use these items strategically to direct vehicle and pedestrian traffic along preferred routes.

<u>Parking</u>

Very Few dedicated public parking facilities exist in the Lower Park Avenue Neighborhood. Those that do exist are in the form of small and segmented surface lots that are not designed for the volume or circulations needs that are frequently called upon to provide. Currently the solution during peak periods and events is often the use of privately owned surface parking at

Park City Mountain Resort. Even with this opportunity available, overflow parking on the street in restricted areas, unpredictable pedestrian movements, and private vehicle/transit/pedestrian conflicts are common during major events such as the Sundance Film Festival, the Arts Festival, Fourth of July, sporting events and even peak Holiday / skiing visitation. Surface parking lots at the resort are already entitled for redevelopment of the resort base and the prohibitive costs of comprehensive replacement of this parking in underground or structured formats has stymied past redevelopment efforts and the economic stimulus they are meant to provide. The Lower Park Avenue RDA Plan and future neighborhood plans should include a more comprehensive and coordinated long term approach for addressing these issues.

- Look for locations where structured parking could be efficiently designed and constructed over time on public land in locations that are well coordinated with public transit, pedestrian movements and accessibility to key event locations.
- Consider public investment in development of structured parking on private land in key locations.
- Consider reduced parking requirements for residential / lodging development in conjunction with public and private transportation solutions to allow private capital to be invested in mixed use parking and transportation services.
- As with Transit / Transportation projects, consider the potential of the project for increasing potential revenues both within and out side the RDA area and to provide for improved guest experience and revenue from repeat visits.
- Consider converting surface lots and driveways at the perimeter of City Park to a pedestrian boulevard if alternative parking and transportation solutions can be developed.

<u>Redevelopment Projects</u>

The single most significant redevelopment opportunity in the project area both in terms of municipal revenue potential and creating a new face for this area of the community exists on the parcels entitled in the Park City Resort Master Plan, circa 1996. However, significant opportunities for signature projects also existing on several critically located smaller parcels elsewhere in the neighborhood. Several of these parcels are either municipally owned or involve current public / private partnerships. Significant potential for redevelopment that furthers multiple goals of the RDA vision exist along two corridors along the East – West access. The first would connect Park City Mountain Resort / Lowell Avenue to Park Avenue and Old Miners Hospital in the vicinity of the decommissioned Park Ave Fire Station. The second would provide a more subtle connection between the resort, Park Ave and City Park along the axis of the Shadow Ridge Hotel and the City Park softball diamond when examined in plan view.

The Library Center and surrounding green space also provide opportunities for enhanced civic and event functions without compromising the community park and gathering space that currently exist. Lastly, the dedicated residential parcel at the North end of City Park when coupled with some of the aforementioned transportation solutions seems to provide opportunity for a public – private redevelopment project in the future.

- Examine how all projects selected will contribute to revenue potential, guest experience, resident quality of life, housing opportunities and community sustainability
- Consider building on existing efforts to create a signature mixed use project on the old Park Avenue Fire Station corridor that provides a neighborhood center, additional housing opportunities, a hub for neighborhood services, a pedestrian transportation

connection, and a means for dealing with the grade separation that has traditionally segmented the neighborhood.

- Consider a project between Shadow Ridge Hotel and City Park that would include pedestrian circulation improvements and increased housing opportunities.
- Consider working with the existing ownership of the residential units at the North End of City Park to redevelopment the site with potential consideration of additional density, public funding or financing mechanisms, and more seamless integration with the Park.
- Consider public support, public financing or financial incentives, and reduced parking standards as tools for encouraging partnership on the potential redevelopment of the Park City Mountain Resort Base Area.
- Consider additional uses for the Library Center that enhance rather that detract from the civic and park characteristics the community currently enjoys at the site. A community gardens or relocation of the Senior Center to this parcel are both examples of projects that could be entertained without compromising the existing attributes of the Library Center and green space. This parcel is also showcased during events such as the Sundance Film Festival. These events provide opportunities to use this parcel to demonstrate Park City's commitment to historic preservation, education, building community and sustainability.

Design Workshop Summary Memo

Design Workshop, Inc.
Landscape Architecture
Land Planning
Urban Design
Strategic Services

To:	Park City City Council and City Staff
From:	Becky Zimmermann / Britt Palmberg
Date:	December 29, 2009
Project Name:	Lower Park Avenue Redevelopment Authority Project List

Based upon a site visit to Park City conducted in November 2009 and its experience in planning and development in similar ski resort-based communities nationwide, Design Workshop has worked with city staff to develop a matrix of recommended public sector investment projects in the Lower Park Avenue RDA area. Potential public investments include public/private redevelopment projects in select areas of the Lower Park Avenue area, infrastructure improvements including upgrades to streetscapes, parking, open spaces, trails, and related amenities, and public investments in facilities such as conference centers or other community gathering places. The Design Workshop team has identified projects for the Lower Park Avenue area based upon the findings and suggestions of earlier studies conducted in Park City, the suggestions of city staff and elected leaders, and an examination of public investments made by comparable destination resort communities throughout the country.

The matrix categorizes potential projects in terms of public versus public / private investments and outlines a general magnitude of public investment needed to complete each project. It categorizes the potential projects in terms of their potential timing (short term versus long term), and provides ratings for each project based upon the potential to increase the number of destination visitors, increase the overall competitiveness of Park City in the resort market, the potential to stimulate private investment, and the potential to improve the overall visitor experience. The project list evaluates the physical, political, and financial feasibility of each project and it provides an evaluation of the overall financial return and intangible return (in terms of benefits to the community's quality of life).

The completed project list groups potential investments into three general categories: 1) Parking Lot Redevelopment projects include a range of investments concerning the parking lots surrounding Park City Mountain Resort and surrounding areas; 2) Transit, Traffic, Circulation and Walkability projects are designed to improve the function of major intersections and the experience of drivers, pedestrians, and bicyclists in the Lower Park Avenue area; 3) Community and Neighborhood Redevelopment and Improvement projects concern redevelopment efforts and environmental and streetscape projects in various locations within the Lower Park Avenue Redevelopment Area. The completed list ranks the potential projects in each category by their overall composite score across the full range of criteria.

In addition, the Design Workshop team and City staff have outlined a series of five additional projects that are not included on the official project list but may warrant additional discussion and consideration by Council going forward.

The completed project list is intended to serve as a basis for ongoing discussion of how to proceed with redevelopment in the Lower Park Avenue neighborhood and other areas of Park City. Council will need to work with staff and the community in order to refine ideas for potential investment projects and carefully select ventures that will stimulate further redevelopment and provide good financial and non-financial returns to the City.

Exhibit C – Economic Element of the General Plan (2000) Excerpts

During the annual Council Visioning of 2009, and reiterated in 2010 and 2011Council identified the expansion of the resort-based economy as a specific Economic Development priority. Our economic and redevelopment background studies and guiding documents support the significance and impact of our tourism-based economy on our local quality of life.

Undoubtedly, tourism is the largest single component of the economic base of Summit County, generating total economic impacts of over $1.6 billion annually, creating nearly 12,000 jobs and increasing earnings by almost $300 million. Measurable tax impacts are over $57 million annually and contribute substantially to the budgets of Summit County, Park City Municipal Corporation and the three school districts in the County. Without the net contribution made by visitors, Summit County residents could only maintain their current resort lifestyle through substantial property tax increases. (Economic Impacts of Tourism, Wikstrom, 2009)

The Economic Element of the Park City General Plan recognizes that Park City has many impressive community amenities for a town of such a small population.

"Many of the benefits enjoyed by residents are attributed to the revenues derived from the tourism industry. Community facilities such as the Library, Racquet Club and the Municipal Golf Course are all examples of the quality facilities that tourism revenue supports. Well maintained streets, enhanced police protection and increasing access to technology infrastructure are products of the resort economy."

Tourism is Park City's major industry providing over 2/3 of municipal general fund revenues. Our resort economy supports a high level of services and facilities that benefit both visitors and residents. The General Plan further states that "*in order for the community to continue enjoying these benefits and amenities we must maintain a viable and healthy tourism economy. In order to achieve this goal, we must strike a balance between development pressures, recreational activities and the natural environment to ensure that we are maintaining the quality of life that continues to attract visitors and residents alike***."**

These statements are reinforced by the following Policies and recommended Actions of the current General Plan's Economic Element:

Policies

- *Recognize potential conflicts between our resident population and economic growth resulting from the increase in tourism and mitigate these conflicts to the extent possible.*
- *Emphasize the community as an attraction for tourists while recognizing the tourist economy results in many of amenities desired by our residents.*

Recreation and Tourism Development Actions

- *Expand resort venues and activities such as hiking trails, golf, ice skating, cross country skiing and back country experiences.*
- *Plan both winter and summer activities to enhance a year round recreation and tourism atmosphere.*
- *Support and encourage the ski resorts to integrate their recreational facilities and programs in order to enhance the winter visitor's overall skiing experience.*

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Option 1 Site Plan

Option 2 Site Plan

Lower Park Avenue Implementation Plan for City Owned Property

General Principles:

- Create a framework for ongoing development or redevelopment of City owned and adjacent properties to occur in a cohesive and walkable pattern
- Create a plan that through design and suggested land uses; strengthens the physical and economic connection between the Resort and Historic Main Street without disrupting the circulation or enjoyment of existing uses in the surrounding neighborhood blocks
- Create public spaces and synergistic uses that could be a neighborhood scale amenity and focal point; not a burden
- Suggest a range of scale and scope of development that is compatible with the surrounding blocks in the Lower Park Avenue neighborhood
- Identify appropriate areas for senior activities, a diversity of housing opportunities, clear and functional pedestrian connections and let all other uses support these primary goals
- Incorporate innovative transit solutions where staff deems that this will be effective in providing a level of service that will strengthen the Resort to Main Street connection while decreasing individual vehicle trips (Lower Main Circulator bus, electric train / trolley, Hill Trac / people movers, all warrant discussion and investigation)
- Identify potential partners or opportunities to attract private sector investment in the implementation plan area where this supports policy objectives and has the potential to lower the cost burden associated with achieving those objectives
- Create a financial model to examine the "real world" implications of the land use patterns and policy objectives reflected in the Implementation Plan options provided

Phasing and Design Philosophy

Phase I

Phase I – is intended to give a physical example of the primary goals of the re-development plan: establishing the importance of Historic preservation, Civic use, preservation of the key east / west pedestrian corridor, and proving finished appearance and smooth interface with transit on Park Avenue.

Buildings A & B represent re-use of historic buildings in their current or reconstructed locations without changes to the buildings scale or design. Neighborhood scale commercial or residential uses are suggested for these buildings.

Building C represents a new structure on the site of the existing Park Avenue Fire Station Building owned by PCMC. The design for this structure should be welcoming and the scale and architecture consistent with traditional forms in the neighborhood but with an allowance for more contemporary materials and glazing to open the building to the pedestrian corridor. The uses suggested for this building include a new home for the Community Senior Center, class room / studio space for all age activities that could be programmed by the Senior Center, or a variety of other public or non-profit organizations integral to Park City and the Old Town community. Exhibit space could also be provided on the ground floor and residential uses could be appropriate on the second level of the building. The building is intended to be the Civic Hub for the re-development area and complimentary to other civic uses in the neighborhood such as the Library Center and accompanying open space. It should set the example for both the vibrancy and intensity of use that is appropriate in the Lower Park Avenue portion of the redevelopment area.

East / West Corridor – It is also recommended that PCMC acquire all or some portion of the main east / west pedestrian corridor that will provide the physical link between the Resort, Park Avenue, and Historic Main. This corridor should be acquired and protected with specified setbacks and design guidelines specific to the redevelopment area regardless of whether any further pedestrian improvements or development of the site is initiated. It is recommended that Phase I include identification and assignment of funds to make pedestrian improvements that will address the grade change inherent in the site and make clear from the outset the functionality of the Resort to Park Avenue to Historic Main Street connection

Phase II

Phase II – The parcels in this phase would preserve the remaining circulation and access points necessary to establish the intended development pattern; on that steps with the grade and emphasizes the pedestrian while preserving efficient points of access for vehicles that will minimize the effects of traffic for residents both within the planned area and the surrounding neighborhood. The suggested access point off of 13th Street terminating in a courtyard turnaround would also preserve the ability to utilize underground parking solutions on multiple parcels in the plan should the final design and density warrant below grade parking. The vertical development in this phase would provide the first of several opportunities to provide for residential uses with market rate and employee / attainable housing options worthy of consideration.

Option 1, showing Buildings D & E represents a higher density option for stacked flat units utilizing underground parking that could provide more units and possibly more return to the City or end developer. The foot prints for these buildings would be slightly larger than those designed on the same parcel in Option 2 and more consistent with recent condominium development in the lower half of the neighborhood.

Option 2, depicts a lower density option utilizing triplex buildings with foot prints more consistent with traditional historic residences elsewhere in the neighborhood.

Phases III and IV

This phase has been designed for flexibility both in size and overall density. The size will largely depend on the City's appetite for either acquiring additional land or partnering with neighboring land owners to create an incentive for privately held properties to develop according to the City's preferred design standards and use patterns. The primary use associated with vertical development in these phases will be residential with limited opportunities for neighborhood scale commercial services or a food and beverage establishment.

Option 1 again depicts a higher density scenario where stacked flats over primarily underground parking would be utilized to maximize the number of units available within the height and space restrictions. These additional units could either provide for more employee housing opportunities or be utilized for market rate condominiums to improve the return on the land and minimize the expenditure of RDA or other municipal funds. The additional land required for this option could be purchased or brought into plan and guidelines through partnering / development agreements with the private sector.

Option 2 demonstrates and lower density development pattern that is likely to occur if less land is acquired by the City, less infrastructure subsidized by the RDA and private development interests control more of the land in the Implementation Plan area.

Financial Modeling

A financial model of the Implementation Plan has been prepared to provide a snapshot of potential costs and revenues that could be associated with the plan under the various scenarios. Development hard and soft costs have been modeled including but not limited to the following: construction costs, permitting fees, green building and public arts line items, sales commissions, land acquisition costs, and design fees. The financial model also provides inputs for financing scenarios, land sales, unit sales, commercial lease revenues, and residential rents to be projected over a ten year period. Typical indicators utilized by private sector developers such as Investor Rate of Return (IRR) and Return on Investment (ROI) are also provided.

The financial model was prepared based upon current economic indicators, industry specific cost information, and with input from staff on the development assumptions to be modeled for initial discussion. It should be noted that the financial summary presented with the plan is neither a true private sector developer model nor a model that exactly reflects the municipal role as facilitator and potential distributor of the land assets. Instead the current model is a blend of the two approaches to facilitate policy discussion about what role the Council believes the City should play in re-development of this portion of the Lower Park Avenue RDA Area. Staff will be provided with the ability to change various inputs and assumptions in the model. Based on City Council input, the model can be updated with staff to more accurately reflect the intended policy direction and the associated costs and benefits associated with that direction.

There are a few essential policy considerations that dramatically influence the costs and revenues associated with the options that have been studied from a land use and planning perspective. Staff will be hoping to garner Council input and direction in the following areas:

Ratio of Employee / Affordable Housing to Market Rate Residential: The costs associated with development of Employee / Affordable Housing is only marginally different than for creating Market Rate housing. However the revenues generated by Employee / Affordable rents are significantly less than from Market Rate sales especially modeled over a ten year horizon. Staff will be looking for direction on how big an emphasis to place on the creation of Employee / Affordable Housing in redevelopment of this area. Employee / Affordable Housing can be created in a number of ways. It can be developed by the City and subsidized either with RDA funds, Affordable Housing funds, or a combination. Restricted Affordable units can also be required through development agreements with the private sector participants who choose to participate in the plan. However the private sector will likely be able to bear a smaller ratio of affordable to market rate units if they are to remain profitable and be enticed to contribute private sector investment in the implementation plan area. The policy direction on how much Employee / Affordable Housing to pursue and through which means will greatly influence the overall costs, revenues, and profitability predicted by the financial model for any of the development scenarios that have been studied. For purposes of the financial summary provided staff advised:

- 80% of all residential units in the plan are assumed to be restricted affordable rental units with rents affordable to those at 40% of the area median income (AMI).
- The remaining 20% of residential units were modeled as for sale units with pricing affordable to those earning 80%-120% of the area median income.
- 100% of the residential units in the plan are modeled to provide for some niche of employee or affordable housing. This creates a financial model with the lowest return on investment.

Disposal of property or other Public / Private Sector partnership scenarios: One of the single biggest chips held by the City that will influence the costs and revenues associated with the modeled redevelopment is the use of City owned land. The ability to utilize publically owned land to support policy goals, generate revenues or entice private sector development partners is a well established and important tool in creating the intended pattern of redevelopment in RDA areas. The City's choices with respect to disposal of real property include the following range of options or some combination thereof:

- Sell parcels of land to private or non-profit developers to generate revenues that will replenish funds spent on public projects within the RDA
- Gift parcels of land to incentivize or require certain land use or policy objectives
- Provide land at a discounted value to incentivize or require land use or policy objectives
- Make land available to receive density from elsewhere in furtherance of policy objectives or development goals

Each of these options creates a different level of legal exposure and investment of staff time which should be vetted with senior management. Staff will be looking for preliminary direction on Council's preferred objectives and level of comfort with each of the options available. Future iterations of the financial model can be programmed to reflect the cost reductions or revenues realized by the options pursued.

RDA funds invested in infrastructure improvements: RDA funds could also be utilized to improve utilities, construct transportation related infrastructure, or develop public spaces depicted by the Implementation Plan. These expenditures would be shown on the cost side of the ledger when viewed from the municipal perspective and as a cost savings from a private sector point of view. In either case the amount invested will influence the return on investment and the likelihood of attracting outside investment in the plan. Staff will be seeking direction on the general level of investment preferred and which projects should be prioritized for funding.

RDA funds granted versus loaned or leveraged: RDA funds could be applied to actual construction costs or to provide improved development sites as a pure expenditure drawing down reserves in the RDA. They could also be utilized as matching funds for grants that may be available for transportation or housing related development and leveraged in this way to increase the overall investment in RDA area or to reduce the costs associated with those items for private sector development. Finally, RDA funds could be loaned directly or utilized to obtain low cost financing for selected projects reducing the overall cost associated with those improvements. Any of these scenarios could be specifically modeled in future iterations of the financial model and staff will be seeking direction on preferred vehicles for utilization of the funds available.

Summary:
The Implementation Plan and Phasing plan provide a template for two potential development patterns that could achieve a number of Park City Municipal policy objectives while achieving the primary objective of providing an additional identifiable and high functioning connection between the Resort on the hillside at the west end of the Lower Park Avenue neighborhood and another of the City’s primary economic cogs the Historic Main Street Business District just a few blocks to the south and east. Providing the easiest means possible for residents and visitors to travel between these two focal points of the broader Park City Community will result in stronger economic returns for both the Resort and the Town, strengthen the ability to jointly market the amenities that are offered by each entity and further solidify the partnership between resort, city hall, and area businesses that is such a rare commodity among mountain resort towns.

The Implementation plan also seeks to create a smaller and more civic oriented focal point within the Lower Park Avenue neighborhood. This can be accomplished through the provision of a long term home for senior and educational activities, vibrant indoor / outdoor spaces that can host civic functions, and creating opportunities for a diversity of housing options.

Lastly, the final deliverables for the project will include the financial model that has been developed in conjunction with the Implementation Plan with the ability to update specific inputs and assumptions that will allow staff to make the financial summary a current reflection of ongoing discussion with and input from Council.

Exhibit D – Summary Findings of Market Analysis & Carrying Capacity Study

Summary of Findings:
Retail Market Study, Metrics Analysis, Carrying Capacity Analysis

Lower Park Avenue District
Main Street District
Bonanza Park District
Prospector District
Deer Valley District

Park City, Utah

June 30, 2011

Prepared for:

Park City Municipal Corporation

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The following provides a summary of the integrated findings of the retail market study, metrics analysis, and carrying capacity analysis by district for Park City.

Note: The metrics analyses for the various districts included quantitative metrics (such as sales per square foot, for example) as well as a number of qualitative metrics in which the districts were evaluated on a 1 to 5 point scale with "1" representing the lowest score and "5" the highest.

MAIN STREET

Overall, the market study found that the Main Street district remains relatively healthy given the national economic condition. The district reports fairly healthy and sustainable levels of vacancy and has fared better than many of its peers around the country. The mix of tenants is fairly good, in that it appeals to a wide range of potential customers, from young people visiting Sundance to vacationing retirees. The district seems to have a disproportionate number of galleries and studios, tenants that typically do not provide much ground level vibrancy.

However, Main Street could improve its overall health and regain its position as a district enjoyed by Park City and Summit County residents by doing a better job in appealing to locals. The high season during the third quarter is very important, but the district must carefully serve locals during the winter months as well, so that locals will feel compelled to come back and visit during the non-winter months. Successful resort retail districts simply appreciate the locals year-round. Main Street should work carefully to cultivate local business and build a loyal base of local customers from not only Park City itself, but also from the broader Summit County market and the Salt Lake metro area. The Main Street district should continue to work to increase diversification in the retail mix in order to improve the visitor experience and should continue to include restaurants with a diversified range of menus in order to improve overall marketability.

As outlined in the metrics tables, Main Street has performed fairly well compared to other mountain resort retail districts, but public and private sector stakeholders should pursue a variety of strategies in order to continue to improve the district. Main Street reports a current vacancy rate of around 4 percent, in line with a sustainable level of vacancy of around 5 percent. Retailers in the district report sales of around $250 per square foot (SF) on average, slightly below the benchmark for other resort communities of around $350 per SF. The district earns a qualitative rating of "3" in terms of responding to the demographic profiles of visitors and residents and meeting their needs, whereas comparable resort retail districts earn a "4" on average. In order to help continue improvement in these categories, civic leaders and the merchants association should work to recruit an appropriate tenant mix as market conditions change and should identify civic improvements to Main Street necessary to enhance retail viability.

In terms of qualitative measures of retail success, Main Street rates as a 4 (on a scale of 1 to 5) in terms of maintaining an identifiable image and creating ambiance, in order to enhance retail success, on par with comparable retail resort districts. The City and Main Street leaders should work to identify any necessary improvements, such as streetscape enhancements, that would enhance the district's ambiance. Main Street earns a rating of 2 in terms of providing opportunities for visitors to mix with locals and a "3" in terms of providing sufficient variety in terms of the types of stores and the goods and services offered for sale. Main Street merchants and civic leaders should work to identify potential locations and strategies to create additional meeting or gathering places in the district and should devise strategies to attract and retain tenants that would diversify the roster of tenants. Main Street earns a rating of "3" on a scale of 1 to 5 in terms of creating a retail environment that is fun and entertaining, on par with comparable mountain resort communities. The City should work with merchants and stakeholders to introduce elements of entertainment through the design of the physical space as well as the potential inclusion of specific entertainment-oriented tenants.

As a Downtown district, Main Street currently ranks as a “3” in terms of serving as the “fun place” within the community that provides a lively shopping and visitor experience, and ranks as a “3” in terms of creating a distinct retail image and experience that defines the district as the “only one” like it. The merchants association and the City should continue to work to identify opportunities for civic improvements (such as streetscapes or other capital expenditures) as well as programming that helps to make Main Street fun and a unique shopping and entertainment destination. These stakeholders should work to identify tenants or amenities that will help to make Main Street more unique and distinct.

Most of the elements of the carrying capacity analysis relate to Park City overall, rather than to individual districts. However, an analysis of parking in particular revealed findings regarding the carrying capacity of parking facilities in the Main Street vicinity. The table below provides a snapshot of a selection of parking areas in the Main Street area, by season. City leaders report that the parking lots are generally utilized more during the winter than during the other three seasons of the year, but the data indicate that summer and winter weekend days may attract greater utilization than the fall or spring weekend days. The data also indicate that certain lots in the Main Street district, such as the Main Street lot and the Swede Alley lot, may attract greater utilization than other lots on the periphery of the Main Street district.

Parking Lot or Parking Space Classification	**Total Number of Spaces**	**Winter (Saturday)**	**Spring (Saturday)**	**Summer (Saturday)**	**Fall (Saturday)**
Main Street & Brew Pub Lot	225	92%	74%	90%	68%
Swede Alley (4 Hour Parking Except Flagpole)	94	77%	57%	75%	60%
China South Bridge Levels 1 - 3 (4-Hour)	262	16%	28%	15%	11%
China South Bridge (Roof)	77	66%	45%	52%	22%
China North Bridge (4 Hour)	300	47%	45%	27%	22%

LOWER PARK AVENUE DISTRICT

The retail study determined that private property owners along with the City have a tremendous opportunity to redevelop several areas in the Lower Park Avenue district, especially the areas around Park City Mountain Resort (PCMR), over the next several years, and in the process help enhance Park City’s overall marketability. The various property owners should look for opportunities to support both day skiers and the destination visitor markets by creating development concepts that include a range of places to eat, shop, and have fun that appeal to locals as well as the greatest variety of tourists possible. The redevelopment of the Lower Park Avenue area should carefully define the district’s identity without cannibalizing Main Street. The stakeholders in the district have a significant opportunity as well to forge a public-private partnership using the tools of the Lower Park Avenue RDA in order to stimulate ongoing redevelopment efforts. The ability to use the RDA tool represents a distinct competitive advantage that Park City may use in vying for the destination tourism market.

In terms of specific metrics, the Lower Park Avenue district currently reports low vacancy rates (less than 5 percent), in line with benchmarks for comparable resort districts. According to City data, retailers in the district report sales of around $250 per SF, below the benchmark of $350 per SF. As part of redevelopment efforts, developers and civic leaders should carefully work to recruit a mix of tenants that would help to increase sales per square foot on average.

In terms of qualitative metrics, Lower Park Avenue ranks as a "2" on a scale of 1 to 5 in terms of maintaining a distinct identity that would drive commercial activity and create a sense of place. Comparable mountain resort districts generally earn a "4" in this category. The district also earns a score of only "1" in terms of creating ambiance (as opposed to the benchmark score of "4"). As redevelopment moves forward, private property owners and the City should work to integrate design standards and strategies in site design in order to create a district that has a distinct image with an attractive ambiance that will attract repeat business from visitors and residents. The Lower Park Avenue district earns scores of only "2" for having a healthy variety of stores, a "2" for providing retail that serves as entertainment, and a "3" in terms of providing goods and services that meet the consumer demands of its patrons. Comparable resort districts generally earn scores of "3", "3" and "4", respectively, in these categories. In order to improve Lower Park Avenue's performance for these metrics, private property owners, business owners, and civic leaders should work carefully as redevelopment moves forward to ensure that the design of the district as well as its programming and regular operations help to provide variety in retail offerings, provide for retail as entertainment, and serve the needs of the demographic groups that visit the district.

In terms of carrying capacity, the streets that serve Lower Park Avenue in particular exhibit issues with regard to capacity during peak times. As outlined in the table below, several of the streets that serve PCMR and other destinations within Lower Park Avenue do not meet standards for performance during peak periods. The community should work to devise strategies (such as additional bus service, park and ride lots, etc.) in order to improve the experience of visitors traveling to the Lower Park Avenue district from other parts of the community and from outside Park City.

Road	Approximate Location	Average Day, Average Daily Traffic (model)	Peak Peak day, Average Daily Traffic (model)	UDOT Level of Service Standard E	UDOT Level of Service Standard F	Existing Average Day LOS	Existing Peak Peak Day LOS
SR-224	North of Kearns Blvd	25,100	29,800	26,100 - 36,200	> 36,200	C	C
SR-224	Meadows Drive	26,700	29,600	38,900 - 41,200	> 41,200	B	C
SR-224	Deer Valley Dr (near roundabout)	13,700	23,200	26,100 - 36,200	> 36,200	B	C
SR-248	Comstock	15,000	23,200	19,100 - 20,400	> 20,400	C	F
SR-248	Wyatt Earp	15,100	23,500	19,100 - 20,400	> 20,400	C	F
Bonanza Dr.		9,300	17,100	15,400 - 17,100	> 17,100	C	(F)
Park Ave.	South of Empire	6,000	12,000	10,100 - 11,200	> 11,200	C	F
Park Ave.	Near Heber Ave	3,000	6,100	10,100 - 11,200	> 11,200	C	C
Park Ave.	North of Empire	14,300	27,300	26,100 - 36,200	> 36,200	B	E

Source: Park City Municipal Corporation

BONANZA PARK

Bonanza Park represents a very vital area of real estate in the community that has and will continue to serve the needs of the local population in Park City. This district should continue to host the businesses and functions that are vital in continuing to operate a full service community with a full-time population. Bonanza Park should have tenants such as the postal service or FedEx that are essential for local businesses. The district should also continue to serve as the home for the main grocery stores, pharmacies, and other everyday uses.

The real estate community and the City should continue working to formulate ideas for projects that improve the value proposition and appearance of Bonanza Park, with a focus on local needs. For example, a mixed-use redevelopment in Bonanza Park could include affordable housing units above retail, office or warehouse spaces, and as a result would produce significant benefits to the City in terms of reducing commute times and reducing pollution. The City and stakeholders in the area should work together to develop Bonanza Park as a true neighborhood or district that serves the needs of locals, rather than as a disparate collection of various small shopping plazas and office parks. As part of this effort, the City should work to integrate all of the community features and amenities it would include in any other neighborhood – such as trails, parks and gathering places.

In terms of metrics, Bonanza Park exhibits sustainable levels of retail vacancy (around 5 percent) and reports sales of around $200 per SF, generally in line with the benchmark for similar districts of $200 to $250 per SF. Bonanza Park does not fare as well in terms of qualitative metrics. It earns a "2" on a scale of 1 to 5 in terms of cultivating a distinct retail identity, a "2" in terms of ambiance, and a "2" in terms of having a variety of stores. The benchmark ratings for comparable districts are "4", "3", and "3", respectively. The analysis also ranks Bonanza Park as a "2" in terms of providing a fun and entertaining retail environment and a "3" in terms of providing goods and services that meet the needs of the demographic groups that represent the customer base. As redevelopment projects emerge in the Bonanza Park area and as the City plans for future capital improvements city-wide, property owners and civic leaders should work to identify improvements that would help to enhance the qualitative measures of success for the Bonanza Park district. Potential developers of projects within Bonanza Park should work with the City and with stakeholders in the district to craft design and tenant strategies that will result in a district that serves the resident population of Park City and helps to retain business from visitors that may otherwise migrate to Kimball Junction and other current or potential shopping areas in Summit County.

The Bonanza Park district faces the same carrying capacity issues facing Lower Park Avenue and the community in general. As outlined in the prior table, many of the streets serving Bonanza Park report unacceptable levels of service during peak times, particularly during the winter. As the district redevelops, projects should ensure that sidewalks along streets and adjacent to retail stores contain sufficient capacity to encourage pedestrian activity and support retail viability.

PROSPECTOR

Given its limited size relative to the other retail districts and its location on the periphery of the core of the Park City community, Prospector will likely remain a smaller format retail and office district serving both residents and visitors. While the introduction of new restaurants may enrich the Prospector retail program, the district's overall emphasis on mid-level restaurants and smaller format retail will likely remain viable for the foreseeable future.

The Prospector district is relatively small compared to neighboring Bonanza Park and appears to function fairly well as the home to smaller restaurants and other businesses that serve visitors from throughout Park City, and in particular those staying at hotels in the Prospector area. The Prospector district also functions fairly well as an office district, as it contains a number of smaller offices for businesses based in Park City.

As each of the other retail districts in Park City work to clarify their identity and their role in the local economy, the Prospector district should also work to retain its distinct identity. The district should leverage the adjacency of the area to the rail trail and amenities in the north and east portions of Park City and its adjacency to the larger Bonanza Park area. The City should work with stakeholders to identify improvements that would help improve the viability of the businesses in Prospector as well.

In terms of metrics, Prospector reports a sustainable vacancy rate (around 5 percent) and sales per SF of around $300, higher than the average for comparable retail districts. However, like Bonanza Park just to the west, Prospector does not fare as well in terms of qualitative metrics (identity, ambiance, providing a variety of stores, providing retail that is fun and entertaining, and providing retail that serves the needs of the profile of consumers visiting the district). For all of these qualitative metrics, Prospector earns a “1”, “2”, or “3”.

In terms of specific recommended action items to improve Prospector’s performance in terms of qualitative measurements of success, and to enhance the district’s long term viability, the project team recommended the following action items:

- The City should work with businesses along Sidewinder and other streets within Prospector to solve access or ingress /egress issues that currently face the retailers or office property owners in the district, through traffic management strategies or planned public improvements.
- The City should work with the property owners to identify and complete any necessary streetscape improvements, or any open space or trail improvements near the district, that would enhance its marketability and its overall identity and ambiance.
- The merchants and business owners should work to increase the name recognition of the Prospector district in Park City and beyond. Enhancing name recognition would help to promote repeat business and higher levels of business. It may also help in recruiting a greater variety of stores or in attracting tenants that better serve the needs of the customer base in the district.
- The City should work with merchants and stakeholders to introduce elements of entertainment through the design of the physical space as well as the potential inclusion of specific entertainment-oriented tenants.

Carrying capacity issues that affect Park City overall impact Prospector’s viability as well (in terms of bus capacity, road capacity, ski run capacity, trail and open space capacity, parking, and sidewalk capacity). Given its location adjacent to the rail trail, the carrying capacity of the trail systems in the area may particularly affect the marketability of Prospector. The adjacency to the trail is a key amenity that attracts residents and may attract individuals seeking out lodging along Sidewinder and other locations within Prospector. The City should continue to monitor the capacity of the rail trail and the quality of the experience along this trail in order to ensure that it remains a key asset in the community.

DEER VALLEY

The Deer Valley district includes the retail offerings at the base of the Deer Valley resort as well as shops and restaurants located on the mountain, adjacent to ski runs, and within the resort’s hotels. The resort has the parking area around the base entitled for additional real estate development. The Deer Valley district is relatively small and is relatively isolated from the rest of Park City and Summit County, located behind the Main Street district to the south and east. The retail offerings at Deer Valley appear to have fared fairly well during the economic downturn of the last few years. The priority of Deer Valley in managing this area of retail is how to expand the retail and development program at the appropriate pace to take advantage of an economic upturn, while holding off on speculative development.

In terms of the carrying capacity analysis, the capacity of the street network and the public transportation systems (buses) in particular affect Deer Valley given its location behind Main Street and located farther from the main highways in Summit County (US 40 and I-80). Given its location on the edge of the town, the capacities and the quality of the experience for the urban and backcountry trails in particular affect Deer Valley’s marketability. The capacity of ski runs at Deer Valley and the other two resorts, of course, affects the potential for success of the retail district. While the City should continue to monitor all elements of the carrying capacity, Deer Valley leaders in particular should monitor these carrying capacity categories going forward.

Recommended action items for Deer Valley include:

- The City should continue working with Deer Valley to ensure that transportation systems in Park City effectively serve the resort from the downtown area. Deer Valley is essentially located in a cul-de-sac location relative to the rest of the community, with only one major route leading out of the resort, and thus must ensure that its transportation connections to Deer Valley Drive and the main part of the community remain functional.
- Deer Valley should work to provide the best possible restaurant offerings for guests at the ski resort, as competitor resorts are constantly updating their food service programs and introducing new products to visitors.
- Deer Valley should work with City leaders to craft development plans for the parking lot area that satisfy the vision of the community for this part of Park City and also meet market realities.

Carrying Capacity Discussion

Some of the elements of the carrying capacity pertain more to certain districts than others, given the location or emphasis of the various districts (Main Street, Lower Park Avenue, Bonanza Park, Prospector, and Deer Valley). However, most of the elements of the carrying capacity analysis pertain to Park City overall. The following outlines the takeaways from the carrying capacity analysis that relate to the community overall.

The carrying capacity addressed the following components:

- Trail Capacity (both urban trails and backcountry trails)
- Ski Runs and Ski Area Capacity
- Park Facilities Capacity
- Streets Capacity
- Bus Lines and Bus Facilities Capacity
- Parking Utilization and Capacity
- Sewer and Water Capacity
- Sidewalks Capacity
- Number of Pillows and Number of Restaurant Seats

The most important takeaways from the carrying capacity analysis that apply to the entire Park City community are as follows:

Streets Capacity: The main arterials in Park City that serve Main Street, the ski resorts, and adjoining residential and commercial areas (such as SR 248, SR 224, Park Avenue, Bonanza) perform well the vast majority of the time, throughout the year. However, during the "peak" times (in the mornings and afternoons, on weekends, during ski season for example), Park Avenue, Bonanza, and SR 248 all reach level of service grades of F (using normal transportation engineering analyses in which A is the top grade and F the bottom grade, based upon capacity, wait times, and overall congestion). Therefore, the arterial system does indeed fail during certain times during the year. Importantly, the Park City community may elect to state that allowing these arterials to "fail" is acceptable, but only at ceetain times or on a certain number of days. The community may also wish to mitigate the negative effects of having some of the arterial streets “fail” by focusing more on mitigation strategies (such as providing additional park and ride or bus facilities).

Bus / Transit Capacity: Discussions with City officials indicated that the city’s bus system does not have a capacity issue per se, in that if buses become full, the city simply has more buses go to a certain location. For example, if a queue develops to use buses at PCMR , the city simply dispatches additional buses to this location. The main capacity issue pertaining to buses involves the performance of the arterial streets. Bus service in Park City encounters issues when buses become stuck in traffic along with other vehicles. Improving the performance of arterial roads during peak periods, which likely involves greater use of buses, should improve the experience for both bus riders and individuals choosing to drive into Park City.

Parking: The City compiled data concerning capacity and utilization of parking lots, primarily in and around the Main Street station, over the last few years. This data, collected on select days each month, reveals seasonal patterns in parking utilization. As one would expect, parking lots are more utilized during the winter season, and occupancy of parking lots remain low during the off-season. In general, the various parking lots reach 100 percent capacity for only an hour or two per day on the peak days. Data from the City indicates that the lots tend to have availability at most times during the day.

Parking information for the lots adjacent to Park City Mountain Resort, Deer Valley, and any other private lots in the community was not available at the time of this analysis. The City may wish to obtain this information going forward, if possible, in order to gain a more comprehensive look at the parking capacity in Park City, in various areas and at different times.

Trail Capacity: The analysis considers the carrying capacity and quality of experience for two types of trails: 1) urban trails and 2) backcountry trails. The analysis determined that Poison Creek Trail, as an example of an urban trail in Park City, reported level of service grades of “B” on weekdays and “C” on weekends, on average. During certain events the trail reaches level of service of “F”. The City is in the process of widening Poison Creek Trail in order to improve the capacity of the facility. Sufficient quantitative data does not exist to provide a level of service grade for the Lost Prospector Trail and other backcountry trails, but the analysis did determine that the carrying capacity of these trails remains an issue, due to crowding at peak periods, a lack of sufficient space at trailhead and parking areas, occasional maintenance of the trails, and periodic use of the backcountry trails for events.

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Summary Statement, Carrying Capacity Analysis: In general, the carrying capacity analysis does not provide a “black box” or one –size-fits-all tool to help the City evaluate policy or development choices going forward. Instead, the carrying capacity represents a tool that the community may use going forward to evaluate various options. Analyses of individual projects, for example, should consider carrying capacity from all of the various elements outlined in the carrying capacity memo. Furthermore, by considering the various aspects of the carrying capacity analysis in conjunction with market and community sustainability (metrics) considerations, the City and the community will best be able to determine the viability and feasibility of a particular project or policy choice.