PARK CITY MUNICIPAL CORPORATION
PLANNING COMMISSION
CITY HALL, COUNCIL CHAMBERS
NOVEMBER 27, 2012

PARK CITY
1884

AGENDA

A majority of Planning Commission members may meet socially after the meeting. If so, the location will be announced by the Chair person. City business will not be conducted.

Pursuant to the Americans with Disabilities Act, individuals needing special accommodations during the meeting should notify the Park City Planning Department at (435) 615-5060 24 hours prior to the meeting.

MINUTES – OCTOBER 16, 2012

PARK CITY MUNICIPAL CORPORATION
PLANNING COMMISSION MEETING MINUTES
SPECIAL WORK SESSION – GENERAL PLAN
COUNCIL CHAMBERS
MARSAC MUNICIPAL BUILDING
OCTOBER 16, 2012

COMMISSIONERS IN ATTENDANCE:

Chair Nann Worel, Brooke Hontz, Stewart Gross, Mick Savage, Adam Strachan, Charlie Wintzer

EX OFFICIO:

Planning Director, Thomas Eddington; Katie Cattan, Planner; Francisco Astorga, Planner; Polly

Samuels McLean, Assistant City Attorney

===

SPECIAL WORK SESSION – GENERAL PLAN

ROLL CALL

Chair Worel called the meeting to order at 5:35 p.m. and noted that all Commissioners were present.

STAFF/COMMISSIONER COMMUNICATIONS

Planning Director reported that the next meeting on October 24th would be a joint meeting with the City Council to discuss Bonanza Park Planning and Form Base Code. The meeting would begin at 5:00 p.m. The Planning Commission meeting on November 14th had to be cancelled because four Commissioners would be absent and the Planning Commission would lack a quorum. The Planning Commission would only have one meeting in November, on November 28th.

WORK SESSION – GENERAL PLAN – Review of draft chapters on Small Town and Natural Setting. The Planning Commission will review goals, objectives, and strategies related to the Core Values of Small Town and Natural Setting.

Planner Cattan noted that the Planning Commission began the discussion at their regular meeting on October 10th. She had started to edit Small Town, but she was not satisfied with it and realized that it needed a lot more work.

Planner Cattan asked if there were any concepts regarding Small Town that the Planning Commission did not agree with and believed should be taken out in terms of strategies. She stated that the Staff would be strengthening the language to make is more clear.

Goal 1 – Park City will grow inward strengthening existing neighborhoods while protecting underdeveloped land.

Commissioner Wintzer noted that Goal 1 implies that if density is increased in town it would take pressure off of open space out of town. He could not see the logic because if a property owner on the edge of town has the right to develop his property, he would still do it regardless of the amount of density in town.

Commissioner Hontz referred to the first sentence in Goal 1, "dealing with the pressure placed on Park City to grow and develop, the community is faced with two choices. She disagreed with that thinking because there are many other scenarios. She concurred with Commissioner Wintzer that adding more density in town would not reduce the right or desire of others to live outside of town.

Director Eddington suggested that they talk about whether that could be the result if they utilize TDRs. Commissioner Wintzer recognized that there might be a willingness to reduce density if there was a goal to do it. He agreed with the concept of keeping density in town, but he did not want to give the idea that density could be increased in an area to achieve a goal without a way to implement it. Director Eddington stated that Staff would make sure that was clear in the language. He concurred that it would not prevent development in outlying areas, but it might slow it down.

Commissioner Hontz remarked that if they go higher density with condos, townhomes, no yards, small yards, or common space, it would be a different product than what is available in areas where the developer could go wider and larger.

Commissioner Wintzer referred to the strategies and the bullet point that talk about creation of transition zones and CUPs. Commissioner Wintzer stated that a CUP is pretty much an approved use because most of them are allowed. He preferred different language that would not state that a CUP could be a potential for a zone change.

Commissioner Thomas thought they could outline a list of considerations or exceptions for a CUP. Commissioner Wintzer agreed, but he did not think the CUP process by itself was a strong enough tool.

Commissioner Cattan asked if the Planning Commission agreed with the strategy of looking at areas between a residential neighborhood that leads into a commercial area to create transition zones where density could be added. Commissioner Wintzer remarked that his concern is that the City has not done a good job with transition zones. Again, he agreed with the concept but enforcement is an issue. He could name a number of transition zones in Old Town that do not fit. He encouraged the Staff to draft stronger language.

Director Eddington stated that if there was general consensus about stronger language, they could look at changing the CUP criteria in the Land Management Code and make those recommendations through the General Plan. Commissioner Wintzer suggested different criteria for different areas because what works in Park Meadows may not work in Old Town.

Commissioner Thomas asked when they should begin to edit through the conditional use permits. There was a time when not all conditional uses were approved; however, over time as State law has changed, it is more apparent that a conditional use most likely will happen. Director Eddington

suggested that after they finish the first round of Land Management Code changes they should start looking at conditional use criteria.

Commissioner Thomas understood that the goal they were trying to achieve was a more beautiful community. He wanted to know when they would start addressing the beauty of the community and how it could be factored in. Director Eddington stated that it would happen with Form Base Code because Form Base Code looks at design, character and aesthetics. However, Form Base Code was only applied to Bonanza Park at this point. Director Eddington remarked that since the General Plan is being based on the four core values of natural setting, small town, historic character and sense of community, they should begin to see a more qualitative approach that looks at aesthetics.

Commissioner Thomas stated that the Planning Commission needs to make it a priority; otherwise it will never happen. He would like to see it raised to a higher level and have written criteria that raises the quality of those in the design community.

Director Eddington noted that the Staff and others have talked about including graphics because pictures provide a better explanation than pages of words. After the next General Plan discussion on the next core element, the Staff could come back with a visual preference survey to begin to rank what is good versus what is bad. The Planning Commission would be able to vote on specific visuals using their key pads.

Commissioner Gross asked about affordable housing and asked if there was a definition of "affordable" in terms of income ranges or other criteria. Planner Cattan replied that affordable housing would be addressed under the sense of community core value. On a federal level, affordable housing is defined by area median income. Park City has adopted work force housing strategies based on the rates of what is actually earned in Park City versus those who live in Park City and commute to Salt Lake. Director Eddington noted that the City Council recently looked at the Affordable Housing Plan and there are very specific parameters.

Commissioner Savage noted that the last page of Goal 1 talks about floor area ratios and TDR sending zone credit acquisition strategies. He asked which document would describe the way the TDR policy and procedures would work. Planner Cattan replied that it was currently addressed in the Land Management Code. Commissioner Savage asked if the document defined with enough specificity how this could be implemented. Planner Cattan replied it would have to be added as a new strategy.

Commissioner Savage suggested that they draft common English verbiage about how TDRs work. He gets a lot of questions from people about TDRs and there is a lot of ambiguity and confusion among sophisticated members of the community. Commissioner Savage pointed out that clarity would be very beneficial. Planner Cattan stated that TDRs could be simplified as an insert within the General Plan. Commissioner Savage stated that the TDR is a tool on which they will have to rely on extensively to implement the vision presented in the General Plan. For that reason he believes it deserves clarity of purpose and utilization in the General Plan update.

Planner Francisco Astorga believed the entire Land Management Code would need to be revised once the General Plan is adopted in order to reflect the current goals.

Goal 2 – Park City will collaborate with Summit County, Wasatch County, and Salt Lake County toward the preservation of place through regional land use planning.

Planner Cattan noted that the language had been changed from "we will lead in this effort" to "we will be involved and participate in this effort". She recalled comments from the last meeting that being a leader could actually backfire.

Commissioner Hontz referred to the bullet point, "Diversity review teams for City Projects to include representatives of the region". She noted that Weber County has a system where projects that come in are automatically filed in a Google doc. System and automatically emailed to 30 people throughout the region, not just within the planning district, for their review. Those who receive it are given a certain number of days to provide comment. Any comments that come back are publicly provided and any member of the public has access to see the exact letter. The process is good from the standpoint of an applicant because it does not belabor the system. Commissioner Hontz suggested that the Staff look into the system. She would support it if it was simple, but she would not support it if it created additional work for the Staff.

Commissioner Strachan questioned why they would want to tie their hands by saying they would "work with the State of Utah towards adopting legislation to allow TDRs, and that it would involve legislatures to begin the change in current policy that prohibits inter-jurisdictional TDR programs". He felt it was better to say they would consider working with the State. If the State comes up with an outlandish TDR scheme, Park City would not want the General Plan to say they have to work with the State and cooperate.

Director Eddington agreed with the change in wording. He clarified that the language was added because inter-jurisdictional TDRs are essential for the success of the TDR program, for example, being able to transfer between Summit County and Park City. Currently the State prohibits that type of interaction and Park City would like to pursue expanding it.

On the next bullet point to work with Summit County and Wasatch County, Commissioner Strachan suggested changing that to "consider working with…". Commissioner Hontz concurred.

Planner Cattan revised the language to state, "Research the pros and cons of a regional transfer of development rights program in the Wasatch Back. Consider adoption if legislation supports a regional TDR". Chair Worel believed the revised language supported the change in the first paragraph and the decision not to lead the effort.

Goal 3 – Public transit, biking and walking will be a larger percentage of residents' and visitors' utilized mode of transportation.

Commissioner Hontz felt they needed to find a way in the strategies to further define the objective to maintain the small town character of streets. She understood there was language to avoid widening of existing streets and highways, but she suggested adding another bullet point to keep Engineering from driving the width of the streets.

Planner Cattan planned to show a different strategy to objectives in Goal 4, because the Staff believes the strategies are too light and not well enough defined.

Goal 4 – Conserve a meaningful network of open space for continued connection to and respect for the Natural Setting.

Planner Cattan stated that Goal 4 was where she had the opportunity to review the Commissioner's suggestions from last week. Based on their request for more description, she had created principles instead of objectives. If a project was reviewed under these principles it would provide more clarity in terms of what they were actually trying to achieve. Planner Cattan requested feedback from the Planning Commission on whether they would prefer principles or objectives. She had categorized Action Strategies and Operational Strategies. Action Strategies occur at the Planning Commission level. Operational Strategies relate to City operations.

Planner Cattan and Director Eddington had prepared a power point presentation to address the points of Natural Setting in Goal 4.

Parkites love the natural setting because of its beauty. They care for the environment, plants and animals. They like the recreation aspects. Healthy eco-systems and the economic benefits of natural setting are primary. Natural setting is a limited and finite resource; therefore, they need to plan for it and protect it.

Planner Cattan reviewed a map of the protected open space, which is deed restricted open space that was purchased with bond money. Some have conservation easements and other portions do not. Director Eddington clarified that Park City utilizes bond money to purchase open space outside of their boundary. Other protected areas, particularly up 224 and I-80 to the north were areas purchased with County money. Not all the open space shown on the map was purchased with City money. Director Eddington pointed out that Round Valley is outside of the City boundary but City dollars were used to purchase it. Commissioner Wintzer noted that Park City also buys open space in conjunction with the County.

Planner Cattan presented another map showing the protected open as well as the zoned open space. Zoned open space is primarily recreation open space such as the golf course and Deer Valley.

Commissioner Savage asked if there was a prioritized listing of anticipated future open space acquisitions that could be overlayed on the open space map. Commissioner Wintzer explained that the City does not advertise which properties they are interested in purchasing because it results in a bidding war or the seller raises the value of the property.

Director Eddington stated that COSAC, which is the City Open Space Action Committee, and BOSAC, the Basin Open Space Action Committee, has an action plan with regards to open space. They have ideas but not a specific list.

Commissioner Thomas thought they needed another goal to encourage better architecture that is consistent with the scale of adjacent structures and in harmony within the setting. Chair Worel asked whether that would be a goal or a strategy. Commissioner Wintzer felt it should address

more than architecture. It should also include landscaping, planning, and design. Commissioner Thomas replied that it is design, but at some point they would need to address the actual structures.

Commissioner Hontz asked if it should be a separate goal or a strategy of small town. Commissioner Thomas felt it was significant enough to be its own goal. It is the quality of the built environment.

Planner Cattan thought it would fit within Small Town where it talks about land use, transportation, and transferring. Director Eddington remarked that if they put it as a goal under Small Town it also applies to historic character, which is another core value, and it also crosses over to Old Town as well as the new areas of town. The Planning Commissioner concurred.

Planner Cattan suggested the idea of a volunteer architectural committee for the General Plan to outline distinct architecture.

A series of slides were presented with questions that the Planning Commission could vote on individually with their key pads.

The Commissioners were asked to choose their top open space priority, which included 1) Guardsman Way; 2) the area east of Highway 40; 3) the east-west connect; 4) Treasure Hill. The vote tally was 45% for Guardsman, 45% for Treasure Hill. There were no votes for the east-west connect.

Commissioner Wintzer stated that in his opinion, the importance of Guardsman Way is the traffic issue going through town.

The second question was for the Planning Commission to choose their second open space priority. The tally was 57% for Guardsman, 14% for the east-west connect and 29% for Treasure Hill. There were no votes for the area east of Highway 40.

Director Eddington asked if the Planning Commission would see the area east of Highway 40 as a favorable development area for the County as a TDR to grow the area between Promontory and Park City and Round Valley. Commissioner Hontz thought it should stick up by the node below Home Depot so it would come down a little towards the green hatched area shown on the map. The Commissioner were not opposed to growing that area, but some had other priorities for that piece.

Planner Cattan presented a slide showing potential open space if the City had unlimited funds to purchase all the open parcels. She stated that the Ahwahanee Regional Principles is from a group of planners, architects and landscape designers who put together principles that they believe all communities should adopt moving forward in the future.

One Principle is that regions should be bound by and provide a continuous system of green belts and wildlife corridors to be determined by natural conditions. Planner Cattan noted that the next set of questions would move away from the objectives and more into principles.

The first question was whether the Planning Commission agreed with the principle to protect natural areas critical for bio-diversity and ecological function from development. The vote tally was 100% yes.

Commissioner Savage asked for clarification on the meaning of critical to bio-diversity and ecological function. Planner Cattan replied that it was protecting species that live in the area and their habitat. Commissioner Strachan noted that Goal 4 should specifically say that and that the language should say "through curbing growth and development" to achieve the goal. Commissioner Savage pointed out that the Principle did not talk about curbing growth. It talks about protecting areas from development. Therefore, you could still have responsible growth in areas that do not require the same level of protection.

The second question was to protect mountain vistas and buffer entry corridors from development to enhance the natural setting, quality of life and visitor experience. The vote tally was 100% yes.

The third question was to protect open space through zoning and natural resource management, while providing flexibility for low impact adaptation to meet the needs of future generations. Future needs may include renewable resource technology sites, agriculture and water storage. Planner Cattan explained that if a conservation easement is placed on open space, the ability is lost for the future to put renewable resource sites or to utilize it for farming, etc. Commissioner Hontz noted that the conservation easement could be written to address future needs.

Director Eddington remarked that there were two approaches. This particular question was asking whether the Planning Commission would recommend protecting open space through zoning and allowing potential uses on the site. Voting NO would not mean they were against protecting open space, but it would mean they would be a little more draconian without much flexibility. The vote tally was 14% yes and 86% no.

Director Eddington interpreted the voting result as saying protect open space period without exception. Commissioner Strachan disagreed. Commissioner Savage stated that at the time the open space is acquired, there could be a set of allowed modifications to the property that would be consistent with the long terms objectives that do not exist on the property at that moment in time. He used trails as an example. Director Eddington felt the question was not clear because referred more to infrastructure. Trails, grazing, etc. are still allowed on open space property.

The fourth question asked about preventing the fragmentation of open space.

Commissioner Thomas wanted to know what fragmentation of open space meant and to what degree. Planner Cattan replied that it was more about keeping corridors and not having fences. If there are two deed restricted open space areas and the area in between those two could be developed, it creates an island. Commissioner Savage remarked that if it was already fragmented they could not prevent fragmentation. Planner Cattan presented a slide showing Round Valley and Mountain Top and the area in between that has development rights, where the owner could build fences or build houses on the hillside. She explained how the fragmentation could result in losing the greater regional connection.

The vote tally was 100% yes; however, only four Commissioners were able to vote before the voting closed. The three remaining Commissioners felt the result was consistent with how they would have voted.

The fifth question was to minimize additional footprint of new development on undeveloped lands; and recognize that if undeveloped land is to be built upon, it should be located within established neighborhoods. The vote tally was 100% yes.

Commissioner Hontz commented on a scenario where someone could come in with an application on property that was developed in 1901 but it fell down. For the past seven years it would be considered undeveloped because there is nothing there and the land was overgrown.

Director Eddington read a scenario where a developer comes to town and wants to build 50 Single Family homes. The question was whether the units would be constructed as infill units in existing neighborhoods or within a new clustered neighborhood in a green filled area. The vote tally was 100% for infill.

Planner Cattan noted that the Staff introduced the conversation on climate change and global warming and the task force had a lively debate on the subject. She presented the carbon footprint of Park City from a study that was done in 2009. Airline transportation was the majority of the footprint. Planner Cattan stated that the root of transportation is found in the vehicles, the fuels used, and vehicle miles traveled.

Planner Cattan remarked that the next set of questions was based on if global warming did not exist and climate change was not an issue. The Planning Commission was asked to vote on whether or not they would support walkable neighborhoods, public transit, renewable energy, conservation of developable land, protection of bio-diversity, sprawl,

Other questions asked if there was no global warming whether they would buy into carbon offsets, whether they would support infill and adaptive reuse, diversifying housing options in Park City.

Planner Cattan noted that the answers reaffirmed that with all the strategies, regardless of whether or not global warming is a reality, Park City was doing good planning in terms of the community and the direction they should be headed. Director Eddington stated that the debate with the Task force was whether including climate change issues in a General Plan was too controversial and if it could misdirect what people focus on.

Commissioner Savage remarked that the questions this evening were about community design and how people move from point A to point B. It had nothing to do with trying to mandate carbon footprint, which is a different issue. Director Eddington agreed that it had nothing to do with mandating carbon footprint, but it did talk about ways to offset some of the carbon, such as creating walkable neighborhoods and avoiding sprawl. Commissioner Savage pointed out that the questions did not lead him to believe that they were doing things for the reason of carbon footprint. The reason for walkable neighborhoods and no spawl was good community planning. Director Eddington stated that the Staff was trying to show a correlation between good planning and being good to the earth, whether or not your believe in global warming. Commissioner Savage stated that

if he were trying to develop a General Plan that was developer friendly, he would state it from the perspective of good planning ideas and good objectives and vision, rather than environmental friendliness and responsibility related to individual carbon footprint.

The next question was whether they should include climate change/climate adaptation conversation in the General Plan. Planner Cattan reviewed the comments and opinions of the Task Force regarding this issue. The Planning Commission voted 57% yes and 43% no on the above question.

Commissioner Wintzer noted that the City has made a strong statement about climate change and he believed the General Plan should support that position.

A member of the public stated that there is a natural gas refueling station in Park City, and natural gas vehicles would be the lowest emissions vehicle you could drive under the current technology. That would be one way to have a big impact on local transportation and it is already readily available.

Commissioner Gross understood that the County was trying to change its fleets over to natural gas

Planner Cattan stated that another strategy is to create more housing for the work force to reduce the amount of vehicle travel. Commissioner Thomas remarked that electricity was another dramatic change in terms of energy consumption. Every project designed in his office has floatable tags because it is finally economically feasible and reasonable. Commissioner Thomas felt this was something they should encourage as a community.

Planner Cattan stated that another strategy is to create funding for environmental programs through carbon offsets. Another trend is net zero energy building certification. She noted that California has released a strategic plan to require all new residential buildings to be net zero by 2020, and all new commercial buildings to be net zero by 2030. The next question for the Planning Commission was whether Park City should adopt a similar strategy. The vote tally was 86% yes and 14% no.

Commissioner Savage stated that not everyone fully understands the meaning of net zero as it relates to additional development costs, yet they were being asked to vote on it without fully understanding the ramifications. He thought they should give people enough credit to do the right thing on their own.

Planner Cattan stated that Lancaster, California was talking about being the world's first net zero city and a net zero conference was recently held in Fort Collins. She asked whether the Planning Commission thought Park City should adopt a similar goal for long range planning. The vote tally was 86% yes and 14% no.

Planner Cattan remarked that in getting to net zero, some cities are setting up trends and goals with increment indicators that the community could work towards. Planner Cattan asked if the Planning Commission agreed with the net zero goal and gave a range of four answers. She realized that the Planning Commission did not have enough information to adequately answer the question. If they

felt the Staff was on the right track they would do more research and come back with additional information.

The last question asked whether people would move to Park City to adapt to climate change if it was a reality. The vote tally was 100% yes.

Director Eddington asked if the Planning Commission preferred special meetings to discuss the General Plan as opposed to incorporating the discussion into the regular meeting. The Commission's concurred that it was more beneficial to have the discussion in a separate meeting.

The Work Session was adjourned.

The Park City Planning Commission meeting adjourned at 7:00 p.m.

Approved by Planning Commission: _____

WORK SESSION

Planning Commission
Staff Report

Subject: General Plan
Author: Katie Cattan, AICP
Date: November 27, 2012
Type of Item: Work Session

_____

Below is the layout for the new General Plan. The elements within the new General Plan will be focused around the specific core values identified during the community visioning. The Core Values are those values identified by the community that must be preserved to maintain the Park City experience. The Core Values include: Small Town, Natural Setting, Sense of Community, and Historic Character.

Layout of the New General Plan
1. Park City Visioning Outcome
2. Park City Demographics
3. Small Town   PC reviewed on 10.8.2012 and 10.16.2012
    a. Land Use
    b. Regional Land Use Planning
    c. Transportation
4. Natural Setting   PC reviewed on 10.16.2012 and 11.27.2012
    a. Open Space
    b. Resource Conservation
    c. Climate adaptation
5. Sense of Community   PC reviewed on 11.27.2012
    a. Housing
    b. Parks and Recreation
    c. Special Events
    d. Economy
    e. Community Facility
6. Historic Character
    a. Historic Preservation
7. The PC Neighborhoods
    a. 1 – 9
    b. Implementation Strategies
8. Indicators

During the October 16th, 2012 Planning Commission work session, the Commission reviewed a draft of the goals, objectives and strategies for Natural Setting. The Planning Commission provided direction to staff on draft goals, principles, and strategies. Staff has revised the 1st draft of Natural Setting incorporating the general direction of the Planning Commission. The second draft of Small Town is included as Exhibit 1.

During the first half of the November 27th work session, staff is requesting further direction regarding the second draft of Natural Setting. The second half of the work session will focus on the draft goals, principles, and strategies for *Sense of Community*. (Exhibit B) Staff will begin the discussion with an interactive presentation on Sense of Community. Staff requests that Commissioners highlight areas of concern within the draft of *Sense of Community* for further discussion during the work session.

During the October 16th meeting Commissioner Savage requested a concise explanation on Park City's transfer of development rights ordinance. This has been included as Exhibit C.

The full version of the General Plan will include write-ups on trends, demographics, and full explanation of specific strategies.

Exhibits
Exhibit A: Natural Setting draft #2
Exhibit B: Sense of Community draft #1
Exhibit C: TDR simplified.

Natural Setting (revised 11.15.2012)

Natural Setting is one of four Park City core values identified during the 2009 Community Visioning process. Park City's natural environment is directly, or indirectly, identified as one of the main reasons most residents originally moved to town. It is at the core of who we are. The community's desire to maintain Park City's *Natural Setting* was expressed throughout the visioning through community conversations, photographs, and interviews.

One of the six key themes of community visioning is "Respect and conserve the natural environment."   The core value of *Natural Setting* reflects not only the beauty of our natural environment, but also the important role of nature in Parkites' commitment to the environment. Residents voiced a need for firmer commitment to sustainability, green building practices, balanced growth, open space, and wildlife.   Preserving the natural context of place within meaningful sequences of regionally distinctive landscapes reinforces the community's connection to the *Natural Setting* while supporting natural ecosystem function and health.

Residents also treasure the *Natural Setting* for its diverse recreational opportunities. Access to nature improves residents' connection to the *Natural Setting*, promotes health and well-being, and creates an abundance of recreational opportunities. The continued expansion of trails for downhill skiing, cross country skiing, hiking, and mountain biking has elevated Parkites' standards of living. Park City has become a lifestyle community in which residents make a choice to live here for the high quality of life, especially outdoor recreation. Within all the residential neighborhoods, Parkites have direct access to nature for recreation and viewing.

Natural Setting plays a key role in economic development. Park City's visitors come here to experience the natural beauty and the many recreational amenities that our Natural Setting offers. From taking in the vast views of the Wasatch Mountains, to experiencing the epic dry powder on the local slopes, it is an essential part of what attracts visitors to Park City and what keeps Parkites here.

Over the past 20 years, the community has made a significant financial commitment through open space bonding to preserve the *Natural Setting.* Three separate open space bonds totaling $40 million dollars were approved by an overwhelming majority of residents on each ballot.   Acquiring open space is critical; managing this community asset is essential. Open space, without proper management, can lead to degradation of the natural system. As the City continues to preserve more open space it is essential that a natural resource management plan be adopted to balance human use of open space with ecosystem health.

Park City's legacy as a robust silver mining town at the turn of the 20th century came with a long-term cost of environmental degradation within certain areas of the City. The mine related waste continue to be a focus of Park City's environmental efforts due to the high levels of metals in the soils. The mine related waste is managed through Park City's Soil Ordinance and Environmental Management System (EMS), created in cooperation with the United States Environmental Protection Agency. Implementing best practices and clean-up efforts to reduce environmental impacts related to Park City's mining past is a focus of City Hall in the efforts to ensure the health and safety of Park City's residents.

Climate change has become a great concern for our ski town. Average temperatures in the intermountain west have risen

approximately 2°Farenheit (F) over the past 100 years[1] and are projected to rise an additional 1.9°F to 3°F by 2020 and up to 8°F by 2100. The snowpack, a major contributor to the Park City economy, is projected to decrease, resulting in a shorter ski season.[2] Future decisions made on the neighborhood, city, and regional level must consider how they will influence climate change and resiliency. Fortunately, mitigation strategies for climate change are in line with the vision Park City residents have for our future. For instance, complete streets with pedestrian and bicycle prioritization make the community more walkable while providing a viable alternatives to the car, therefore decreasing the community carbon footprint; a win-win for walkability, recreation, and climate change mitigation.

Park City is committed to climate change mitigation and has taken certain steps to reduce greenhouse gas emissions. The City adopted an Environmental Strategic Plan in 2009 that outlined a vision for promoting environmental sustainability within internal operations and for the community as a whole. The goals and objectives outlined in the strategic plan have been included within this section of the General Plan. The City also previously developed a Community Carbon Footprint and Roadmap for Reduction that was complemented by a "Save Our Snow" public awareness campaign. The community footprint identified, in detail, sources of local greenhouse emissions and created a high-level roadmap for the community to decrease emissions by 15% by 2020. Strategies that have been implemented include: green building upgrades and construction of City facilities, installation of solar panels on City buildings, launching a local car-share program, expansion of public transportation options, fee waivers for renewable energy permits,

behavior change programs and the ParkCityGreen.org website, water efficiency programs, and ongoing support of greenhouse gas reductions through other policy and programmatic means.

To take climate change mitigation to the next level and reverse the detrimental trends, the City and residents must work collaboratively toward a paradigm shift to create profound changes in energy generation, consumption of natural resources and fossil fuels, and waste generation. Park City has the opportunity to become the greenest ski town in the United States if the citizens and its leaders so decide. The community vision certainly set the tone toward greater environmental stewardship locally.

> "The Park City community is committed to applying significant effort to combat the causes of climate change and to reduce its greenhouse gas emissions. Reducing our carbon footprint is our responsibility as citizens of the nation and the world. Working together, using our community spirit, innovation, and environmental passion, we will ensure for future generations the environmental protection, economic prosperity, and quality of life that makes Park City unique."
>
> The Vision Statement within the 2009 Park City Community Carbon Footprint and Roadmap for Reduction.

---

[1] Blue Ribbon Advisory Council on Climate Change (BRAC), (2007). Climate Change and Utah: The Scientific Consensus. State of Utah under Governor Jon Huntsman

[2] ICLEI. Report on Climate Change and Planning Frameworks for the Intermountain West. 2011

Goal 4. Conserve a meaningful, healthy network of open space for continued connection to and respect for the *Natural Setting*. (revised 11.15.2012)

The panoramic *Natural Setting* in which Park City rests sets the City apart.   Our natural setting in Park City is as important as the built environment, if not more so due to the finite opportunities for additional open space. Preserving connected open space is essential to maintaining *the Park City experience* for locals, tourist, and the diversity of species which exist along the Wasatch Back.

Ecosystem health depends on the natural system working cooperatively and in balance, including healthy soils, microbial, water, flora and fauna, wildlife, and air (temperature and quality). In order to maintain healthy ecosystems and wildlife populations, the natural setting must remain connected.   The City must take steps to prevent fragmentation, for once a portion of natural system is fragmented the negative impacts are difficult and costly to reverse.   Along with ecosystem heath, conserving a meaningful network of open space also supports the active lifestyle of Parkites. A win-win for all.

Principles
- Protect natural areas critical to biodiversity and healthy ecological function.
- Protect mountain vistas and buffer entry corridors from development to enhance the natural setting, quality of life, and visitor experience.
- Prevent fragmentation of open space to support ecosystem health, wildlife corridors, and recreation opportunities.
- Minimize further land disturbance and conversion of remaining undisturbed land areas to development.

Development means construction of a building, structures, or roads.

Action Strategies
- Identify local and regional wildlife corridors. Protect wildlife corridors through designation of open space and/or an overlay zone to ensure safe connections between natural areas for wildlife movement. Include overland wildlife corridors for SR 224, SR 248 and Route 40 to accommodate wildlife movement.
- Create increased opportunities for preservation of open space through designation of TDR sending zones and identify areas appropriate for increased density within existing neighborhoods within TDR receiving zones.
- Update the Transfer of Development Rights (TDR) system every two years to reflect market rate valuations of included properties with multipliers, to incentivize the conservation of open space.
- Utilize findings of the Park City Natural Resource Inventory study to identify sensitive lands to be protected within the Sensitive Lands Overlay of the Land Management Code.
- Revise Annexation Policy and ADA boundary to establish to strategies of growing inward through infill development and conserving networks of open space.
- Identify important view corridors and natural buffers that are a high priority for protection and enhancement, including the community's entryways and highway corridor. Ensure protection of the identified community assets.
- Utilize restrictive covenants such as deed restrictions and conservation easements to aid in the establishment of open space values ensuring future conservation.

Operational Strategies

- Continue to allocate annual dedicated public funds to ongoing open space acquisitions.
- Create and adopt a natural resource management plan for public open space to balance human use of public land with ecosystem health and protection of biodiversity. Natural resource plan should address best practices for wildlife management and hunting.
- Enhance the citywide parks and recreation system with safe pedestrian and bicycle connections between public parks, recreation amenities, and neighborhoods.
- Create a matrix to prioritize open space acquisitions based on community values, including ecosystem health, sensitive lands, wildlife corridors, view corridors, and recreation.
- Establish land stewardship education and incentive programs for private land owners with property dedicated as open space.
- Provide both passive and active opportunities within the Natural Setting.
- Collaborate with Summit County, Salt Lake County, and Wasatch County to identify and protect regional wildlife corridors and sensitive lands.
- Manage public lands for ecosystem health. In instances of fragmentation of open space manage wildlife to recreation to maintain/restore a healthy, natural state.
- As set forth in the Park City's Soil Ordinance and Environmental Management System, continue to maintain environmental programs that embrace the City's responsibilities to protect public health and environment.
- Continue to comply with all environmental laws and regulations applicable to our utilities, property and public services.

- Require City employees to keep current on training and best practices related to their functions within the City's environmental responsibilities.
- Improve and foster communication with residents, tenants, realtors, contractors, property owners, service providers, government agencies and other participants in the City's work to promote sound environmental management practices and compliance requirements.
- Encourage public involvement to increase the effectiveness of City's practices supporting its mission of environmental stewardship.

Goal 5. Park City will be a leader in energy efficiency, conservation of natural resources and reduction of greenhouse gas emissions. (revised on 11.15.2012)

A Native American proverb says "we do not inherit the earth from our ancestors; we borrow it from our children." In order to ensure that future generations are able to live, work and play in Park City, there must be a community-wide commitment to transform Park City into a more sustainable community. Our dependence on fossil fuels, our growing consumption of water, and our influence on ecosystem degradation have negative impacts on the natural system on a local and global scale. Our own health is closely linked with the health of the environment in which we live. By reducing pollution in our air, water, and soils we help to improve our quality of life.

Principles
- Encourage future development that decreases per capita carbon output to decrease the 2005 community carbon footprint 15% by 2020.
- Encourage increased attainable housing in commercial districts to support local businesses, decrease vehicle miles traveled, and improve the work force housing-to-jobs ratio.
- Encourage renewable resource technology and green public transit to maintain air quality and decrease greenhouse gas emissions.
- Encourage efficient infrastructure to include water conservation, energy conservation, decreased waste production, and increased road and pathway connectivity.

Action Strategies
- Incorporate environmental considerations as an integral part of reviewing future development and redevelopment projects, including analysis of impacts on the community carbon footprint.
- Identify locations within existing neighborhoods in which increased density and/or mixed use are compatible, located within ¼ mile of public transit, and would decrease trip generation.
- Adopt new landscaping requirements (in the LMC) to decrease water utilization and preserve the native landscape.
- Encourage implementation of renewable resource technology through administrative review of small systems and conditional use permit review for large system.
- Identify appropriate areas of town for large-scale renewable resource technology. Create a renewable resource overlay zoning district for large system.
- Adopt requirements for new development to be oriented for passive and active solar.
- Advise HOA from prohibiting energy efficient practices within CC&Rs, including installation of solar on rooftops.
- Require proper infrastructure, such as dedicated parking and charging stations, to support electric and alternative fuel automobiles within new development and redevelopment. Encourage energy efficient construction, infill, preservation, adaptive reuse, and redevelopment.
- Consider adoption of a maximum home sizes for all neighborhoods. Allow owners to exceed maximum home size through voluntary compliance with home efficiency standards, such as the HERS index.
- Require recycling and waste reduction in construction mitigation plans.
- Adopt consistent multiple-jurisdiction permit process for renewable resource technology to create a predictable, easy process.

- Encourage local agriculture through adoption of standards to allow community gardens within neighborhoods and public common areas.
- Encourage local infrastructure for sales of regionally produced livestock and agriculture, including temporary structures and farmer's markets.
- Improve visibility of night sky through continued enforcement of the night sky ordinance.

Operational Strategies
- Increase options and utilization of alternative modes of transportation including light rail, bus transit, car share, bike-share, cycling, and walking.
- Encourage public-private partnerships to pursue large-scale renewable energy projects with the intent of reducing the CO_2 output from community's electricity use.
- Identify opportunities for micro hydropower systems in Park City's water infrastructure.
- Educate public on the impacts of airline transportation on the community carbon footprint. Work with residents and local businesses to create strategies to reduce and/or offset the amount of airline travel while still retaining a vibrant economy (e.g., support jet fuel efficiency research, increase length of visitor stay, adoption of carbon -offset program).
- Support community- wide recycling and composting while instituting a "pay as you throw" pricing for waste disposal. Require designated recycling areas within development and redevelopment.
- Strengthen the State Residential Energy Code through strongly advocating for state and national policies that conserve energy, reduce carbon emissions, and conserve water.
- Continue to act as an educational resource for the community on environmental initiatives, concepts, and best practices.
- Allow parking to be converted to a designated recycling area.

- Continue to review and investigate best practices that have the potential of substantially improving the environment.
- Establish an ongoing funding source to provide economic assistance for residents to incentivize implementation of strategies for Goal 5.

Total Emissions in Park City in 2007 were 1,003,712 tCO2e. Units of carbon dioxide equivalent (CO2e) are used to normalize the global warming potential of the various GHGs.

Supporting this vision is the Roadmap's recommended goal to reduce Park City's GHG emissions 15 percent below 2005 levels by 2020. A total of 16 objectives were developed in the categories of community leadership, transportation and land use, energy use, energy supply, waste reduction and diversion, and carbon offsets.
Carbon Footprint and Roadmap for Reduction
March 2009 pg 7

Goal 6. Park City shall implement climate adaptation strategies to enhance the City's resilience to the future impacts of climate change. (revised 11.15.2012)

While scientists agree that our planet's climate is changing, the effects of climate change vary from region to region. Probable scenarios for the Intermountain West include drought, heat waves, diminished mountain snowpack, earlier snowmelt, catastrophic wildfires, and other disruptions to natural processes and wildlife habitat.[3] Climate change also creates economic uncertainties for our economy which is dependent heavily on snow fall. If our ski season is shortened, what would the impact on our tourism industry and economy be? Would Park City experience decline as it did in the early 20th century with the fall of silver prices? Will more people move to high elevations to escape increased temperatures in other locations thus increasing population demand in Park City? By taking a proactive approach and planning for a variety of probable climate related scenarios, Park City can be well prepared to adapt to climate change, no matter what it looks like.

Principles
- The City has an obligation to be prepared for probably scenarios that could threaten health, welfare, and safety of residents. Implementation of climate adaptation strategies is necessary to mitigate and become more resilient to wildfire, flood, and drought.
- Encourage opportunities for local food production and sales if food produced regionally.
- Support ecosystem health, biodiversity, and natural buffers between development and sensitive lands.

Action Strategies
- Implement the Community Wildfire Protection Plan in cooperation with the Park City Fire District and local partners including the ski areas.
- Adopt a natural resource management plan to manage wildfire prevention, water conservation, energy conservation, and biodiversity protection.
- Regulate permeable surface area of lots to ensure proper drainage, hydrology, and mitigation of heat island effect.
- Adopt standards to allow community gardens within neighborhoods and subdivisions.
- Zone existing agricultural lands and future agricultural land within the Annexation Declaration Area as low density (1 unit per 60 acres).

Operational Strategies
- Include climate change in the Hazard and Vulnerability analysis of the Natural Disaster Response Plan.
- Utilize regional platforms for information sharing and ongoing dialogue among regional partners to continually improve understanding of shared climate risks and capitalize on regional adaptation opportunities.

- Upgrade public infrastructure to manage water supply for extreme (high and low) water years.
- Integrate climate adaptation policies into all aspects of public and private planning including water, sewer, and storm water management.
- Support innovative technology in water conservation and sustainable snow making.
- Explore strategies to incentivize local agriculture including local property tax abatement.

---

[3] Rebecca Carter and Susan Culp. Lincoln Institute of Land Policy "Planning for Climate Change in the West 2012 Cambridge MA

In 2011, Park City participated in a regional adaptation effort that included municipalities from Tucson, Flagstaff, Las Vegas, Salt Lake City, Boulder County, Fort Collins, and Denver known as the Regional Climate Adaptation Planning Alliance. The group's networking efforts culminated in a formal report by ICLEI titled "Report on Climate Change and Planning Frameworks for the Intermountain West".

Sense of Community(revised 11.15.2012)

The third of the four core values identified by residents during the 2009 Community Visioning is *Sense of Community*. *Sense of Community* is what unites Parkites - a common ground - despite diverse social, economic and cultural backgrounds. Park City is a community of involved citizens from many walks of life. While our natural setting and recreational opportunities brought many people to Park City, it is the strong sense of community that keeps people here. This sentiment was echoed frequently throughout the 2009 community visioning process. It is essential to residents that the *Sense of Community* they know remains intact and retains its funkiness, diversity, and playfulness. In the community interview conducted during the 2009 Visioning, nearly 1 in two responses said the community and its people are what keep them here.

Sense of Community is experienced through the people that choose to live and/or work in Park City. Not only is it common to run into acquaintances at the grocery store, in the lift lines, and on the trails, it is desirable. There are a number of events, from the 4th of July and Miners Day parades, to the many organized athletic competitions, and free events such as Wednesday night concerts at Deer Valley, that many Parkites attend and enjoy. When residents were asked what made them proud of Park City, second to the Olympics, the community answered "When we rise to a challenge and do the right thing for the community and its people." Community involvement is strong in Park City, evidenced through the eighty-five (85) non-profits in existence in 2012[1].

Despite our strengths, we still face our fair share of challenges. Nearly one in two respondents to the community interviews felt that our community was splitting apart along class boundaries, with

the workforce being pushed out in favor of the wealthy. Nearly 15 percent felt that there is now a social separation between long-time Park City residents and newcomers. Housing affordability, social equity, and economic opportunities are three (3) of the main challenges Parkites must confront in the coming years. If we do not, we will jeopardize our strong *Sense of Community*.

Home prices in Park City are very high, and despite the recent economic decline, have remained stable.[2] The workforce and many community members find themselves in a sort of community limbo. They feel they are a part of the Park City community, but cannot actually live here because they cannot afford to buy or rent a place to call home. As affordable housing becomes ever more challenging, many residents are wondering, "For whom are we preserving Park City?" In the last decade, the number of homes occupied by full time residents decreased from 41% of all housing units in 2000 to 30% in 2010. The number of second homes increased by 66% during that same period, while primary homes grew by only 7%. [3] Although these numbers may seem threatening to the core value *Sense of Community*, they are simultaneously responsible for many of the unparalleled community assets that are the lure of the small town.

Currently our residents enjoy a quality of life that is unprecedented for a town of 7,500 persons. The quality of education, recreation, and infrastructure services is due mostly in part to our tourism economy and second home owners. Tourists, attracted to the skiing and natural setting, bring substantial visitor and tax dollars into our town every year. Continued support of the tourism economy is essential to maintain the lifestyle and economic benefits that Parkites enjoy. Balance between sense of community and the

---

[1] 2012 Park City Foundation

[2] ADD
[3] Census 2010

function of national and international host must continue to be a focus as the City evolves.

It is essential that Park City does not lose its character in order to remain competitive in the tourism industry. It is also essential that the resorts evolve with the tourism industry. Thoughtful planning can lead to balance between the two, ensuring a place desirable for locals and tourist alike, resulting in friendly service from locals, inclusivity from the resorts, and elevated S*ense of Community*.

Our *Sense of Community* is supported also through creating a variety of local business and job opportunities for residents. The largest employment sector in Park City during 2010 was the leisure and hospitality industry, which includes jobs in the arts, entertainment, recreation, accommodation, and food services sectors. Around 5,682 people had jobs in this industry, accounting for nearly 45 percent of all employment in Park City. In addition to being the largest employment industry in Park City, workers in the leisure and hospitality sectors are also the lowest paid, receiving an average income of $2,063 per month. Supporting policies to attract a mix of businesses can result in greater opportunities for Park City residents to work locally. Diversifying our economy can also provide the opportunity for higher wage jobs and overall greater stability. In theory, if higher paying jobs were create that increase the median workforce wage, there would be an increase in the number of employees that could afford to live within Park City. This would strengthen the *Sense of Community*.

Goal 7 Create a diversity of housing opportunities to accommodate the changing needs of residents. (revised 11.15.12)

"Life-cycle" housing is housing stock that meets the needs of residents throughout their life providing opportunities to age in place rather than move between towns during the different stages of life to meet their needs at the time. By creating a mix of housing stock at varying price ranges, size, and design, residents will have local options whether they are seasonal workers, young professionals, families, empty nesters, or retirees. Having options on all rungs of the housing ladder ensures opportunities within the community throughout residents' entire lives. This translates directly into neighborhood, community, and regional stability. A community that can rely upon access to adequate housing choices near employment centers and services spends less time commuting and has the opportunity for greater involvement and participation within their community. Life-cycle housing is essential to preserving the core value *Sense of Community*.

Principles
- Increase diversity of housing stock to fill voids within housing inventory (including price, type, and size) to create a variety of context sensitive appropriate housing opportunities within all neighborhoods.
- Focus efforts for diversity of housing stock within primary residential neighborhoods to maintain majority occupancy by full time residents.

Action Strategies
- Identify sites within primary residential neighborhoods in which one or more of the following could be accommodated and/or encouraged:

- Decreased minimum lot size requirements.
- Increased density.
- Smaller residential units to create market rate attainable housing in Park City and/or "move down" housing options for seniors in the community.
- Revise zoning codes to permit a wider variety of compatible housing types within each Park City neighborhood.
- Explore new and emerging trends for non-traditional housing developments, such as co-housing, congregate housing or limited equity co-ops, within primary residential neighborhoods. Create of specific review standards to ensure compatibility and mitigation of impacts is necessary.
- Focus nightly rental within resort neighborhoods.
- Support start-up of a scattered site land trust.

Operational Strategies
- Update residential housing inventory analysis every 5 years with analysis on for purchase and rental price, type, and size of units. Subsequently, update affordable housing policy and general plan to guide new strategies to be implemented within the Land Management Code.
- Utilize RDA funding to retrofit existing, aging residential housing stock within close proximity to resorts and mixed use centers.
- Leverage the state required 20 percent of RDA funds for affordable housing to secure greater resources for housing needs city-wide.

Goal 8 Provide affordable housing opportunities for the residents and workforce of Park City. (revised 11.15.2012)

There is a broad spectrum of affordable housing needs in Park City due to the desirability and high cost of living within a resort community. The gap between housing prices and area median income has continued to grow with the median home price rising dramatically and household income increasing only marginally. The 2010 median real estate value to median income ratio was 12.14. This means that the median home price is 12.14 times the median household income. Typically, housing is within reach for purchase if it is priced at three (3) times the household income. In the past decade, there were very few opportunities for ownership for moderate-income household (80% of AMI) - zero opportunity for single-family homes and only 16.8% of condos within their buying power. This results in few housing opportunities for future residents.

The lack of housing opportunities has a negative impact upon our *Sense of Community*. In the 2011 National Citizens Survey, availability of affordable quality housing and variety of housing options were ranked "much worse" in Park City in comparison to 237 other jurisdiction through-out the United States. When a community no longer has housing options for its core workforce – which in Park City's case is everyone from police officers, teachers, electricians, laborers, restaurant workers and beyond, the vibrancy and diversity of a community are threatened.

Protecting *Sense of Community* requires government officials to make difficult policy decisions. The costs associated with preserving the core values of *Natural Setting*, *Historic Character*, and *Small Town*, are often placed on the developer and/or the residents. As these three core values are protected, living in Park City becomes more desirable and less affordable, threatening *Sense of*

Community. This unintended consequence must be countered through difficult policy decisions regarding negative impacts of success. Reinvestment in workforce and affordable housing is essential to protect *Sense of Community*.

Principles
- Provide increased housing opportunities that are affordable to a wide range of income levels within all Park City neighborhoods.
- Increase rental housing opportunities for seasonal workers in close proximity to resorts and mixed use centers.
- Increase housing ownership opportunities within primary residential neighborhoods.

Action Strategies
- Increased affordable housing opportunities through implementation of strategies within the housing toolbox. (Page _)
- Broaden income qualifications for housing programs (% of AMI) to reflect wide-range of housing needs.
- Actively monitor the type, condition, and tenure of affordable housing options in Park City.
- Update incentives for density bonuses for affordable housing developments to include moderate and mixed income housing.
- Adopt streamline review process for projects that are at least 80 percent affordable housing projects.
- Evaluate the Land Management Code to remove unnecessary barriers to affordable housing.

Operational Strategies
- Implement a regional housing approach identifying opportunities to collaborate with Summit and Wasatch County to address the region's housing challenges.

- Update the Park City housing resolution every five years at a minimum to comply with State and Federal regulations and continue to meet housing needs in Park City.
- Dedicate funding stream from recognized influences on housing affordability, such as RDA funds, second homeowner taxes and/or resort sales tax, into an affordable housing fund. Utilize fund to implement strategies within the affordable housing tool box.
- Prevent loss of existing affordable housing through retrofitting existing stock with necessary repairs, energy efficiency upgrades, and extending deed restrictions.
- Support cost savings policies for affordable housing including fee waivers, rebates, and grants for low-income and mixed-income developments.
- Provide best practices for employer-assisted housing to encourage large employers to provide housing assistance for employees.
- Identify and acquire property for the future development of affordable housing.
- Continue to act as a community resource, providing information and education of available diversity of innovative housing structures and lending options.
- Prioritize housing acquisitions that support multiple City goals, such as historic preservation and/or carbon reduction.

Goal 9 Park City shall continue to provide unparalleled parks and recreation opportunities for residents. (revised 11.15.12)

Park City is a lifestyle community and a community of choice. Year round residents that relocated to Park City, most likely did so to fulfill a lifestyle choice. Parkites were asked "what brought you here?" in the 2009 Visioning. The most common response (31%) was skiing and the snow. When asked "what keeps you here?" respondents expressed the community and people (55%)were the top reason, followed by mountain lifestyle and quality of life (53%), and recreation was the fifth most popular response (24%); although one can assume that recreation is also included in mountain lifestyle (e.g. skiing, mountain biking, hiking). The results are telling— Parkites love to recreate.

Park City has done an exceptional job at providing unparalleled parks and recreation opportunities for residents and visitors. In its 2011 National Citizen Survey, residents responded with overwhelming satisfaction for the recreational opportunities in Park City. Out of 239 communities that have been surveyed, Parkites were the most satisfied (Ranked #1) out of all the communities with the recreational opportunities available. The City received a 2012 Voice of the People Award from the International City/County Management Association in recognition of this rating.

Principles
- Maintain local recreation opportunities with high quality of service, exceptional facilities, and variety of options.
- Locate recreation options within close vicinity to existing neighborhoods and transit for accessibility and to decrease vehicle miles traveled. Grouping facilities within recreational campuses is desired to decrease trips.

Action Strategies
- Adopt design standards for sports facilities that require complimentary architectural design, local materials, and natural screening within existing neighborhoods.
- When identifying future locations for recreation the following should be prioritizes:
    - Accessibility by public transportation, trail system, and/or walkability.
    - Proximity to end user and neighborhood needs.
    - Providing facilities for underserved areas within primary residential neighborhoods.
    - Impact assessment (light, noise, parking) of facilities on neighborhoods quality of life.
- Continue long-range planning efforts to anticipate recreation needs of future generation.

Operational Strategies
- Create Custom Level Of Service (LOS) based on user feedback. Park City will monitor the needs of the community through demand surveys and citizen satisfaction surveys and adapt facilities and service levels accordingly.
- Continue to work collaboratively with Snyderville Basin Special Recreation District (SBSRD) and the Park City School District (PCSD) to manage and plan facilities on a region scale.
- Update recreation master plan to reflect regional management and long range planning effort to maintain high level of service.

Goal 10 Park City shall provide world-class recreation infrastructure to host local, regional, national, and international events thus furthering Park City's role as a world-class, multi-seasonal destination resort community. (revised 11.15.2012)

Park City's economy is dependent on recreation tourism. The City should continue to improve recreational infrastructure as an economic development tool to remain competitive as a world-class multi-season destination resort community. Professional fields, ice rinks, and courts enable Park City to host large professional level events. Implementing current industry standards permits the Park City facilities can be utilized for regional, national, and international competitions. This can improve the economic health of the City year-round and especially during the shoulder session by populating hotels, restaurants, and shops. The larger events also help to subsidize local recreation programs. As Park City continues to prioritize recreation tourism with infrastructure improvements, hosting another winter Olympics may become a reality.

Principles
- Maintain competitive as a world-class, multi-season, destination resort community by increasing year round recreation events and demand on resort support services, such as hotels and restaurants.
- Balance increased tourism attractions with preservation of small town character and quality of life. Locate larger tourist attractions close to resorts and/or existing facilities. Locate community facilities close to primary residential areas.

Action Strategies
- Adopt City policy to include consideration of current industry standards for new recreation facilities and remodels to enable hosting world class events while benefiting the local's quality of life.

- Support opportunities for high altitude training centers. Allow short term housing opportunities for visiting teams and athletes.
- Research opportunities for the location of a high altitude training center.
- Maintain policies within each public recreation facility to manage local use and non-resident use.

Operational Strategies
- Collaborate with local hosts to attract additional national and international sporting events year round.
- Fund a study to research benefits and impacts of a connected regional ski lift system.
- Support future efforts to host a second Winter Olympics.

Goal 11 Support the continued success of the tourism economy while preserving the community character that adds to the visitor experience. (revised 11.15.12)

The resort economy is the primary economic engine for Park City and Summit County. Park City's resorts captured an average of 40 percent of total Utah skier days between 1996 and 2010. Since 1995, total taxable sales in Park City have more than doubled, rising from $289,806,859 to $605,997,311 in 2010.[4] Many business owners have chosen to invest within Park City due to the high demand by visiting tourists for retail, accommodations, and resort support. As Park City continues to grow and redevelop, it is essential that the City provides support to its resort economy and assist in the effort toward a year-round resort community.

Another key component to economic success is maintaining a distinct *Park City Experience.* The strategy of "Keep Park City, Park City" goes beyond the necessity to protect the core values identified in the community vision. It is a strong marketing tool in an age when many resort towns have become overrun by national chains and have lost their unique identity and visitor experience. Achieving balance between resort-oriented development and a strong sense of place is an essential strategy to protect the *Park City Experience.*

Principles
- The vibrancy of Park City's resorts is essential to the success of resort support businesses. The City must provide flexibility to allow the primary resorts to evolve with the tourism industry, increase occupancy rates year round, and create more demand for the resort support industries throughout the City.

- Preservation of our community core values of *Small Town, Natural Setting, Sense of Community, and Historic Character* is essential to maintaining the unique *Park City Experience* for visitors and residents. Regulate design of new development to compliment the Community's core values and protect the *Park City Experience*.

Action Strategies
- Provide flexibility to the two primary resorts in town within Master Planned Development amendments to allow the primary resorts to evolve with the tourism industry and increase occupancy rates year round.
- Protect the unique attributes of the City that make Park City unique. (Placeholder: MAKE A LIST OF UNIQUE ATTRIBUTES)
- Facilitate the establishment of more year-round visitor attractions within the resort neighborhoods and commercial districts.
- Limit visitor-oriented development and nightly rental to existing resort neighborhoods. Restrict nightly rental from primary residential neighborhoods.
- Adopt city-wide design standards to maintain the aesthetic experience of Park City.

Operational Strategies
- Implement redevelopment projects within the Lower Park Avenue RDA to allow the tourism industry to evolve while contributing positively to the residents' quality of life.
- Acquire open space recognizing that protection of the *Natural Setting* is essential to the distinct *Park City Experience* for tourism.
- Promote Main Street as a primary attraction within the City.
- Support local-owned, independent businesses that reflect the core values of Park City and add to the Park City experience.

---

[4]

- Research creative adaptation strategies for the ski industry to attract customers year-round, thus increasing demand on local resort support industries.
- Promote the Olympics as a living legacy through the continued adaptation of Olympic Facilities for training, hosting world class events, and as a visitor attraction.
- Conduct a lodging study to determine the amount of hotel, condo, and other nightly rental accommodations to meet visitors' needs, prevent oversaturation of the market, support existing investments in local lodging, and increase occupancy rates.
- Encourage more frequent visitation by second homeowners.
- Improve and standardize Park City's way finding and signage system.

Goal 12 Foster diversity of jobs to provide greater economic stability and new opportunities for employment in Park City.

(revised 11.15.12)

The largest employment sector in Park City during 2010 was the leisure and hospitality industry, which includes jobs in the arts, entertainment, recreation, accommodation, and food services sectors. Around 5,682 people had jobs in this industry, accounting for nearly 45 percent of all employment in Park City. In addition to being the largest employment industry in Park City, workers in the leisure and hospitality sectors are also the lowest paid, receiving an average income of $2,063 per month. Over the past decade, wages in this industry have remained roughly the same, increasing only 1%, in real terms.[5] Park City's high real-estate costs combined with low paying jobs results in spatial mismatch (separating where people live from where they work), for both residents of Park City and employees within the City limits. By diversifying the local job market, more opportunities will be created for residents of Park City to make a living locally.

Principles
- Retain and expand existing Park City businesses.
- Improve the balance of jobs to housing ratio in Park City through efforts to attract higher paying jobs and workforce housing strategies.
- Support local owned, independent businesses that reflect the core values of Park City and add to the Park City experience.
- Discourage national commercial retail chains on Main Street and the negative impacts of big box and nation chains on the unique *Park City experience*.

---

[5] ADD

Action Strategies
- Support and attract businesses through implementation of the economic development toolbox. (Page _)
- Utilize economic development tools to support start-up opportunities for local businesses that augment the *Unique Park City Experience*. Public investment in a Park City business incubator center should be considered.
- Attract businesses focused on High Altitude training, goods, and/or services that complement Park City's sustainability initiative to relocate to Park City.
- Maintain commercial and light industrial uses within the City limits to meet the needs of residents and visitors. Develop and monitor an inventory of commercial and industrial space to support local businesses, prevent economic leakage, and decrease vehicle miles travelled.
- Foster live-work opportunities in commercial area.
- Establish a neighborhood economic development tool for the Bonanza Park District to recycle increased tax revenues into the redevelopment area, thus creating a funding source for infrastructure, public/private partnerships, and improvement to the public realm.
- Identify and implement opportunities for public-private partnership opportunities to diversify employment opportunities in Park City and increase workforce wages.

Operational Strategies
- Provide competitive, cutting-edge technology infrastructure in areas targeting business growth.
- Continue regional coordination with economic development partners to develop programs and support services to attract new business to the region. Inform businesses of current opportunities and advantages of the region such as site location savings, labor force, infrastructure, cost of business, portfolio of

available properties, quality of life, and economic development incentives.

- Research possibility of creating a revolving loan fund to provide gap financing for new and expanding local businesses. Criteria should be created to ensure funding only be considered for businesses that complement the community vision and goals of the City.
- Promote Park City's exceptional quality of life to attract workforce of virtual workforce businesses.
- Support educational opportunities for the workforce of targeted employment sectors

Goal 13: The future of the City should be planned to include limits (including ecological, qualitative, and economic) to foster innovative sustainable development, protect the community vision, or prevent negative impacts to the region. (revised 10.28.2012)

Park City is a dynamic system that continues to evolve and be defined by its community values, natural resources, existing topography, property rights, public and private investment, politics, history and external pressures. The system is flexible; able to adjust to fluctuations and external pressures. As Park City continues to mature, the system should strengthen by adopting policies that protect the community vision and core values. A healthy system requires limits to run efficiently and not overwhelm the interconnected parts. This is true of Park City. As the City has grown outward through annexations, the system reacted with expansion of infrastructure (e.g. roads, public utilities, public transportation) and increased demand on existing resources (e.g. water, air, public facilities, fire and rescue, schools, etc.), creating ongoing costs to residents and tax payers and pressure on limited natural resources. Adopting policies to grow within set limits is imperative to maintaining the economic, environmental, and social equity balance of the City and strengthen the City's existing neighborhoods.

Principles
- Provide reliable public resources to ensure the health, welfare, and safety for residents and visitors.
- Manage growth to protect the quality of life and preserve the unique *Park City Experience* by recognizing limits to growth and adopting responsible policies that are consistent with those limits.
- Provide safe drinking water to residents and visitors. Set limits to future demand based on available sources and expense of available source.

- Prevent degradation of air quality through implementation of land use, clean energy policy, and regional transportation and growth management.

Action Strategies
- Identify, monitor and plan for growth based on availability of natural resources (e.g. water availability, air quality) while enhancing ecosystem health.
- Quantify the impacts of different land uses on consumption of natural resources and energy. Dominant land-uses specific to Park City should be considered including single-family homes, multi-family residential, hotel, nightly rental, and commercial. Implement land use policy that utilizes best practices to minimize negative impacts on natural resources.
- Prior to approval of annexations, require developer to monitor emergency services to ensure quality and timely emergency response services (e.g. fire, police, and ambulance). Evaluate impacts of expanded services within annexation review.
- Require developers to bear the costs of adding their development to Park City's infrastructure within future development consistent with Utah impact fee statutes.
- Locate future schools, libraries and other community facilities within, or in close proximity to, primary residential neighborhoods.
- Research the creation of growth boundaries or other tools to prevent excessive development that stresses the natural system and creates unsustainable infrastructure and environmental costs.

Organizational Strategies
- Estimate carrying capacity limits (qualitative and quantitative) to preserve the *Park City Experience* and preservation of the core values.

- Work with the Park City School District to guarantee the ability to expand educational services and facilities within the School District as needed.
- Coordinate with Summit County to avoid unnecessary duplication of services and to eliminate redundancies.
- Coordinate with communities in the region to implement transportation, growth management, and clean energy policy in an effort to maintain the clean air of the Wasatch Back.
- Work with public utility companies to create projects consistent with the goals and objectives of the General Plan and the Community Vision.

The Park City Municipal Code Title 15 Chapter 2.24 is the official document regulating
Transfer of Development Rights (TDR) in Park City.

The purposes of the Transfer of Development Rights Overlay Zone are to:
(A) promote the general health, safety, and welfare of the present and future inhabitants, businesses, and visitors of Park City;
(B) preserve Open Space, scenic views, environmental areas, Steep Slopes and Sensitive Lands;
(C) conserve Agriculture, and forest areas;
(D) protect lands and structures of aesthetic, architectural, and Historic significance;
(E) retain Open Space in which healthful outdoor recreation can occur;
(F) improve upon Park City's well-established park and trail system;
(G) ensure the owners of preserved, conserved, or protected land may make reasonable use of their Property rights by transferring their right to develop to eligible zones;
(H) provide a mechanism whereby Development rights may be reliably Transferred;
(I) ensure Development Rights are transferred to properties in Areas or districts that have adequate community facilities and infrastructure, including transportation, to accommodate additional Development; and
(J) locate receiving zones to improve future traffic circulation
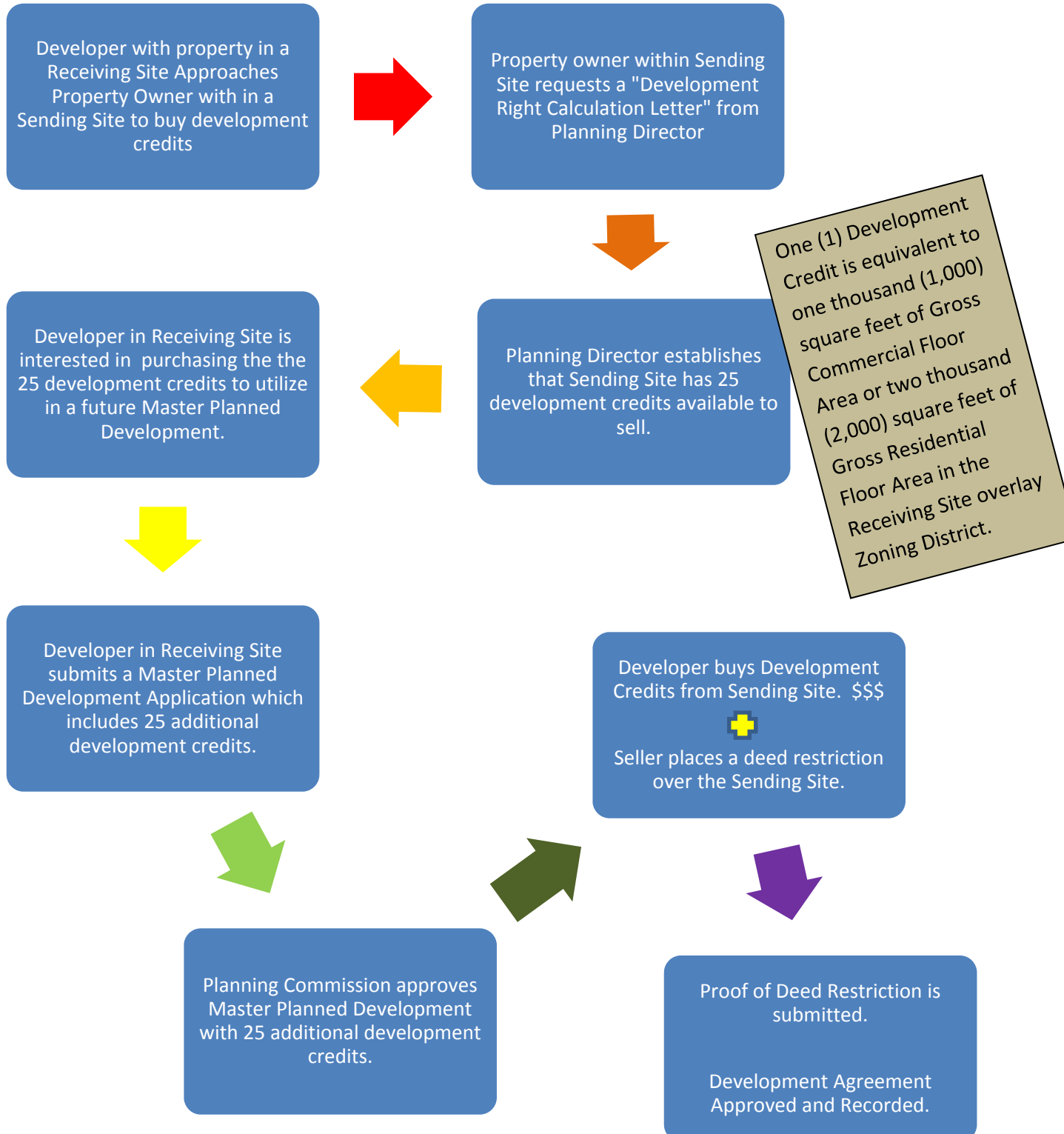Sending Sites and Receiving Sites are established within the Official Zoning Map of Park City.

Any property owner with property in a Sending Site may request a "Development Right Determination Letter" from the Planning Department.
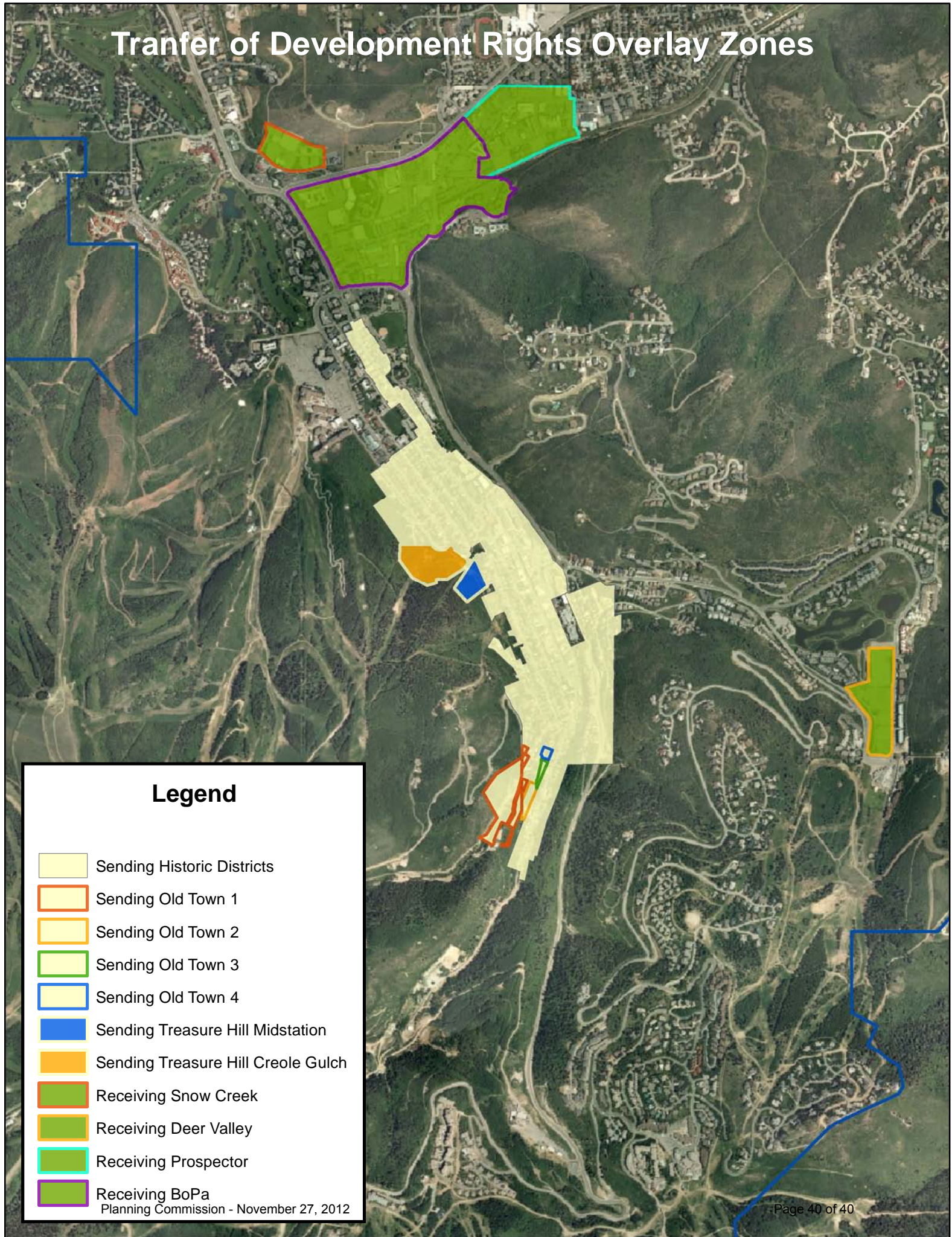
Calculation of Development Credits:
1. Within Sending Treasure Hill: One (1) Development Credit per existing MPD Unit Equivalent may be calculated. A maximum of twenty-two (22) MPD Unit Equivalents may be sent from the TDR-STH Sending Site.
2. For properties within TDR-SOT1, TDR-SOT2, TDR-SOT3 and TDR-SOT4, one (1) Development Credit may be calculated per existing minimum lot area within the underlying Zoning District.
3. For properties within Sending Historic District, either:
    a. one (1) development credit per existing lot of record may be calculated; or
    b. For Sites listed on the Historic Sites Inventory, one (1) Development Credit per 2,000 square feet of unused development potential.

One (1) Development Credit is equivalent to one thousand (1,000) square feet of Gross Commercial Floor Area or two thousand (2,000) square feet of Gross Residential Floor Area in the Receiving Site overlay Zoning District.

Any property within a Receiving Zone may request higher density than the Base Zoning utilizing TDR development credits through review of a Master Planned Development by the Planning Commission. During the review, evidence in the form of options to purchase, ownership, or joint venture of development credits is required at the time of MPD approval and evidence of ownership of development credits is required at time of Development Agreement Approval.

Developer with property in a Receiving Site Approaches Property Owner with in a Sending Site to buy development credits

Property owner within Sending Site requests a "Development Right Calculation Letter" from Planning Director

One (1) Development Credit is equivalent to one thousand (1,000) square feet of Gross Commercial Floor Area or two thousand (2,000) square feet of Gross Residential Floor Area in the Receiving Site overlay Zoning District.

Developer in Receiving Site is interested in purchasing the the 25 development credits to utilize in a future Master Planned Development.

Planning Director establishes that Sending Site has 25 development credits available to sell.

Developer in Receiving Site submits a Master Planned Development Application which includes 25 additional development credits.

Developer buys Development Credits from Sending Site. $$$

Seller places a deed restriction over the Sending Site.

Planning Commission approves Master Planned Development with 25 additional development credits.

Proof of Deed Restriction is submitted.

Development Agreement Approved and Recorded.

Tranfer of Development Rights Overlay Zones

Legend

▨	Sending Historic Districts
▢	Sending Old Town 1
▢	Sending Old Town 2
▢	Sending Old Town 3
▢	Sending Old Town 4
■	Sending Treasure Hill Midstation
■	Sending Treasure Hill Creole Gulch
■	Receiving Snow Creek
■	Receiving Deer Valley
■	Receiving Prospector
■	Receiving BoPa

Planning Commission - November 27, 2012