

TRENDS

TREND: Build-out

Based on the 2011 City limits, Park City could accommodate approximately 2,072 additional residential units. Therefore, if this estimate is added to the total number of existing housing units (9,471), the total number of housing units at build-out should be around 11,700 units.

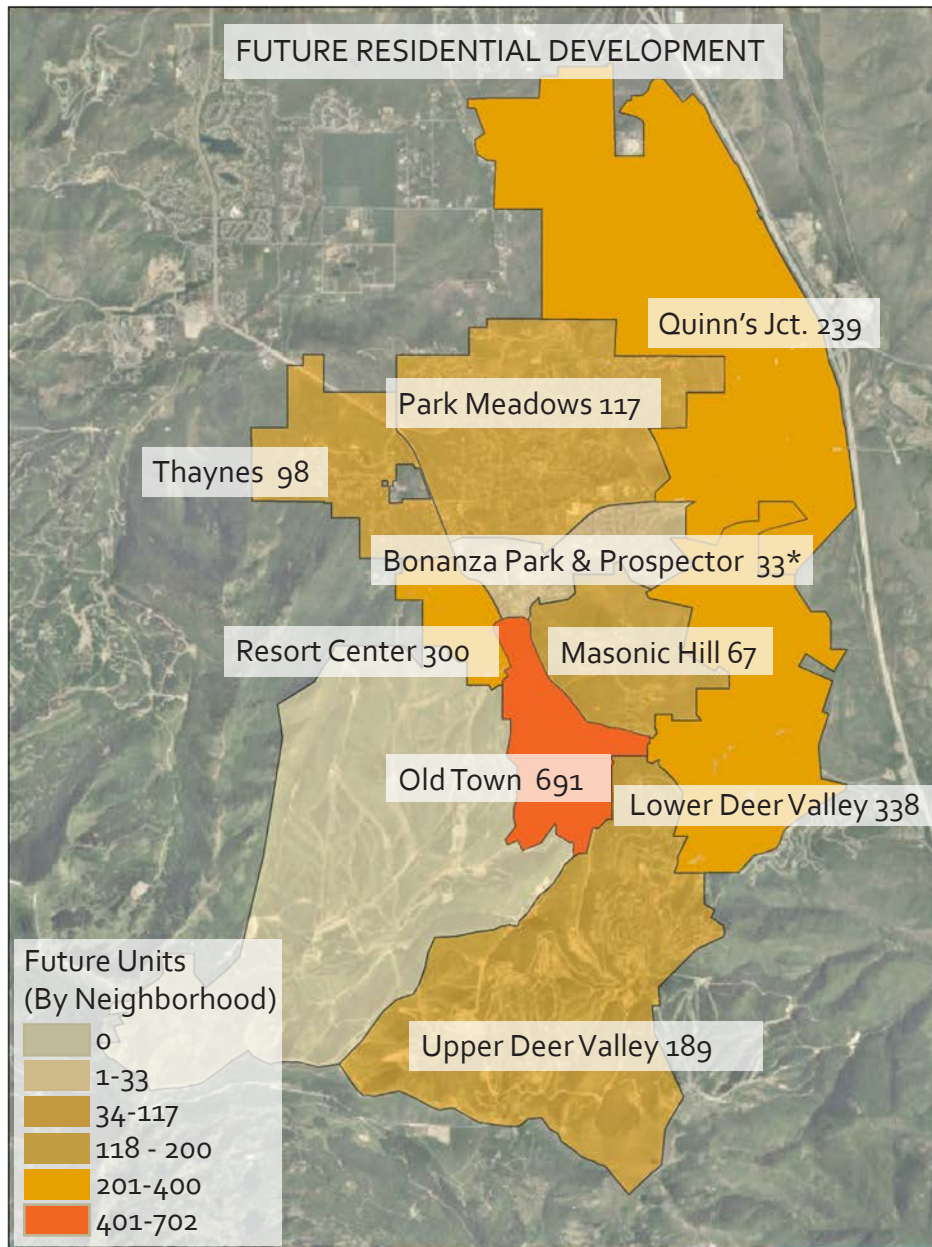
What will this mean in terms of Park City's population? It is difficult to say. In 2000, with 6,661 housing units, Park City had a population of 7,371.¹ Population estimates from the State of Utah's Governor's Office of Planning and Budget suggested that by 2010, Park City would have a population of 9,185.² The US Census Bureau estimated that in 2009, Park City had a population of 8,127. However, the 2010 Census showed that Park City's population had only grown to 7,558.³ Why was there such a discrepancy between the estimates and the real number?

The numbers provided by the US Census Bureau and the State of Utah are estimates which are generated by

models and equations that are created for a typical town or city. Park City is atypical, with a high number of second homeowners and seasonal workers, which make it difficult to model. For example, while Park City's population only grew by 2.5% between 2000 and 2010, the number of housing units grew by 42%, from 6,661 to 9,471. The vast majority of this growth was in second homes (hence, the large difference in growth rates). Occupied housing between 2000 and 2010 increased by only 7%, from 2,705 to 2,885, while seasonally vacant housing (second homes) increased by 66%, from 3,383 to 5,609. Had the growth in Park City's housing market added more primary homes, instead of only 180 in the previous decade, the City's population growth could have been more in line with the State's and Census Bureau's estimates.

Estimating future population growth depends primarily on the housing market, and whether the housing units added are for full-time residents or second homeowners. The State of Utah

estimates that by 2020, Park City will have a population of 13,382.⁴ In 2010, Park City had an average household size of 2.60; if we assume this household size remains constant, an additional 3,444 units (estimated buildout, including the BoPa District redevelopment) will yield an increase of 5,387 people, for a total of 16,512 people. However, this assumes that all of the new 3,444 housing units would become primary residences, which is unlikely given that a large portion of the units are planned for areas adjacent to the ski resorts. If we assume that the balance of occupied and seasonal housing stays the same throughout the next few decades, then we would expect that 622 of the 3,444 future units (or 30%) will be occupied. For purposes of estimating at this time, let's assume that the City's goals to get more primary residents is achieved. Let's assume that 50% of the future residents will be primary; therefore, 1,722 of the 3,444 units will be occupied year-round. At a constant household size of 2.60, Park City would have an additional 4,477 persons in the City, yielding a build-out population of 12,035 persons.



Residential Growth by Neighborhood	
Neighborhood	Residential Units
Old Town	691
Park Meadows	117
Upper Deer Valley	189
Thaynes	98
Lower Deer Valley	338
Masonic Hill	67
Quinn's Junction	239
Bonanza Park & Prospector	33*
Resort Center	300
TOTAL	2,072

*Does not include potential units from the redevelopment of Bonanza Park (est. 1372 units assuming 75% build-out of the 99 acres). **With this redevelopment number included, the full residential build-out would be 3,444 units.**

How Does the City Calculate Buildout?

While it is hard to know exactly when build-out will occur, it is possible to estimate how many additional units will be built by using geographic information systems (GIS) and data from Summit County. Vacant lots in Park City were identified using data from the Summit County Assessor and assigned an estimated unit value based on their total area and the density allowed for each under the Land Management Code (LMC). Also considered were current master planned developments (MPDs) and the total number of units approved for each.



TREND: Build-out (continued)

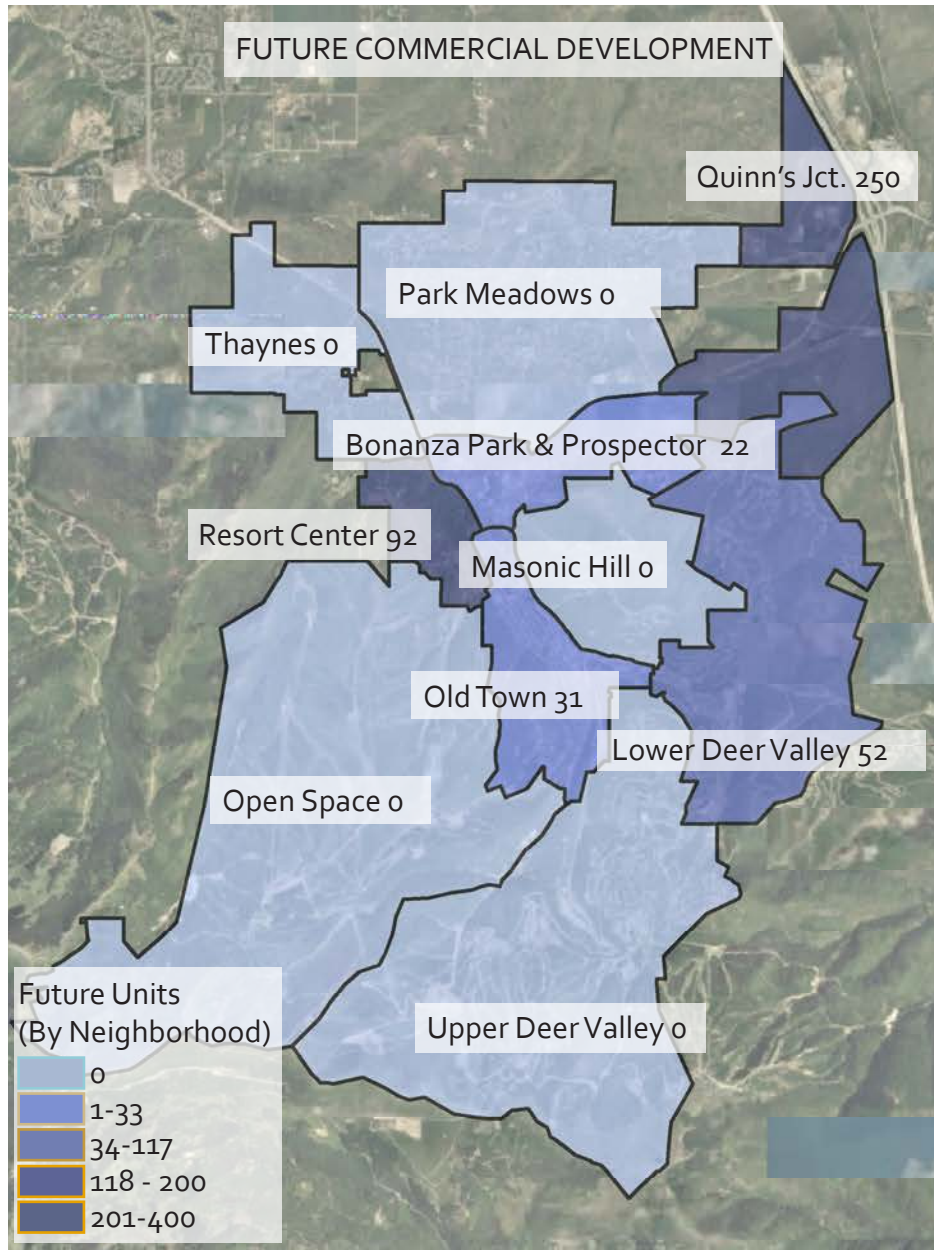


Additional commercial growth is expected to support the needs of primary residents and second homeowners in these regions. Though no commercial development is expected in Park Meadows; Thaynes; Masonic Hill; and Upper Deer Valley neighborhoods, other areas will see substantial commercial development. Limited development will occur in

the Bonanza Park and Prospecter neighborhood as well as Old Town; however, Park City Mountain Resort and Lower Deer Valley are likely to experience greater growth as the resorts expand and increase retail opportunities for visitors. The greatest growth, however, is likely to occur at Quinn's Junction as 250 commercial units remain unbuilt. In addition, the

Quinn's Junction Partnership (QJP) is considering building a 400,000 square foot entertainment, movie studio, hotel, and commercial project.

It is worth noting that redevelopment opportunities in the BoPa District could lead to as many as 1910 additional unit equivalents of commercial development.



Commercial Growth by Neighborhood	
Neighborhood	Commercial Units
Old Town	31
Park Meadows	0
Upper Deer Valley	0
Thaynes	0
Lower Deer Valley	52
Masonic Hill	0
Quinn's Junction	250
Bonanza Park & Prospector	22*
PCMR	92
TOTAL	447

*Does not include potential units from the redevelopment of Bonanza Park (1910 units assuming 75% build-out of the 99 acres, less the existing commercial SF on the ground). **With this redevelopment number included, the full commercial build-out would be 2,357 units.**



TREND: Regional Growth

REGIONAL GROWTH TRENDS IDENTIFIED IN BALANCED GROWTH STUDY

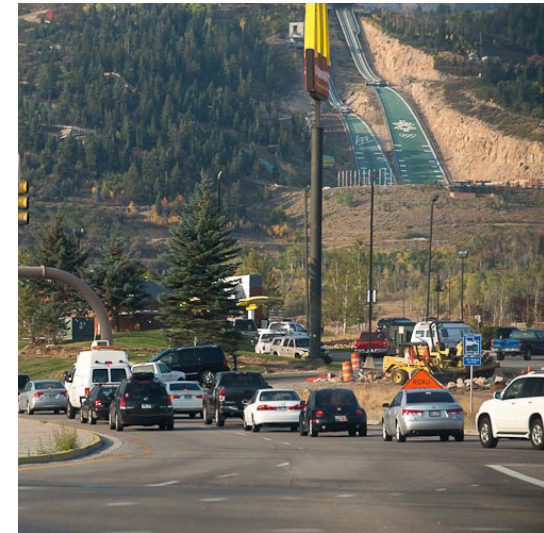
Over the next 20 years, the Wasatch Back area will change dramatically. Baseline regional growth trends were projected within the 2012 Balanced Growth Strategy Outline by czbLLC and the Planning Center DC&E.⁶ The baseline projections included Park City and Snyderville Basin within Summit County, as follows:

1. The Wasatch Back will grow substantially in the next 20 years.
2. Summit County in particular will grow by nearly 30,000 people between 2012 - 2030.
3. Summit County will grow from a current population of about 36,000 to nearly 70,000 in 30 years, a 90 percent increase. Every month until 2040 roughly 90 more people will move into Summit County than will move out or pass into the ether. The demand for housing and jobs will be substantial. Where housing is developed in relationship to where the jobs are, and where families settle in relation to the amenities they seek and what they can afford will be largely a function of what kinds of agreements are in place now that shape land use and development.
4. Park City will grow to nearly 10,000 by 2030.
 - a. Deer Valley and Old Town will become even more dominated by seasonal owners.
 - b. Bonanza Park and Lower Park Avenue will probably become denser, more heavily populated districts with the base of PCMR receiving a large number of seasonal buyers.
 - c. It will likely remain one of the most expensive housing markets in the US.
 - d. Demand from the region to “spend” tourist and related dollars in Park City will continue to grow.

The Balanced Growth Strategy Outline identified the impacts baseline growth (status quo no additional planning) would have on Park City’s economy, environment, equity, and quality of life, as follows:

Economic Impacts (++++)

- Population growth will increase the region’s economic prosperity, putting greater demand on goods and services, increasing the tax base and property values.
- Growth will create additional jobs to keep up with demand and trend with stable/rising wages.

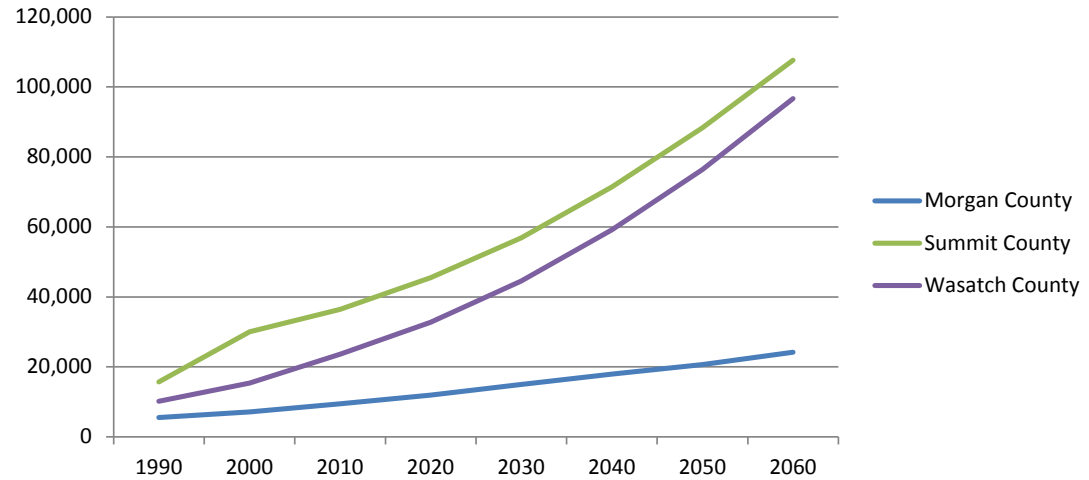


Environmental Impacts (- - -)

- Significant amounts of undeveloped land will be developed as new residential and commercial units.
- Increased demand for scarce water resources.
- Commuter traffic will increase along with vehicle miles travelled due to the expensive cost of housing.
- Carbon footprint will increase due to sprawling development.
- Loss of wildlife habitat and wildlife corridors.

Equity Impacts (- - -)

- Housing affordability will be a major pressure point, with substantial implications for the region directly correlated with what is affordable to households in the 100 - 250 AMI range.



Population projections for Morgan, Summit, and Wasatch County from the Governor's Office of Planning and Budget 2012 Baseline Projections

Quality of Life (+ + + - - -)

- The loss of open space and view corridors will influence the region's sense of place.
- Increased congestion will affect travel times and the sense of Park City being a small mountain resort.
- Tourist and visitor services will attract more and more people, placing pressure on supportive infrastructure (public transit, parking, traffic routing, water) inside Park City.
- Additional demand for more seasonal homes will further cement the influence of temporary residents on retail and community life (Park City may feel less and less like a community of year round residents.)
- A growing tax base will result in more economic capacity for the City (this will translate into continued ability to support high quality amenities for year round residents.)





This regional map illustrates entitled developments throughout the region and includes:

- Silver Creek (1200 units)
- Research Park (1,000,000 SF)
- Canyons (5,500,000 SF)
- Bonanza Park (4,750,000 SF)
- PC Heights (239 units)
- The Movie Studio (400,000 SF)
- Brighton Estates (417 units)
- Bonanza Flats (260 units)
- Jordanelle RSPA (+/- 8,000 units)

These developments will have a significant impact on the quality of life in Park City as well as the region. The challenges will range from transportation to loss of natural habitat in the region. Park City should continue to partner with Summit and Wasatch Counties to position the three entities so that they may be able to address some of the concerns regarding these future developments.



TREND: Density in Park City

What is *density*? The term is often used in planning discussions, but can have very different definitions and meanings. The first is *population density*, which is the number of people living in a defined area, usually measured in square miles. The second definition of density is *land use density*, which divides the number of housing units by the number of acres upon which that housing was or will be built. Such objective definitions of density often come into conflict with our more subjective, personal definitions of density. They can also be hard to visualize, as the same density can be laid out many different ways.

Population Density

In 2010, Park City had a population density of 428 people per square mile (7,558 people/17.64 square miles). Since the population is not evenly distributed throughout the entire area of Park City, it is helpful to break population density down by census block. Excluding census blocks with no population, the population density of Park City was 680 people per square mile (7,558 people/11.11 square miles).

In all, the inhabited census blocks in Park City had an average population density of 3,195 people per square mile, with the highest density being 56,159 people per square mile and the lowest density being 4 people per square mile.

Out of the 9 neighborhoods in Park City, Bonanza Park & Prospector has the highest population density, with 3,577 people per square mile. Old Town has the next greatest population density, with 1,548 people per square mile, followed closely by Park Meadows with 1,046 people per square mile. Upper Deer Valley is the least dense of all the neighborhoods, with only 23 people per square mile (keep in mind that the census only counts permanent residents of Park City).

While population is a useful way to measure where people live in Park City, it can only be applied to full time residents. Neighborhoods like Upper and Lower Deer Valley and Park City Mountain Resort show very low population density, even though these neighborhoods have seen substantial

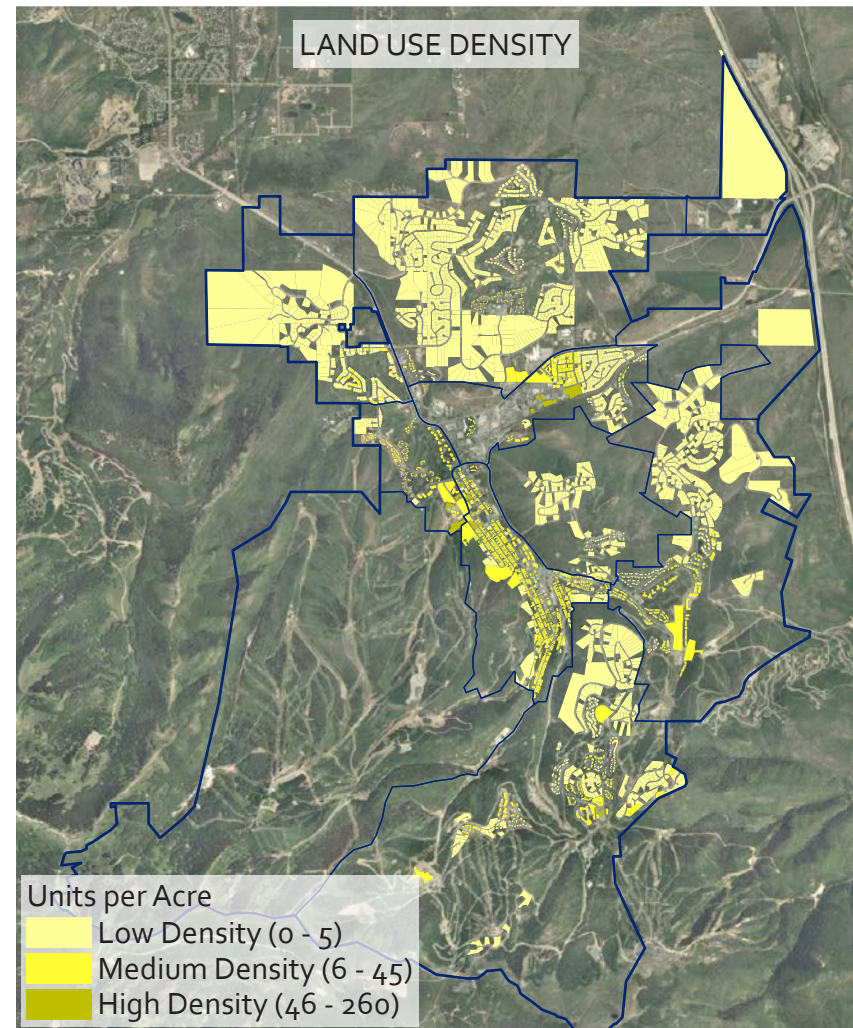
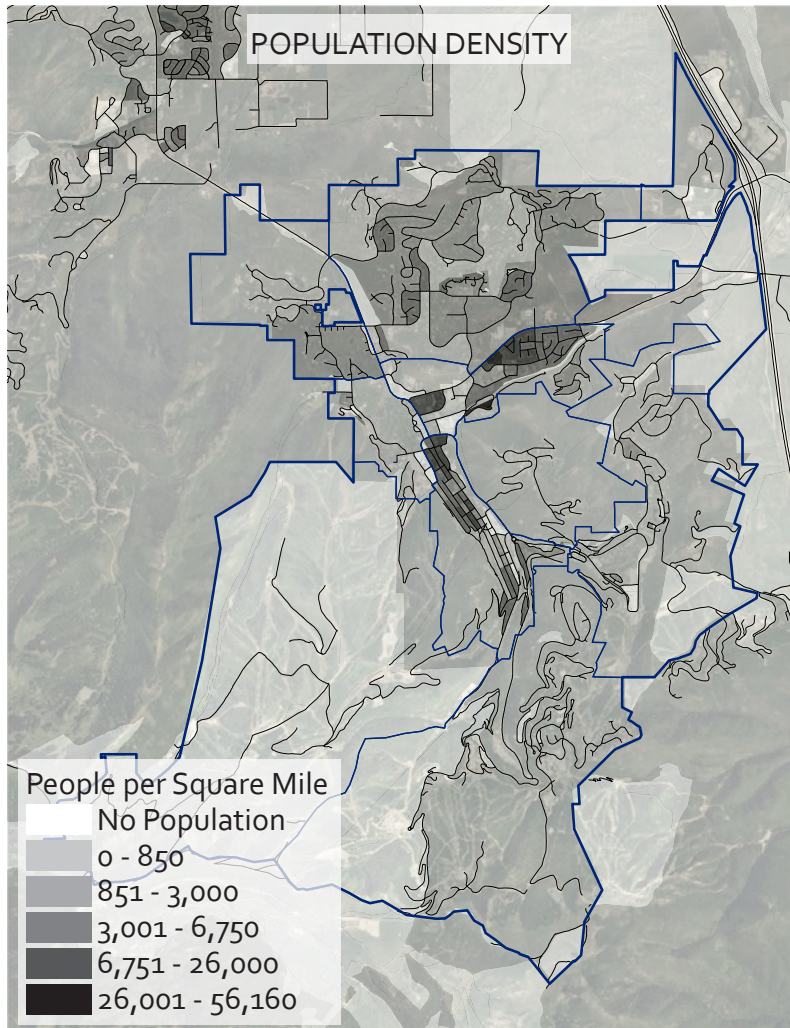
residential development.

Land Use Density

In Park City, the average parcel has a land use density of around 7.62 units per acre; however, 50% of the parcels had a density of 3.48 units per acre or less. Density in Park City ranges from 260 units per acre to 0.02 units per acre. Development in Old Town, Park City Mountain Resort and Bonanza Park & Prospector is the most dense, with average parcel densities of 17.35, 16.37, and 8.07 units per acre, respectively. Park Meadows, Masonic Hill, and Thaynes have the lowest densities with 2.56, 3.03, and 3.16 units per acre, respectively. To identify the high, medium, and low residential land use density in the current Land Use Map, the density calculations were applied to current conditions creating a range.

Land Use Density	Units per Acre	Park City, 2012
Low	0-5	65%
Medium	5.1 - 45	34%
High	45.1+	1%

Many parcels classified as low and medium density could be perceived by many people to be medium or high density, without realizing the open



Population Density is the number of people living in a defined area, usually measured in square miles. Land use density divides the number of housing unit by the number of acres upon which that housing was or will be built.

space that is connected to a parcel. For this reason, large developments, such as the Montage or St. Regis are

classified as medium density, despite their large size. Such discrepancies are the trade-offs we must accept for an

objective method to measure density.



TREND: Considering a New Density Calculation Methodology

The Land Management Code (LMC), Park City's current land use ordinance, defines Density as the intensity or number of Non-residential and Residential uses expressed in terms of Unit Equivalents (UEs) per acre or Lot or units per acres. Density is a type of function of both number and type of dwelling units and/or non-residential units and the land area.

Unit Equivalent (UE) is defined as the density factor applied to different sized and configurations of dwelling units and commercial spaces.

The LMC indicates that in order to allow for, and to encourage, a variety of unit configurations, density is calculated on the basis of Unit Equivalents. One (1) Unit Equivalent equates to one (1) single family Lot, 2,000 square feet of Multi-Family Dwelling floor area, or 1,000 square feet of commercial or office floor area. These Unit Equivalent factors are only utilized when a Master Planned Development (MPD) is required by the LMC.

There are several occasions that MPDs are not required, such as infill development, specifically in Old Town. When this is the case, the LMC makes no mention of a density factor to be utilized. The identified issue often found in Old Town related to density deals with the minimum lot size. For example look at the following scenario consisting of empty infill lots within the HR-1 and the HR-L Districts:

The size of the HR-L house may be twice as larger containing twice the number of bedrooms when compared to the HR-1 zoned house. In both of these scenarios, it is obvious that each consists of one (1) structure/unit per property; however one structure is significantly bigger than the other. Per the LMC, the HR-L District is identified as a lower density zone than the HR-1 District. A property within the HR-L District contains twice as much land area as the HR-1 site. As a measurement of number

Scenario	HR-1 District	HR-L District
Lot size	1,875 SF	3,750 SF
House size (approx.)	2,000 SF	4,000 SF
Units per acre	23.2	11.6
FAR (approx.)	1:1	1:2
Number of bedrooms (approx.)	+/- 3	+/- 6

The graph illustrates the challenges of measuring density in Park City. If density is measured as units per acre (the current methodology), the HR-L District is less dense than the HR-1 District. If you measure density in terms of persons per household or "warm pillows," the density is the same in the HR-1 and HR-L Districts; the only difference is the size of the structures.

of units/structures per site, the HR-L zone would be half as dense as the HR-1 District. Measuring density in this manner typically results in lower density districts containing larger structures on larger lots. Higher density districts typically have smaller individual units on smaller lots. Density, when measured as unit per Lot or acre is inversely related to structure size. Hence, lower density suburban developments typically have larger lots and bigger houses than their city counterparts.

When reviewing density in terms of number of bedrooms (perhaps more appropriate in a resort town given the impacts of “warm pillows”/increased occupancy on traffic, parking, etc.), the density of a large 6-bedroom home on a single lot would be the same as two smaller 3-bedroom homes on two lots. In this case, density would not be a function of units per acre/lot but rather the number of bedrooms (and ultimately persons) per lot.

Looking forward, the Planning Department should conduct analysis and research related to density within the City. Examining more appropriate methods to understand density and its

impacts will be necessary to ultimately resolving future land use scenarios. Analysis of this density correlation critical as it affects transportation, land use, and economics, e.g., road capacity, impacts of nightly rentals, etc.

There are
two things
that
Americans
hate:
density and
sprawl.

American Planning Student Concept



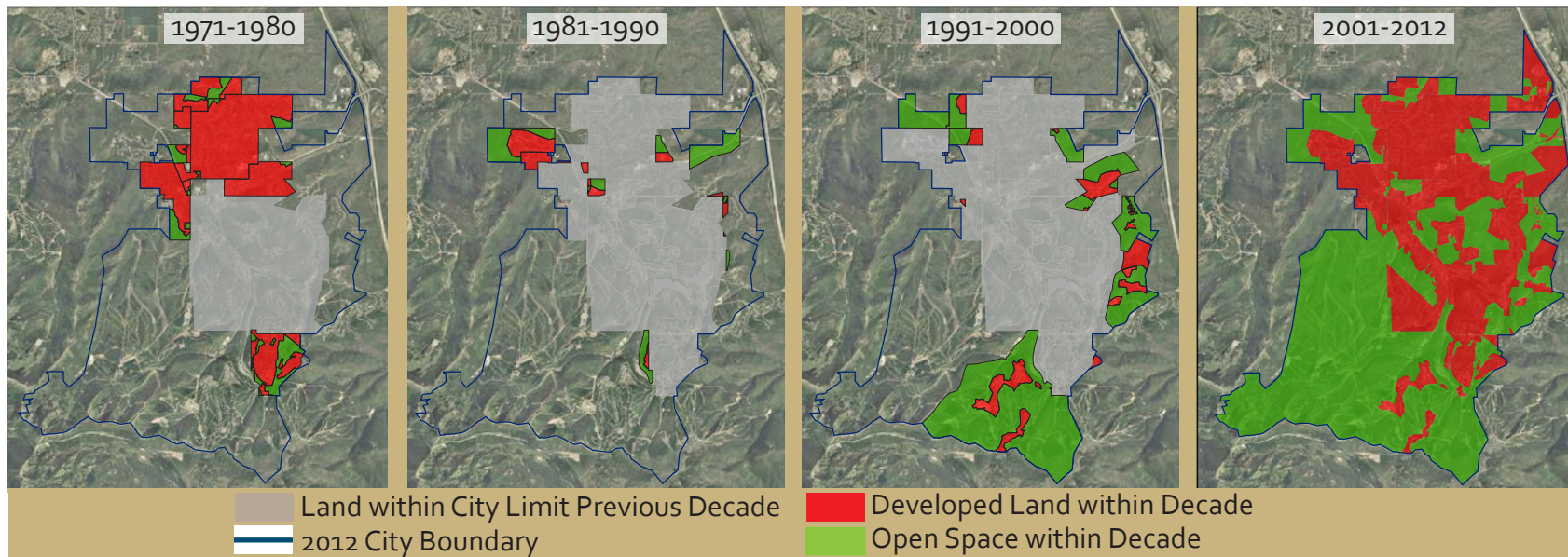
TREND: Land Consumption

Over the past 40 years, an alarming land use trend has taken root in the United States. The rate of land consumption (land utilized for development) has increased disproportionately to population growth. For example, between 1970 and 2000, the land area of Austin, Texas increased by 249 percent (from 72 to 252 square miles), and that of San Antonio increased by 122 percent (from 184 to 408 square

miles); these rates were greater than the rate of population growth for those communities: Austin had a population increase of 161 percent and San Antonio of 75 percent.⁷ Eugenie L. Birch, FAICP, contributes the disparity between the rates of land consumption and population growth from two principal sources: a rate of household formation that outpaces the rate of population growth, and an increase in the average

size of a dwelling unit (from 1,375 square feet in 1970 to 2,057 square feet in 2000.)

In Park City, population growth has outpaced increased land area not reflecting the national trend. Between 1970 to 2000, the land area of Park City increased by 345 percent (from 3.96 to 17.64 square miles)⁸; this rate was smaller than the population growth of 523 percent (1,193 to 7,431)⁹. From 2000 to 2010, the land area of Park City grew by 286 acres (3% growth) while population grew by 176 people (2.4%



Land consumption trends have slowed since the boom of the 1970's. New annexation and subdivision policy requires increased open space.

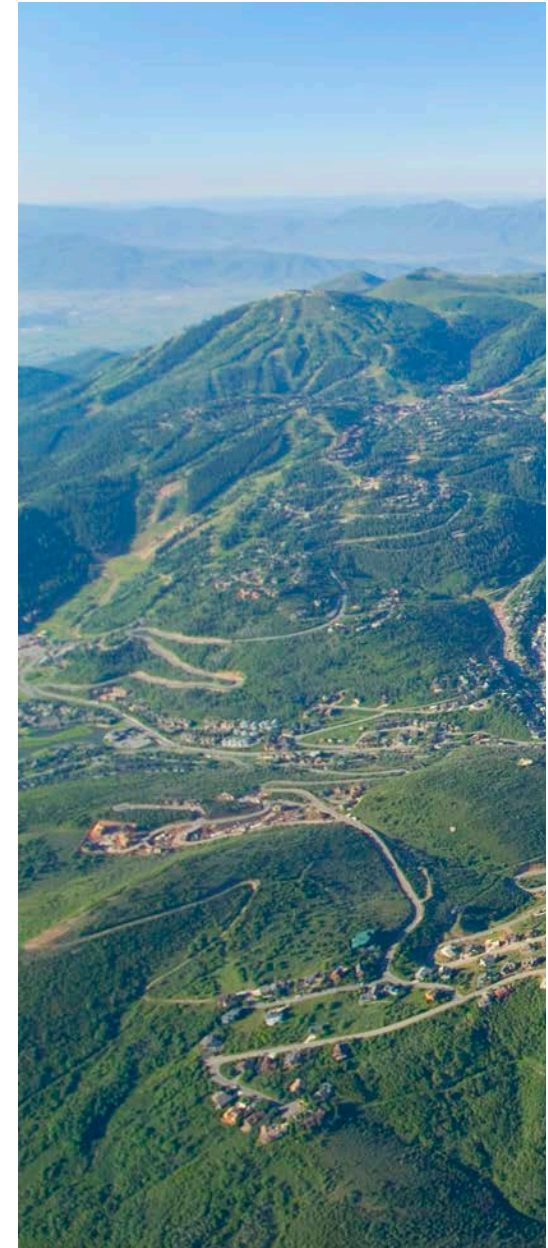
growth); however, population growth does not accurately reflect consumption demand due to the majority of residential units being second homes (not counted within population). When defining land consumption in Park City we must look at the total land area annexed relative to the open space within the annexation.

The following strategies should be implemented to decrease land consumption:

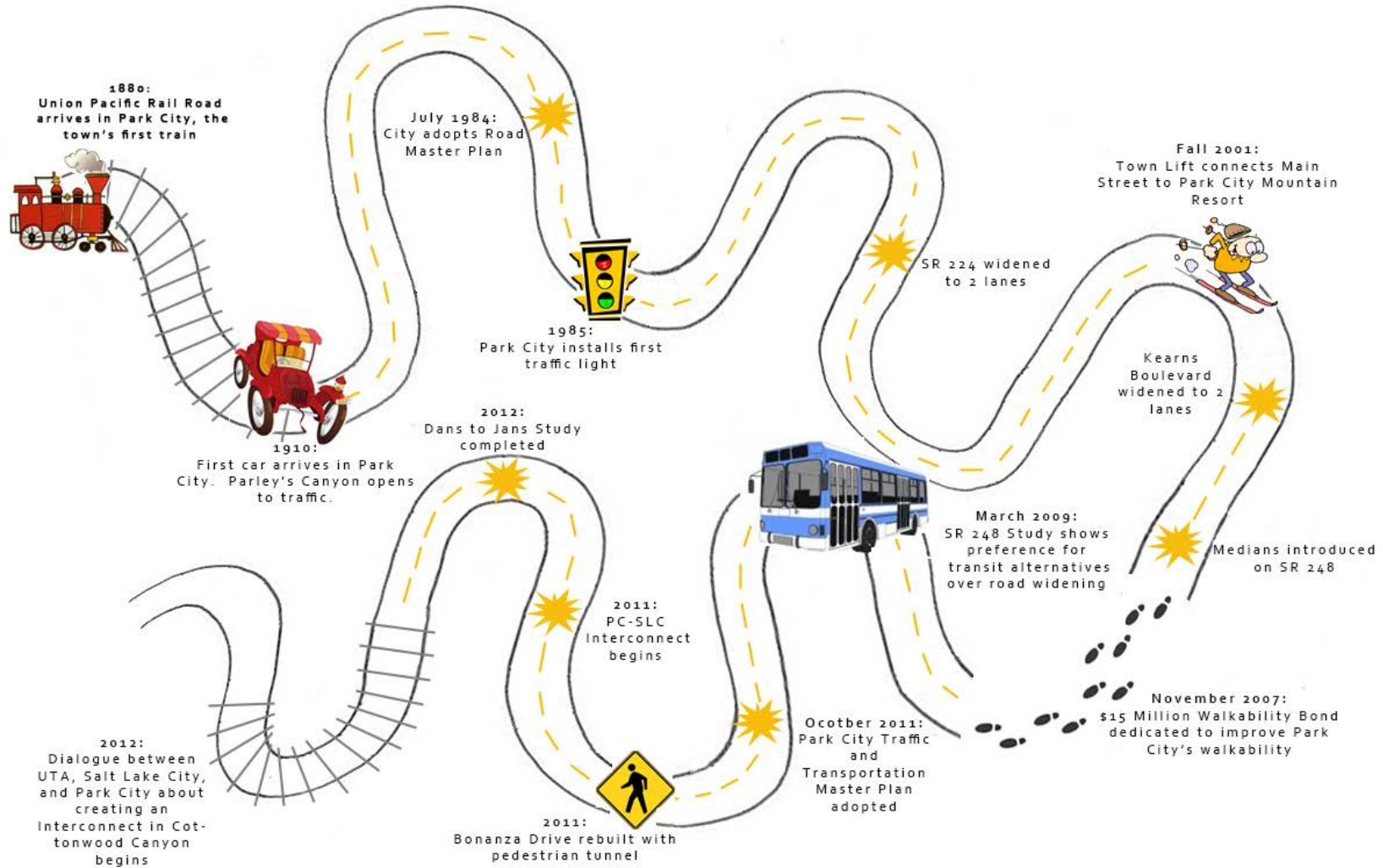
1. Work with surrounding communities to identify regional nodal development and regional strategies to alleviate pressures on the natural setting and decrease vehicle miles travelled.
2. Strengthen the existing Transfer of Development Rights (TDR) system and consider a regional TDR system.
3. Create a matrix to prioritize open space acquisitions based on community values, including: ecosystem health, sensitive lands, wildlife corridors, view corridors, and recreation.
4. Implement Conservation Subdivision regulations.

“Planners often observe that there are only two things about which they can count on finding a consensus in the public process: the criticism of sprawl and the equally passionate rejection of density. In the popular imagination, sprawl is bad but density seems worse; growth is bad but regulations infringe on freedom and yet they are ineffective at preventing bad outcomes anyway. When the negative consequences of development are combined with the breakdown of trust, civility, and respect for democratic process, it becomes difficult for many to imagine a pattern of growth that could be capable of improving both human and nonhuman environments.”¹⁰

Eran Ben-Joseph & Terry S. Szold



TREND: Transportation





TREND: Transportation

A travel demand and traffic simulation model was developed for Park City in order to assess existing and future travel demand within the study area, which included the surrounding areas as well (Snyderville Basin). The purpose of the model was to offer a tool to city staff and to use this tool both during the plan development and after the plan is completed in order to anticipate transportation problems and issues. While not a perfect tool, the model can help Park City anticipate the future and prepare for possible unintended consequences of various actions.

The travel demand model follows the basic “four step process” originally developed in the 1950s to help urban areas estimate travel demand while building the interstate system. This process is an econometric method of estimating individual choice decisions such that the aggregate estimate is reasonably accurate even if the individual estimates do not represent actual travel demand choices of individuals.

The four steps of the travel demand model are:

- Trip generation
- Trip distribution
- Mode choice
- Trip assignment

The Park City travel demand model is a two-part model; one that looks at growth assumptions and calculates trip generation, distribution and mode choices, and the other is a “Vissim” (a microscopic multi-modal traffic flow simulation software) that uses “dynamic assignment” to route vehicles on the model roadway network. In the future, after completion of this transportation plan process, each part of the model can be used to fine tune local area growth options and to visually evaluate and display traffic problems and solutions and to help determine the impacts of parking infrastructure and transit assumptions.

The travel demand model component borrows person trip generation rates from outside of the Park City limits to

estimate transit, drive alone, carpool, and walk/bike modal options. Trip distribution is simplified with fixed origin-destination pairs which were estimated. Trips by mode and by origin-destination pair are fed into the traffic simulation model. The model was calibrated to the year 2009 and compared to Park City and the Utah Department of Transportation (UDOT) P.M. peak hour traffic count data from that year. Traffic counts used for calibration came from Park City and UDOT’s automatic traffic recorders on S.R. 224 and S.R. 248.

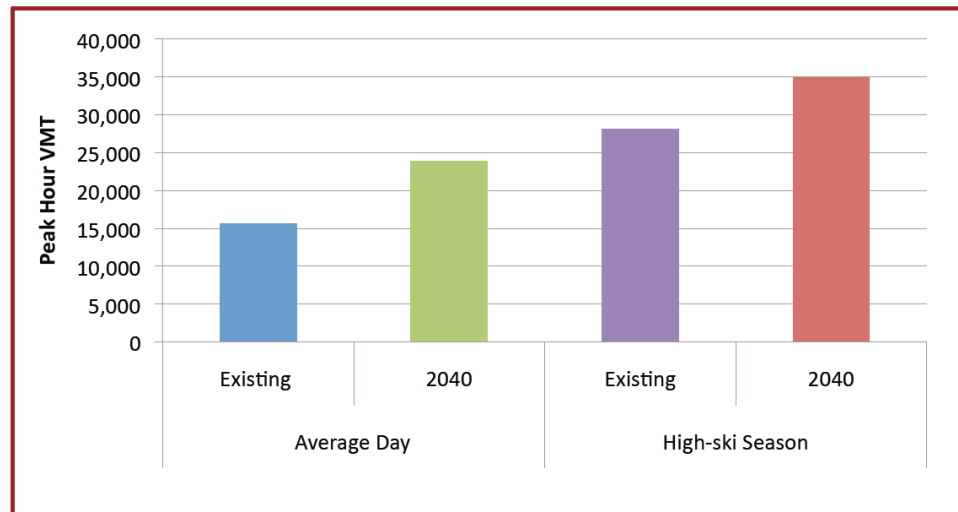
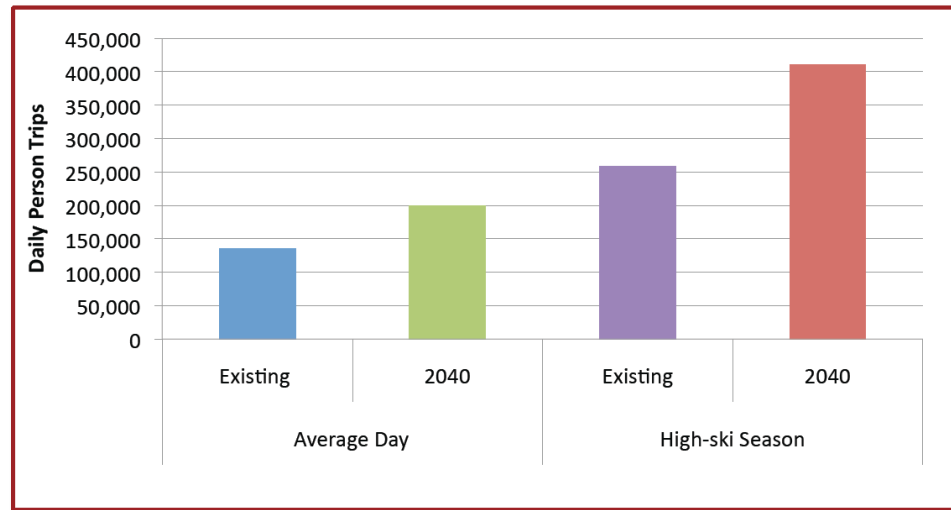
In addition to the 2009 model, three future land use scenarios were evaluated for the years 2020 and 2040. The base scenarios assumed land use and population as discussed above. However, an additional scenario was also evaluated that assumed no new growth within Park City but regional growth to 2020. This model alternative was used to assess the impact of Park City growth policies on the transportation system.

The baseline model results were

generated to understand the scope of future transportation issues and the need for transportation policies or projects to address existing and future transportation concerns within Park City and the Snyderville Basin. These baseline models assumed the future development discussed previously along with the committed transportation projects within Park City and planned projects outside of the city limits.

Based upon the baseline modeling:

- Park City will remain a major destination with the number of daily person trips increasing during both the shoulder and high-ski seasons.
- As a result, vehicle miles travelled (VMT) and delay will increase in the future.
- However, even with the expected growth in VMT and delay, the average day in 2040 will not approach the congestion levels that occur on high-ski days and during events.
- Congestion will continue to be an issue during the ski outload and large events.
- Figure 3-2 shows the daily number of person trips within Park City for



the average day and during the high-ski season such as Christmas week. Daily *person* trips are

expected to increase by 47 percent on an average day and by over 200 percent during the high-ski season.

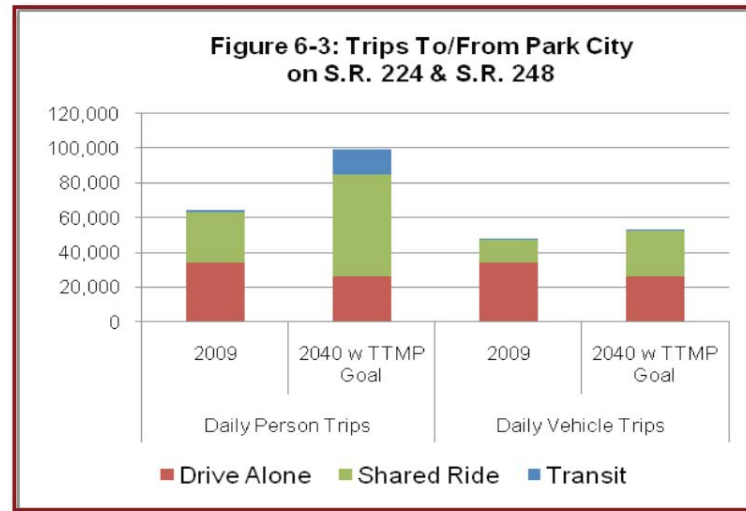
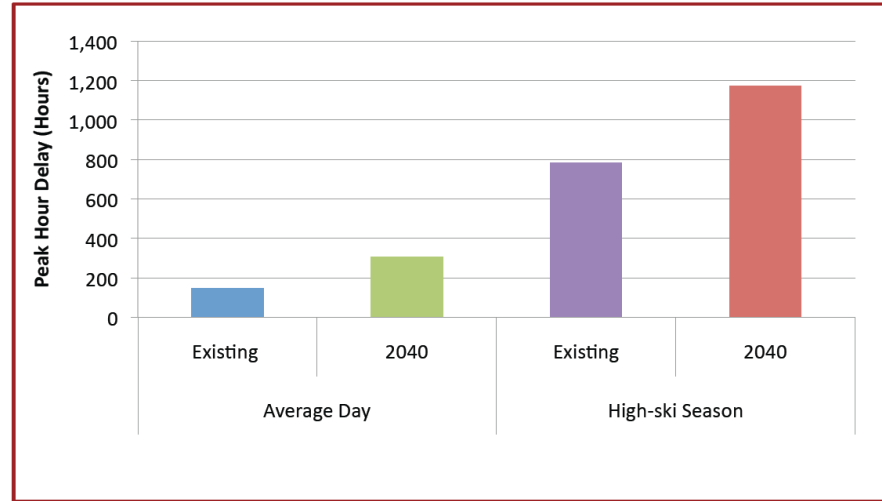


TREND: Transportation (cont.)

EXISTING GATEWAY CORRIDORS

The gateway corridors represent the main access points into Park City from outside the City limits. Existing gateway corridors include S.R. 224 (Park Avenue) from Kimball Junction at I-80 and S.R. 248 (Kearns Boulevard), from US-40 to the east. Analysis of the gateway corridors begins with a quantification of overall growth in existing corridors and their ability to accommodate this anticipated growth. Each of these corridors is a state highway under the jurisdiction of UDOT.

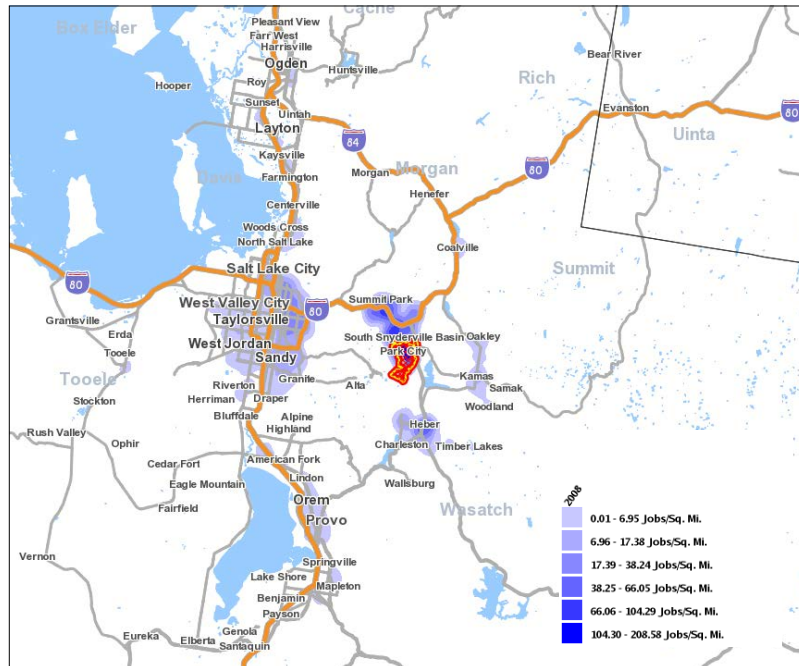
The following information offers an in-depth look at existing and future conditions on S.R. 224 and S.R. 248. A corridor study of S.R. 224 is summarized in this plan and was completed concurrent with the plan. Traffic conditions in Park City are highly affected by these corridors and current plans call for adding high-occupancy vehicle (HOV) lanes to both corridors along with park-and-ride lots and likely additional transit service. The Park City Traffic & Transportation Master Plan



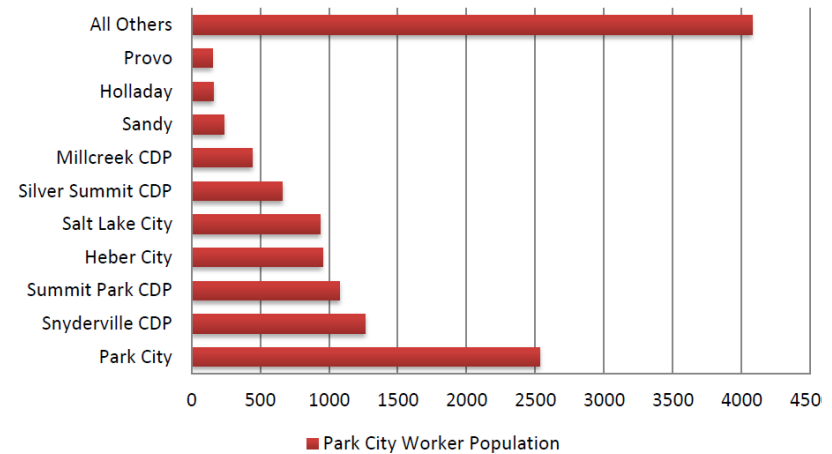
(TTMP) includes aggressive vehicle occupancy goals for these two gateway corridors. The graphs below show

existing and future mode share goals.

WHERE THE PARK CITY WORKFORCE LIVES



CITIES WHERE PARK CITY WORKERS LIVE - 2009



The map and graphic depict the spatial mismatch that exists with the Park City area. Only 2500 of Park City's 12,500 plus workforce live within City limits. The challenge of locating employees close to their work is one that impacts land use patterns and transportation systems. In the case of Park City, the challenge is further complicated by the City's extremely high cost of real estate. Much of Park City's workforce is employed in the hospitality industry, which tends to provide a lower wage rate. This creates limited opportunities for this segment of the workforce to live within Park City. As a result, Park City has committed resources over the past 15 years to incentivize/subsidize affordable housing. As of 2013, the City has a total of 485 deed restricted affordable units.

The graph and map indicate that increased efforts to address affordable housing are necessary. Immediate opportunities for this housing can be realized in PC Heights, Bonanza Park, and the Lower Park Redevelopment Area. Recognizing that it is impossible to locate all workers within the community, the City should look into alternative modes of transportation to make the commute for those located outside of the City as efficient, green, and comfortable as possible. Such alternative modes would not only provide transportation opportunities for the workforce, but for the City's estimated three million annual visitors as well.



TREND: Walkability

In 2007, the City funded the Park City Walkable/Bikeable Neighborhood Study. The study by Landmark Design analyzed the walkability and bike-ability of Park City, and in the process, provided planning and design suggestions for improvements. The study only considered streets and trails within the built environment and not the surrounding system of off-road and backcountry trails. The intent was to establish a clear and detailed list of projects that would improve pedestrian and cyclist safety, expand connectivity, and increase the efficiency of the walking and biking systems in Park City.

In 2007, residents passed a \$15 million dollar bond to fund the 36 walkability projects proposed by the study. Projects included pedestrian tunnels on Kearns Boulevard near local schools and on Bonanza Drive from Iron Horse to the Rail Trail, a Safe Routes to School project at Holiday Ranch Loop as well as a series of trail connections, sidewalks, and traffic calming projects.

A citizen-based committee, called the

Walking and Biking Advisory Liaison Committee (WALC), was formed to guide the City Council through the prioritization process, taking into account multiple public input sessions. This input resulted in an extensive list of recommended improvements to be made to Park City's walking and biking infrastructure. Key community groups that supported the walkability program were Share the Road, Coalition for Safe Streets, and the Mountain Trails Foundation.

City Walkability Index

As part of the General Plan update, a geographic information system (GIS) model was used to identify walkable areas within Park City. This model was adapted from one used by the Bay Area Metropolitan Transportation Commission in the San Francisco area. The model looked at the number of different types of basic commercial services (not just the total number of services) located within a quarter-mile of each street intersection and endpoint (in the case of cul-de-sacs). The services

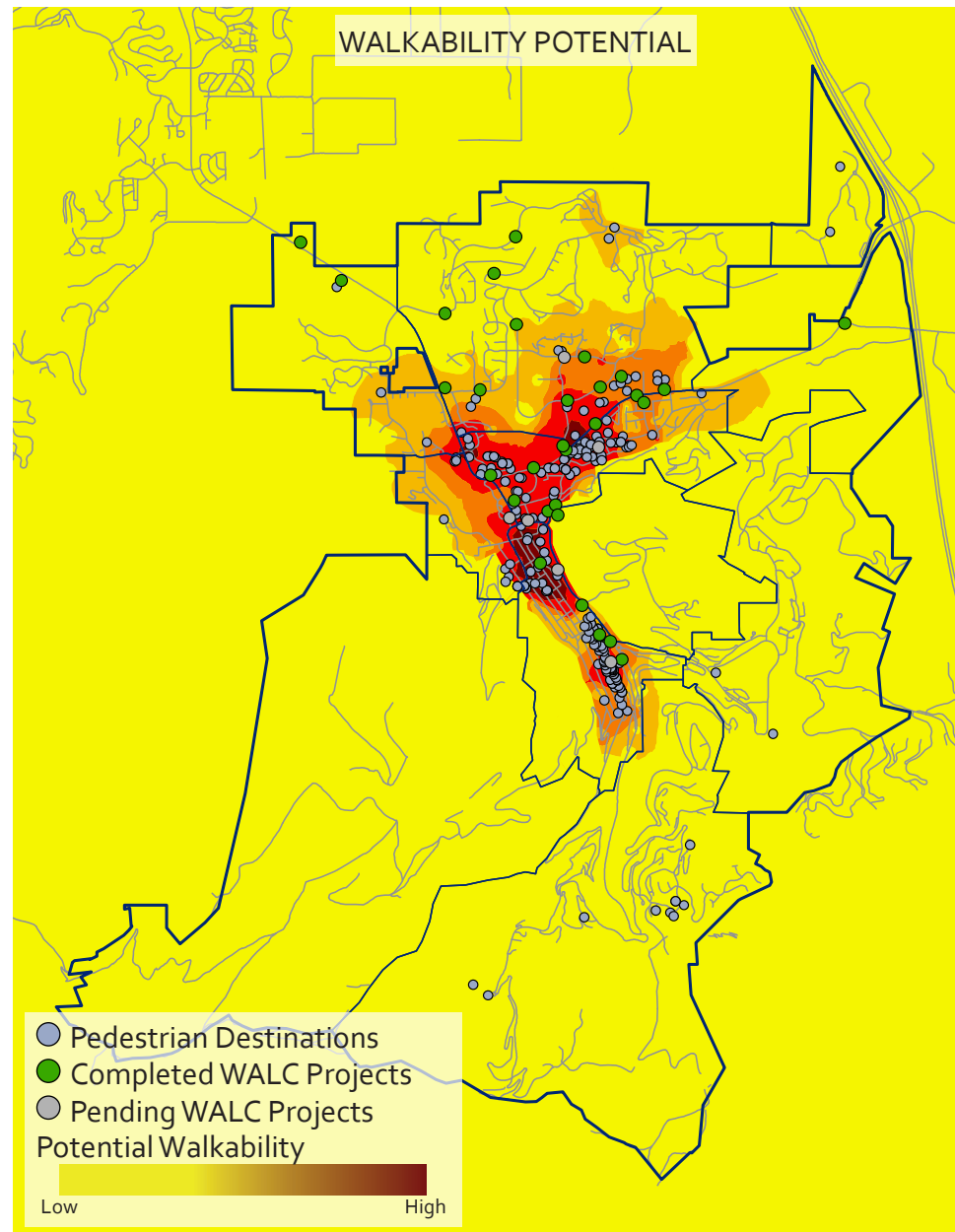


included banks, post offices, child care facilities, community centers, schools, convenience stores, hair care, hardware stores, senior centers, supermarkets, and health clubs, to name a few. Distances in the model were calculated

using a network analysis, which measured ¼-mile distance along the streets and major pedestrian pathways in Park City. Once the number of types of services for each intersection and endpoint was added up, an inverse distance weighted (IDW) tool was used to interpolate the number of services for all of Park City.

The resulting map shows that the areas of greatest potential walkability are shown in deep red, relatively walkable areas in orange, and the not very walkable areas in yellow.

Future redevelopment projects should place emphasis on pedestrian and bicycle circulation and safety to increase potential use. One such project is the “Dan’s to Jan’s Corridor Study”, which seeks to improve the sidewalks and pathways from Snow Creek to the Park City Mountain Resort along Park Avenue. The Bonanza Park Area Plan, with its proposed street grid and form based code, will improve not only the connectivity between the more walkable areas of Old Town, Snow Creek and Prospector, but will also provide additional everyday commercial services, raising the overall walkability score of this core area.¹²



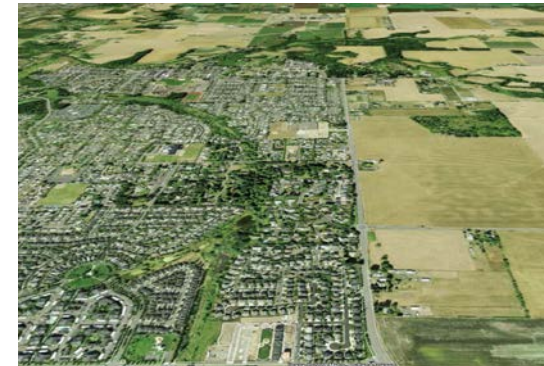
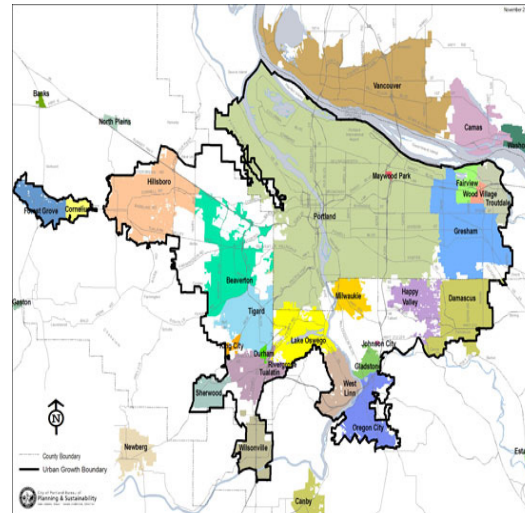
CASE STUDY: A Look at Regional Planning in the US

Portland, Oregon

Park City should look to Portland, Oregon as an example of implementing growth boundaries as a means to protect those areas that should be utilized for open space and/or agricultural producing opportunities.

Enacted in May 1973, Portland's Urban Growth Boundary (UGB) seeks to preserve open space by containing urban development within a prescribed area.¹³ This planning tool promotes greater efficiency by concentrating funds and resources on existing infrastructure such as roadways and sewer systems, the development and redevelopment of land and buildings within the urban core, and transportation within the UGB. By building up, not out, this initiative creates higher densities within the UGB through mixed-use development and protects rural lands and open space. Moreover, it reduces automobile dependence and promotes alternative transportation methods, which contribute to the improvement of the region's overall quality of life.

Higher land values generated by increased density have also restricted big box development, thus protecting and revitalizing Main Street and the downtown. The Metro Council manages the UGB program, reviewing the land supply every five years to ensure that the UGB encompasses a twenty (20) year supply of land.¹⁴ Since the late 1970s, the boundary has been expanded only three times, each time adding twenty (20) acres or less.¹⁵



This image illustrates the Portland Urban Growth Boundary. The boundary has preserved open space around the City for agricultural and open space purposes.

“The urban growth boundary can be viewed, experienced, intellectualized, conceptualized, and perceived as a finite measurable line, a known quantity that is highly specific. Likewise, the urban growth boundary can be thought of as a less tangible, more abstract place that partially determines how we live and how closely we live together... There are numerous ways to examine the UGB: analytically, metaphorically, abstractly, intellectually, politically.”

- Orlo (quoted in “Imagining Portland’s Urban Growth Boundary” by Carl Abbott and Joy Margheim)

Pinelands, New Jersey

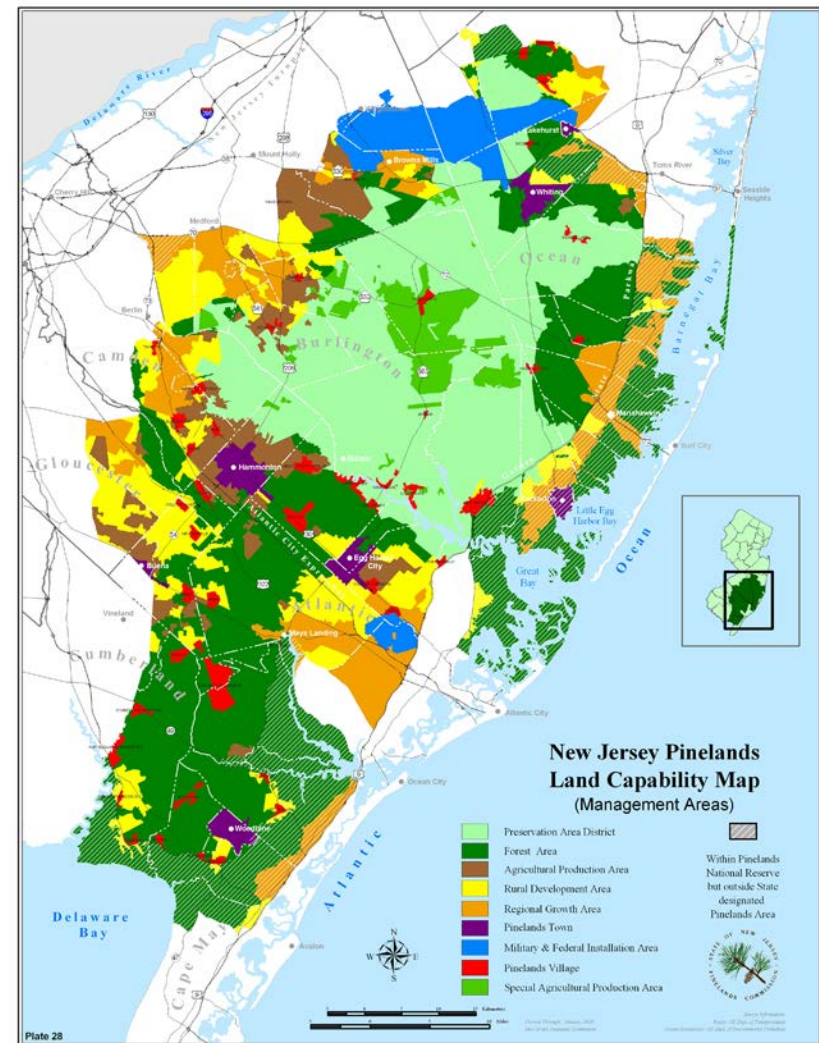
Pinelands, New Jersey is an internationally recognized example of protecting and preserving environmental resources for future generations by utilizing land use principles and regulatory protections.

The Pinelands National Reserve (PNR) was created by Congress under the National Parks and Recreation Act of 1978. The PNR is the first National Reserve in the nation. The PNR encompasses approximately 1.1 million acres covering portions of seven counties and all or parts of 56 municipalities.

This internationally important ecological region is 1.1 million acres in size and occupies 22% of New Jersey's land area. It is the largest body of open space on the Mid-Atlantic seaboard between Richmond and Boston and is underlain by aquifers containing 17 trillion gallons of some of the purest water in the land.¹⁸

In 1979, the state formed a partnership with the federal government to preserve, protect and enhance the natural and cultural resources of this special place.

In 1983 the area was designated a U.S. Biosphere Reserve by UNESCO, an agency of the United Nations, and in 1988 it was recognized as a International Biosphere Reserve.



Today, with the Pinelands Comprehensive Management Plan, the region is protected in a manner that maintains its unique ecology while permitting compatible development.



CASE STUDY: A look at Regional Planning in the US (continued).

King County, Washington

King County, Washington provides several examples of how to utilize public private partnerships to not only measure carbon footprint but also how to actually reduce it. Park City should explore the opportunity to implement similar techniques to meet the City's environmental goals.

King County has become a national leader in sustainable planning since making efforts to reduce its Greenhouse Gas (GHG) emissions in 2006.¹⁹ Preparing for climate change, Seattle and thirty-nine (39) cities in 2,000 square miles have concentrated on four levels of change: land use planning, transportation, environmental management, and renewable energy policy.²⁰ Through collaborative partnerships, King County has introduced two-hundred (200) hybrid buses and plug-in hybrid electric vehicles, created internal policies and programs in support of renewable energy that reduce dependency on foreign fossil fuels, as well as reevaluated energy use of its own



facilities and services.²¹ Through the use of hydropower resources, the county has achieved lower than average electricity emissions, but improved transit and pedestrian-friendly transportation options have also had a significant impact on reducing GHG emissions. By reducing vehicles miles

travel and restraining urban sprawl, conserving open space, and protecting environmentally sensitive areas, King County is on its way to achieving its goal of reducing eighty (80) percent of its GHT emissions below today's levels.²²

Sarasota 2050 Plan

The Sarasota, Florida plan could be a good resource for Park City in terms of protecting open space and wildlife corridors via the incorporation of development.

In the early 2000s, Sarasota, Florida, introduced a controversial plan that seeks to protect open space and wildlife corridors through the development of high-density, mixed-use communities.²⁴ These cluster villages and hamlets are surrounded by greenways, no less than five-hundred (500) feet wide, that protect wildlife and allow them to migrate between Myakka State and Oscar Scherer Parks.²⁵ Using an incentive-based structure in the Resource Management Area (RMA), the fifty (50) year plan seeks to develop universal blocks that accommodate public and civic focal points and neighborhood-oriented retail through mixed-use development.²⁶ Housing, from affordable to estate, is located within a quarter mile radius of neighborhood centers that include schools, parks, and public facilities. Higher density development along interconnected streets has led to increased employment and housing

development, while protecting Sarasota County's natural resources, existing agricultural lands, and water supply.

City of Atlanta & Beltline Planning Area

While Atlanta and Park City are on opposite sides of the spectrum when it comes to population and size, the City should still look at the efforts that the City of Atlanta and the Beltline Planning Area have put forth in terms of utilizing historic rail lines, roads and trails to connect neighborhoods.

Atlanta has set a new precedence by reclaiming twenty-two (22) miles of historic rail lines surrounding the city to create a network of public parks as well as multi-use trails and transit connecting forty-five (45) communities.²⁸ Transit-oriented development directs connections into



downtown and Midtown from outlying suburban communities, creating opportunities for new mixed-use development and initiating \$20 billion of new economic development on 3,000 acres of under-utilized land along the rail line.¹³ Demands for development have also inspired the remediation of 1,100 acres of brownfields, the installation of public art along trails, as well as the construction of 5,600 new workforce housing units and 50,000 new housing units along corridors.²⁹ The plan divided 16,000 acres within half a mile of rail corridor into ten sub-acres for master planning for land use, transportation improvements, and green space.¹⁵ Today, eight percent (8%) of the land mass covered in the plan houses twenty-five percent (25%) of the residential population.³⁰ By improving connectivity between neighborhoods and suburban communities, Atlanta is working towards reducing suburban sprawl and automobile dependency by making their downtown areas more desirable places to work and live.



TREND: Open Space

Since 1998, forty (40) million dollars within three (3) separate open space bonds were approved by the residents of Park City. More recently, in 2012, the residents of Park City approved a 0.25% increase in the resort city sales tax to support open space acquisitions and Main Street improvements. This increase will create an ongoing revenue source for open space acquisition into the future.

Year	Bond Amount
1998	\$10 Million
2002	\$10 Million
2006	\$20 Million
Total	\$40 Million

“What defines ‘small town’ is the open space you go through to get there.”

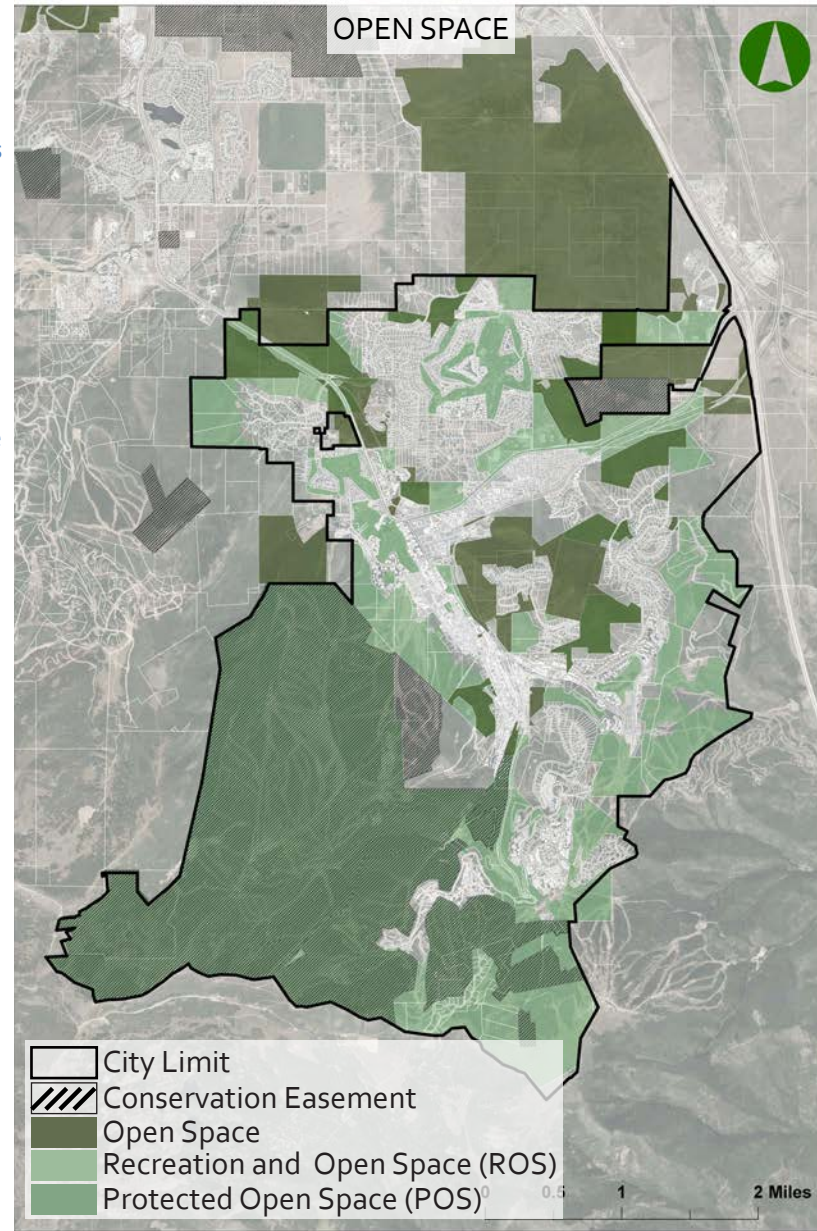
Jack Thomas, Architect

Conservation Easements are properties that have been encumbered with a third party restrictive covenant, permanently removing development rights, in addition to identifying conservation values, permitted uses and prohibitive uses. Fee title of these properties may or may not be held by PCMC.

Open Space is property currently owned by Park City Municipal Corporation for the purpose of providing undeveloped public open space.

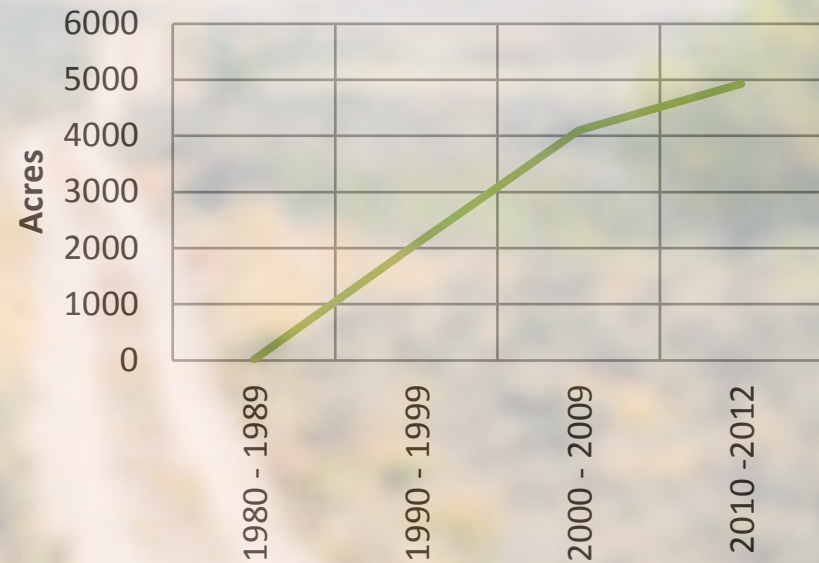
The purpose of the POS District is to promote open lands to remain fundamentally undisturbed.

The purpose of the ROS District is to permit recreational uses and preserve recreation open space land.





Total Acres of Acquired Open Space



NATURAL
SETTING



TREND: Water Demand

The chart above shows water demand trends through 2050. The most built out areas, such as Old Town and Park Meadows, currently consume the most water. As residential development consumes undeveloped neighborhoods such as Flagstaff, Quinn, Bald Eagle and the Oaks, there will be greater demands upon the City’s water supply. Greater water consumption by growing primary and secondary resident populations will have a profound impact on our environment, lessening the amount of water available in our streams and rivers for wildlife.

As climate change limits snowfall and the region’s water availability, water management and climate change adaptation will influence quality of life. As water demand exceeds supply, additional regulations will likely be created to limit water usage. Drought will become a more normal climate feature, impacting agriculture, biodiversity and the natural environment, as well as everyday activities. Parkites will not be alone as Salt Lake City and other Utah

communities, dependent on Rocky Mountain snowpack, will also suffer from these water shortages.

Water is life’s mater and matrix,
mother and medium. There is
no life without water.

-Albert Szent-Gyorgyi

Park City Projected Residential Equivalents (REs)

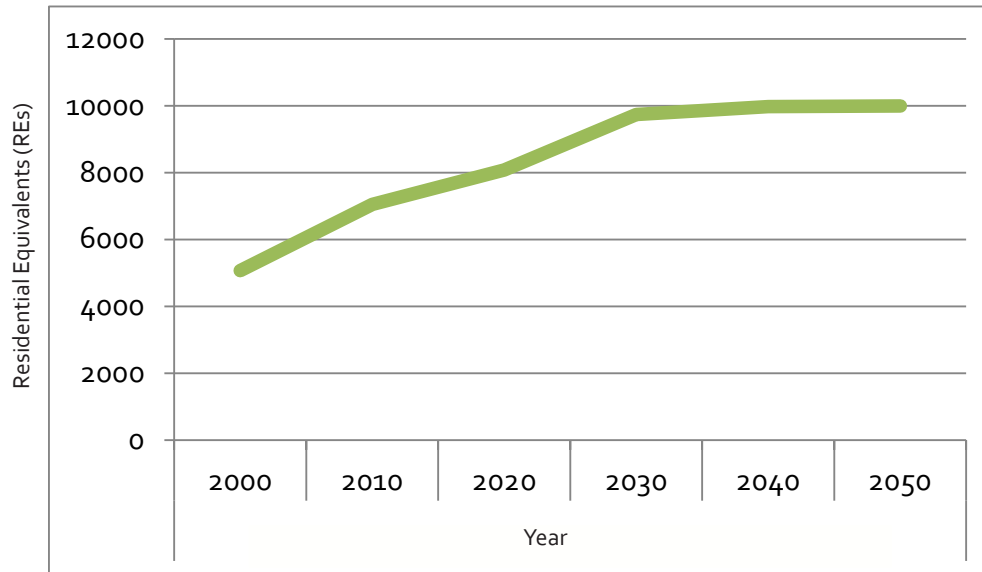


Table based on Park City definition of RE, 1 RE = PDD 1,600 gallons/day.



TREND: Water Consumption per Land Use Density



Home with 1 acre of land
1,400 sq ft footprint



Old Town 25'x 75' Lot
844 sq ft footprint



5 Unit Dwelling 75'x 75' lot
4500 sq ft footprint

NATURAL
SETTING

INTERIOR GALLONS USED PER HOUSEHOLD PER YEAR¹:

292,000

292,000

292,000

EXTERIOR GALLONS USED TO WATER LANDSCAPE PER YEAR²:

740,880

18,774

20,250

TOTAL GALLONS USED PER PERSON PER YEAR³:

255,626

97,116

19,515

¹ 250 gallons assumed daily use with 3.2 person household.

² Assuming all non-building portions of the land is watered. Water use assumptions based on Utah State University Extension Services and the Utah Water Conservation Forum

³ Based on average household size of 3.2 persons per unit



TREND: Air Quality

Studies have been conducted in Quinn’s Junction and the Snyderville Basin during wintertime temperature inversions to determine the impacts of Salt Lake County’s inversion on Summit County air quality. These studies rely on the number of PM_{2.5} airborne particles, measuring 2.5 micrograms or less, which are often found in smoke or haze and create soot. These particles can lead to a number of health defects, including irregular heartbeat, nonfatal heart attacks, aggravated asthma, and other repertory illnesses. PM_{2.5} also increases the acidity of our lakes and streams, depletes soil of its nutrients, degrades forests and crops, and threatens ecosystem diversity. Despite the dangers of Salt Lake County’s inversion, studies have found that the inversion only enters Summit County occasionally due to strong winds pushing the front over the summit. Nevertheless, Summit County and Park City are committed to monitoring and maintaining the high quality of our air.

In 2010, the Summit County Health Department (SCHD) completed a four

Air Quality Index Levels Based on PM _{2.5} Concentrations & Health Advisories		
AQI Notification	PM _{2.5} Concentration	Health Advisory
Good (Green)	0 - 15.4	None
Moderate (Green)	15.5 to 25.4	None
Moderate (Yellow)	25.5 to 35.4	None
Unhealthy for Sensitive Groups (Red)	35.5 to 55.4	Sensitive people (those with respiratory or heart disease, the elderly, and children) should reduce prolonged or heavy exertion outdoors.

month study from December 2009 to April 2010 to study PM_{2.5} levels at Quinn’s Junction and Old Ranch Road.² Samples collected daily showed that the two sites experienced relatively low levels of PM_{2.5}; however, on two of the 112 days sampled, the levels reached or exceeded moderate levels due to a dust storm.³ Eighty percent (80%) of the results indicated that PM_{2.5} levels were higher at Old Ranch Road than at

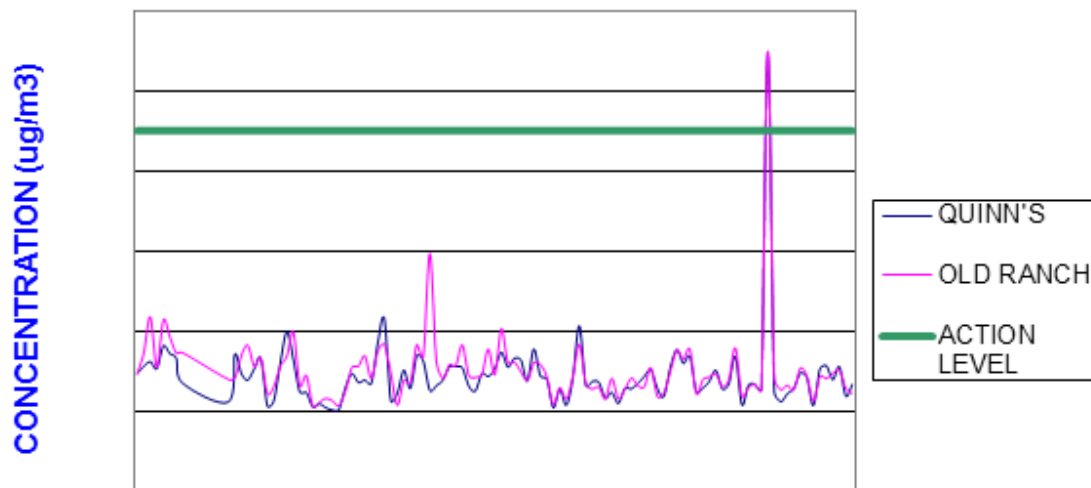
Quinn’s Junction with Old Ranch Road averaging a daily 5.5 ug/m³ compared to 4.4 ug/m³ at Quinn’s Junction.⁴ Quinn’s Junction samples matched or surpassed Old Ranch Road only on days when the concentration at both sites was minimal.

Furthermore, the Utah Department of Environmental Quality (DEQ) has a “Red Light, Green Light” program to reduce

airborne pollutants. The DEQ has measured the impacts of daily activities to our air quality, finding that vehicles impact air quality by 57%; area sources including homes, small businesses, and buildings contribute 32%; and industry point sources influence our air quality by 11%.⁴ Through this study, the DEQ recommends that residents take the following considerations to help maintain and improve air quality:

- Reduce vehicular trips as well as maintain your vehicle to ensure efficiency. Vehicles should not be left idling.
- Take public transportation, or participate in a car share or carpool program to reduce vehicle trips.
- To conserve energy, use less toxic or no toxic spray cans.
- Water-based, rather than oil-based, paints should be used.
- Use a snow shovel, rather than a snow blower.
- Energy Star or other efficient products and appliances should be used whenever possible.
- Clean wood stove pipes and chimneys regularly.

QUINN'S / OLD RANCH RD PM2.5 Air Quality Study



DAILY AVERAGE READINGS

Air quality in Park City is influenced by factors outside of Park City's border. Regional land use and transportation decisions will influence the air quality within Park City for the years to come. Collective regional planning

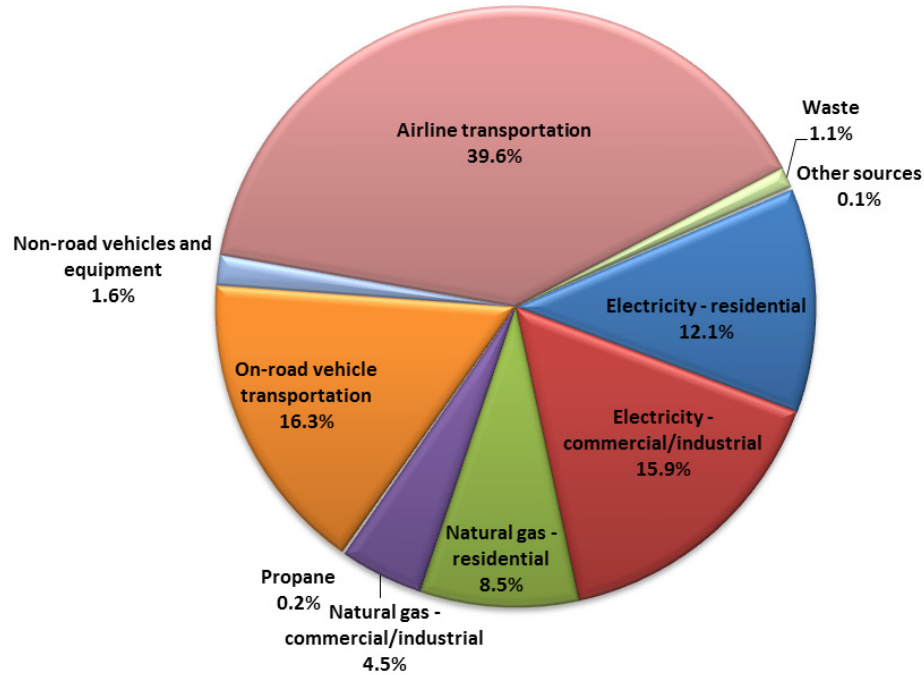
to address development patterns and transportation infrastructure will affect air quality for years to come.



TREND: Community Carbon Footprint

A carbon footprint is not just a measure of how much a community is contributing to global climate change. Carbon emissions are closely tied to a myriad of other issues such as depletion of finite resources, exposure to energy price inflation, energy independence goals, and contribution to environmental and public health issues. As such, the relative size of our community carbon footprint is indicative of many components of Park City life including economic resiliency, quality of life, and long-term sustainability.

Park City was the first community in Utah to calculate its community carbon footprint and continues to recognize the importance of tracking and reducing this impact. The 2007 community carbon footprint revealed 790,645 annual tons CO₂-equivalent (CO₂e) emitted across the primary categories of airline travel, electricity, natural gas, vehicle transportation, and waste generation. This equates to 98 tons CO₂e per full-time resident of Park City.⁶



Park City – 2007 Community Carbon Footprint

The per capita carbon footprint of Park City is larger than the U.S. average and also higher than the Utah average, which is roughly 30 tons CO₂e per resident. Comparing carbon footprints between communities is challenging due to the various methodologies used, but rough comparisons have been provided as part of the full community

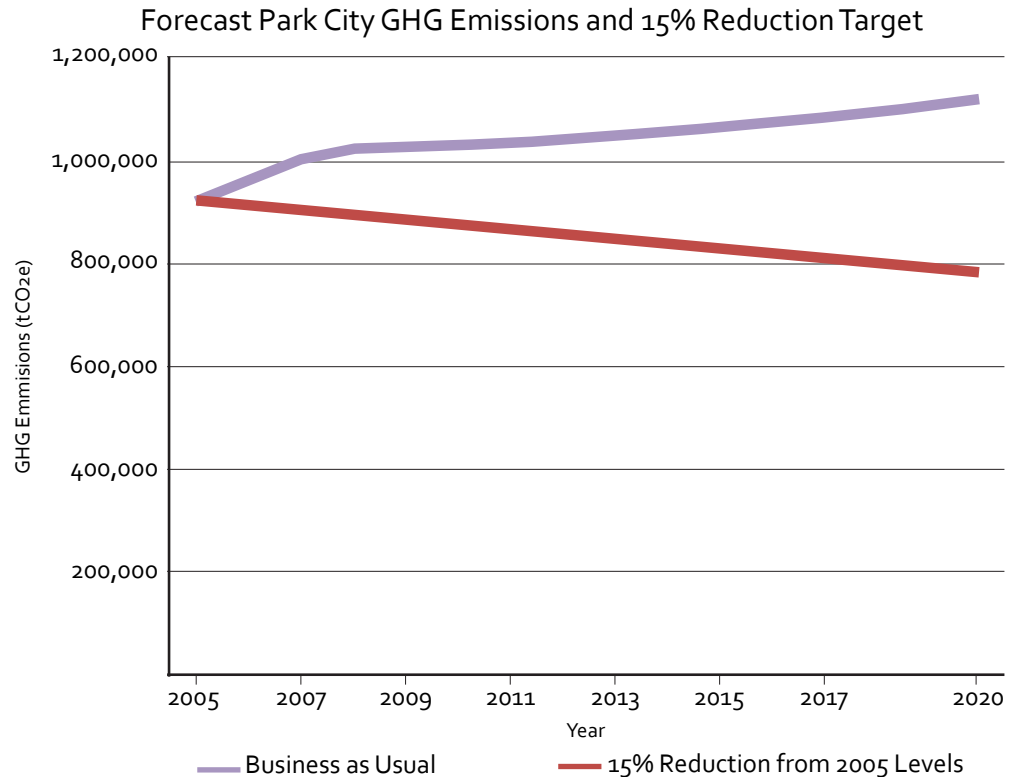
carbon footprint report.⁷

The high CO₂e output per full-time Park City resident is the result of numerous factors. These include a robust tourism economy with significant energy and infrastructure needs, plus a historical reliance on air travel for visiting guests and driving economic success. Other

major factors include a high percentage of part-time residents, electricity being primarily derived from fossil fuels, and a cold climate that requires significant natural gas for heating needs.⁸

When calculating a community carbon footprint and devising strategies for CO₂ reduction, it is important to recognize those factors that fall under the "Sphere of Influence" of a community. The Sphere of Influence includes aspects of a carbon footprint that local citizens have a strong ability to influence. The primary Sphere of Influence for Park City residents includes residential electricity and natural gas consumption, plus our personal transportation choices and waste generation. Commercial energy consumption also falls under the Sphere of Influence, but to a lesser degree than direct residential behaviors.

Park City households consume roughly 12,400 kilowatt-hours of electricity and 166 dekatherms of natural gas per utility customer annually. These totals are respectively 12.5% and 122% higher than national residential averages and result in 21.3 tons of CO₂e emitted per household from at-home energy use.⁹



Larger home sizes, significant plug loads (e.g., electronics, appliances, etc.), and other devices requiring energy such as rooftop and driveway snowmelt systems are drivers of high per capita residential emissions. Park City also has a high demand for natural gas due to a colder climate and related heating demands, but this is partially counter-balanced by cooler summers and a lesser need for air conditioning.

Park City made the decision to include airline travel in its community carbon footprint. Some communities have excluded airline emissions unless they had an airport within municipal boundaries, but the decision was made to be accountable for these emissions due to the direct role they play in shaping our local economy. These emissions fall outside the Sphere of



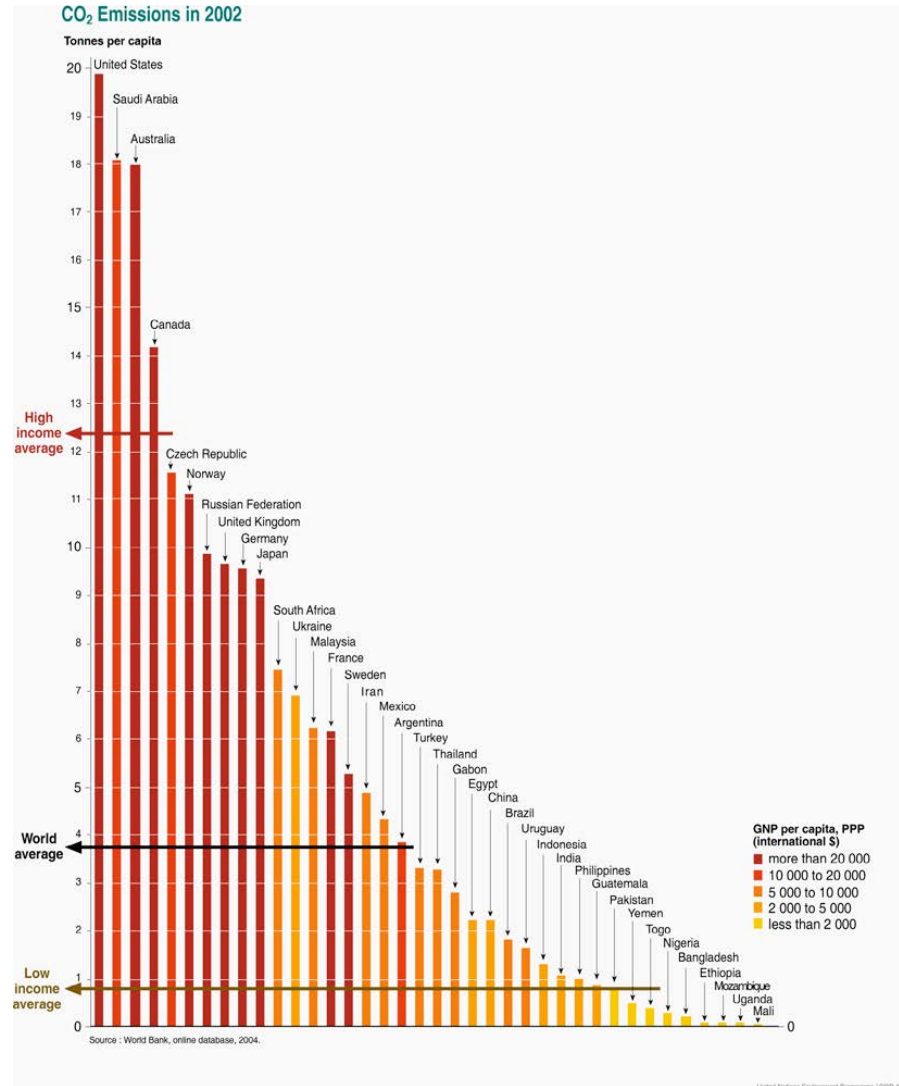
TREND: Community Carbon Footprint (continued)

Influence of local activities, but do reflect a current dependency on energy-intensive activities.

What is the "right" size for our community carbon footprint?

The answer to this question largely depends on community goals and priorities. Current global per capita emissions, estimated to be around 5 tons CO₂ per person annually, are much smaller than that contributed by the average Park City resident. Despite these relatively small per capita emissions, global emission totals are leading to a steady increase in the amount of CO₂ registered in the atmosphere. Since the start of the industrial revolution, CO₂ levels have increased from 280 parts per million (ppm) to nearly 400 ppm (a roughly 40% increase) and continue to rise each year.¹⁰

There is scientific consensus that human activity is largely responsible for the planetary warming we have witnessed to-date. The U.S.



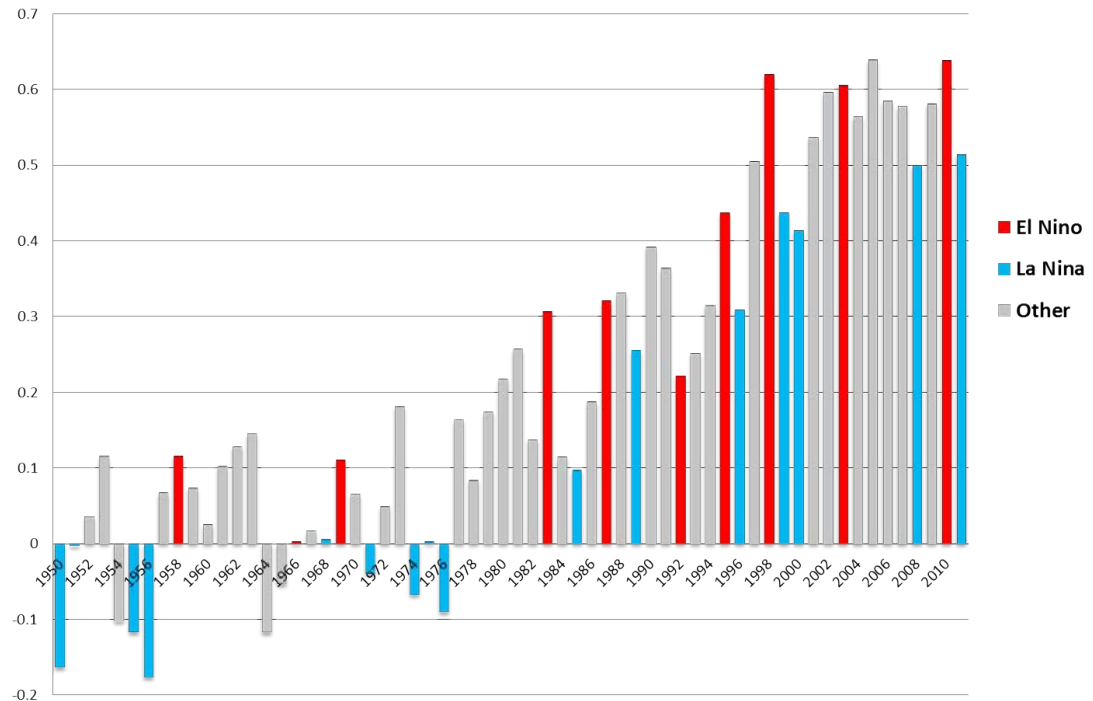
National Academy of Sciences, along with thirty-one (31) other national academies from around the world, have confirmed the consensus that the Earth is warming and greenhouse gas emissions are a driver of the higher temperatures. The following graphic displays global annual temperature anomalies since 1950 and reflects continued global warming, despite the short-term influences of natural factors such as El Niño and La Niña.

Considering the United Nations' definition of sustainability, it is clear that the global rate of emissions and, by extension, Park City's emissions are beyond what could be deemed "sustainable" for promoting stable climatic conditions.

“Meeting the needs of the present without compromising the ability of future generations to meet their own needs.”

United Nations definition of Sustainability (1987)

**Annual Global Temperature Anomalies
1950 - 2011**



The National Oceanic and Atmospheric Administration (NOAA) compiled all annual global temperatures trends from 1950 - 2011. Within this graph the El Niño (typically warmer) and La Niña (typically colder) years are represented. The trend shows warming global temperatures despite the short-term influences of natural factors such as El Niño and La Niña.



TREND: Emergency Planning

Emergencies and disasters can strike at any time. In an effort to adapt to the challenges of our natural environment, Park City has a Comprehensive Emergency Management Plan (CEMP) that will help guide the City and its departments through such an event should it occur. The purpose of this plan (available at the City website or from the Emergency Management Office), which is administered by the Emergency Program Manager (EPM), is to provide a system to mitigate the effects of an emergency or disaster, preserve life, determine which departments will respond and their appropriate responses, and establish a recovery system that will return our community to its normal state of affairs. The City will be the first to respond in the event of an emergency or natural disaster, and the mayor may issue an emergency declaration that will state the nature of the emergency, the areas threatened, various conditions which cause the emergency to be declared, and the initial period of the emergency. If the City is unable to fully address the situation they may ask the help of

Summit County, then the State of Utah, and finally the federal government will assist should the State require it. The CEMP guides the City through a well-documented and timely system of mitigation, preparedness, response, and recovery steps that will permit city officials and departments to plan for all hazards, as well as, manage resources effectively at the time of an emergency.

Because of our unique location, Park City faces a number of potential hazards or risks that are unique to our region. While wildfires and extreme snow fall are of immediate concern, earthquakes and other local emergencies pose as severe of a threat. A list of these potential hazards and risks are outlined in the table below.

The City's wildlife urban interface (WUI), a transitional zone between unoccupied land and human development, is threatened by the risk of wildfire. The National Fire Protection Association (NFPA) have identified these regions based on the amount, type, and distribution of vegetation; flammability



In June 2011, wildfires ten (10) miles from Park City consumed over 500 acres of land near the Jordanelle Reservoir and nearby Forest Service Land.

“Adapt or perish, now as ever, is nature's inexorable imperative.”

--H.G. Wells

of structures; proximity of structures to fire prone vegetation; weather patterns; topography; hydrology; and types of road construction. Because most structures in WUIs are not destroyed from direct flames but wind-driven embers, it is crucial that property

owners prune vegetation to limit overhangs to six feet from the ground, remove leaf clutter, limit vegetation growth on buildings and decks, as well as store firewood away from structures. Moreover, architectural design dictates the use of enclosed overhangs, double-paned glass, and fire resistant building materials such as cement, plaster, stucco, and masonry to prevent the spread of fire. City Departments will work to mitigate the effects of wildfire as well as ensure the safe evacuation of Park City residents along State Road 224 North, State Road 224 South-Guardsman Pass, and State Road 248.

Natural Disasters such as Hurricane Katrina have emphasized the need for effective disaster preparation and management. In 2010, five years after the disaster, the city's Lower 9th Ward continued to be impacted by high vacancy rates, abandoned houses, and neighborhood blight. Hoping to revive depleted neighborhoods, Mayor Mitch Landrieu began razing and clearing some 40,000 lots in order to make way for new development.¹³ In some cases, miscommunication led to the demolition of historic structures. The City also spent considerable time working with downtown neighborhoods

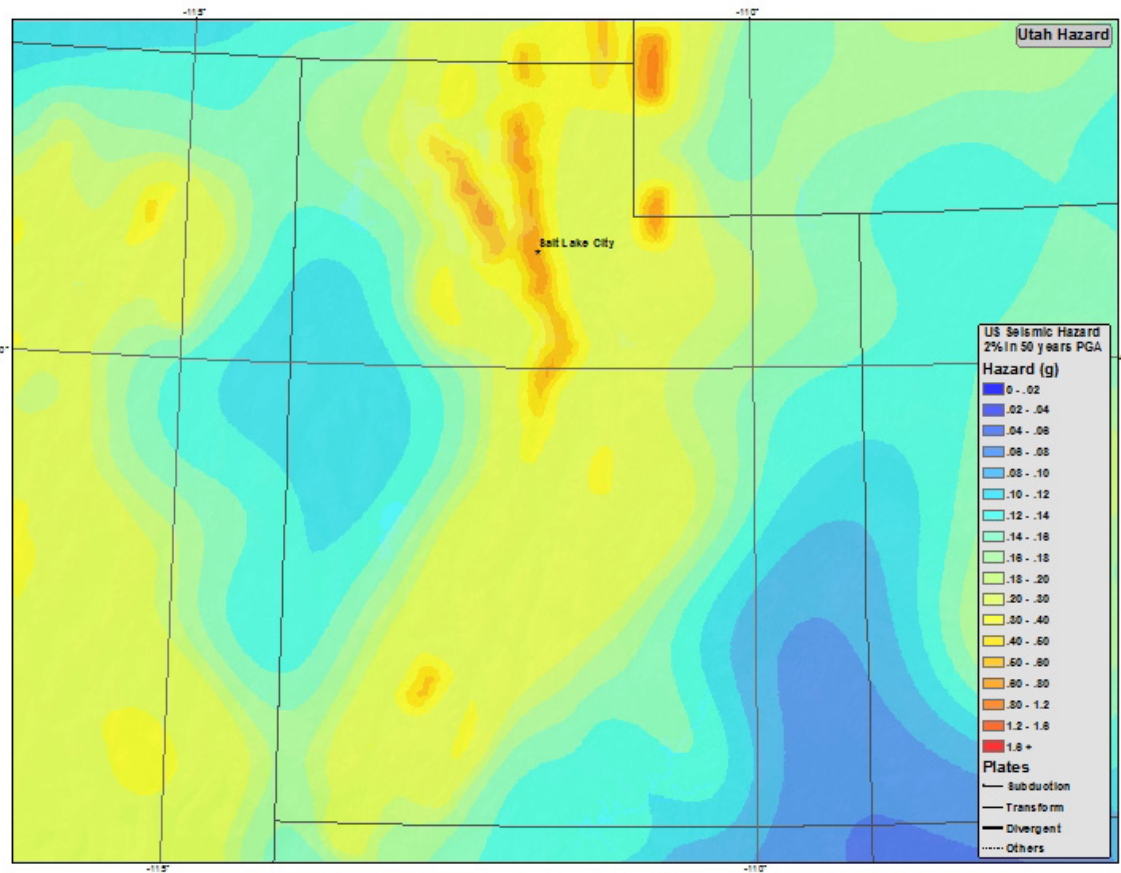
Potential Hazards/Risks	Priority/Chance of Risk
Bio Hazard/Infectious Disease	Medium
Cyber Security	High
Drought	High
Earthquake	High
Explosions/Utility Disruptions/Other Local Emergencies	High
Extreme Temps	Low
Flood	Medium
Hailstorm/Lightning	Low
Hazardous/Toxic Materials	Medium
High Wind Storm/Tornado	Low
Mudslide/Landslide	Low
Radiological Incident	Low
Severe Snow Storm	High
Terrorist Attack	Low
Waste Water Collection Failure	Low
Water Contamination	Medium
Wild Fire	High

to develop the "Unified Plan" for rebuilding New Orleans. Needless to say, recovery has been slow.

Like other city departments, the Park City Planning Department has

established Standard Operating Procedures (SOP) in case of an emergency or natural disaster. In the event of an emergency, this department will work closely with the Engineering and Building Departments to provide





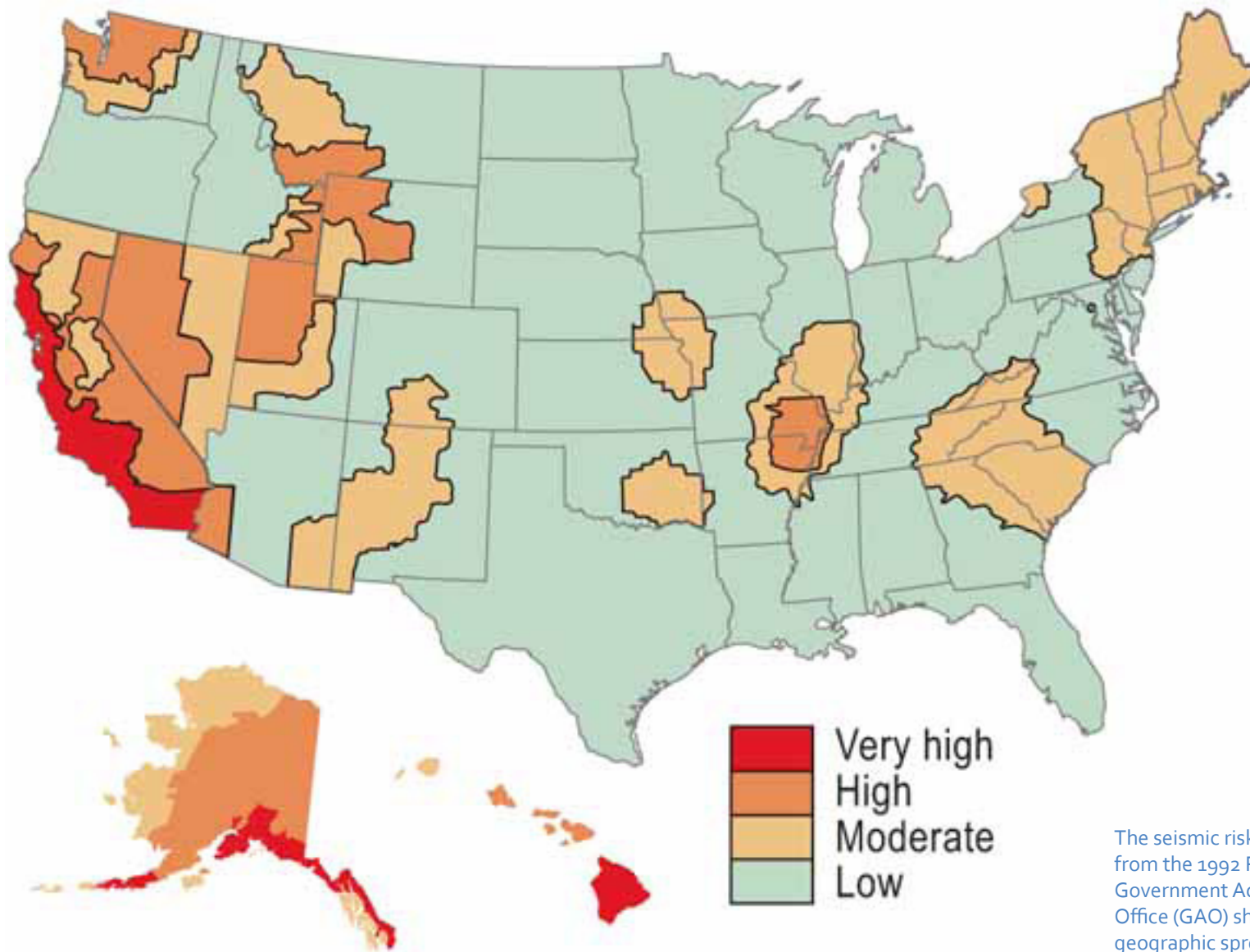
Utah Seismic Hazard Map

our historic districts. In preparation for this, the Planning Department will work to develop a disaster plan to address historic structures and sites in the event of a natural disaster. Existing comprehensive surveys of our historic resources will be pivotal in aiding Planning Staff to prioritize saving landmark and significant structures. A building condition assessment form will be created to help volunteers and staff to evaluate the condition of historic structures following the disaster as well. This plan will also address processes following the disaster for temporary repair permits, demolition requests, zoning for new housing, and prioritizing infrastructure repair to ensure the preservation and reconstruction of our historic buildings. The Planning Department will work closely with the Emergency Program Manager (EPM) to develop and adopt this disaster plan.

initial situation or damage reports per field unit observation and in response to concerns made by the general public. Moreover, Planning Staff will establish temporary housing criteria and sunset clauses to ensure the successful and timely rebuilding of the community. After the emergency status has been

deactivated and departments and governmental agencies have returned to pre-disaster day-to-day functions, the Planning Department will be instrumental in redefining our city through its urban landscape.

In the event of a natural disaster, the greatest damage will likely occur in



The seismic risk-zone map from the 1992 Report of the Government Accounting Office (GAO) shows the geographic spread of the earthquake hazards confronting the Nation.



A Citizen's Perspective: Citizens Allied for Responsible Growth (CARG) in Review by Cheryl Fox

"Forget about your liberties and they will go away."

Thomas Jefferson

In the mid 1990's Park City was just starting to come out of an economic slump that had devastated local business and many prominent individuals. During the long, slow years from 1985-1990, both Park City and Summit County had granted development approvals for massive projects that would forever change the face and makeup of our community, but these had not yet been built, and most of us had no idea that the green pastures, the open hillsides, and the quiet trails we enjoyed belonged to someone with both the plans and the rights to develop them.

This potential conflict exploded in the fight over the Flagstaff Annexation proposal. On one side, United Park City Mines was doing its best to serve its shareholders by fundamentally changing its business from mining to luxury development. On the other

side, the people who lived and worked in Park City were fighting to save the landscapes that formed the basis of our mountain lifestyle.

The community in Park City was much smaller then. Most of the members of CARG lived and worked in Park City, in Old Town. Daly Canyon, or Empire, as it is now known, was where we all walked our ill-bred dogs, learned to use our telemark gear, and found our identities as ski town locals. To find 1,376 acres of this land threatened with massive development forced all of us to sit up and take notice.

The established power in City Hall was also much more self-contained in those days. The men who had come to Park City in the 1970's as ski bums had invested their savings and built businesses. Many of them believed that the economy needed the type of luxury development that the Flagstaff Annexation promised, and the loss of Daly Canyon was worth the exchange. As CARG members began to speak out against the development, we were often vilified, denigrated, and attacked

personally. We, however, driven by idealistic principals articulated most clearly by Dana Williams to be hard on the issues and soft on the people, made a point of NEVER insulting or attacking the individuals representing the developer or the officials who seemed willing to approve things that the general plans did not permit.

This commitment to stick to issues is perhaps the reason that CARG is now seen as such a positive force in the development process. In fact, CARG's insistence on civility set an ongoing standard for all of our community's conversations. We no longer judge people by the length of time they've been in town; we now recognize that many ski bums and wait-people have advanced degrees, and we encourage newcomers to slow down, enjoy the view, and get involved with the nonprofits that support so many great community activities.

But it wasn't always like this. CARG members were told that we had no right to speak against the Mine Company's plans because it had been

here for a hundred years and we were just n'er-do'-wells who had enjoyed the Mine Company's property for free. CARG members were told that we'd done nothing for the community (although many of us were working two or three or four ski industry jobs to pay the rent). But the most insidious criticism came from people who told us that we were wasting our time. There was no way, they said, that "kids" like us could stand in the way of Progress/Development/Big Money.

All of these criticisms were wrong, and it's easy to laugh at them now, when CARG members have gone on to serve in City and County government from Planning Commission, to City Council, to the Recreation Advisory Board, and to found nonprofit organizations that help preserve the quality of life that makes Park City so unique. But at the time, these insults hurt. Sometimes they still do. This is still a small town. The real estate agent who told us we were just rabble is still here, and I still wonder if he feels the same way. In the end, CARG did have a positive influence on the final the Flagstaff

Annexation Agreement of 1999. The Empire Pass Development that we now see is a much smaller, more contained development that it would have been without our efforts. We were effective because we did our homework. We studied the laws, the General Plans, and the various iterations of the development agreement with attention to details. We focused on helping the City say no to the developer by concentrating on the concrete issues like traffic impacts and pollution, and not on the "emotional" ones like wildlife or the wisdom of building at 8,000 feet above sea level, because these emotional views could not form the basis for the City's actions.

Today the development process is different thanks to our challenges and our requests. Codes have been clarified, and the process has been modified to help both developers and the community understand what it wanted.

Because CARG maintained civility as a top priority in all of our efforts, we are left with a sense of community that

wouldn't have been possible if we'd been mean. It wasn't always easy. Sometimes over beers after a meeting, we were not very complimentary to our opposition, but in public we kept these opinions to ourselves. Most of us knew that we wanted to stay here in Park City and we would have to live with those people who sat at the other side of the table. Because we were respectful, many of those people have now spoken to us about how they have come to respect us. And some of those people are now good friends.

That's what community development should be about.

Cheryl Fox
March 2012

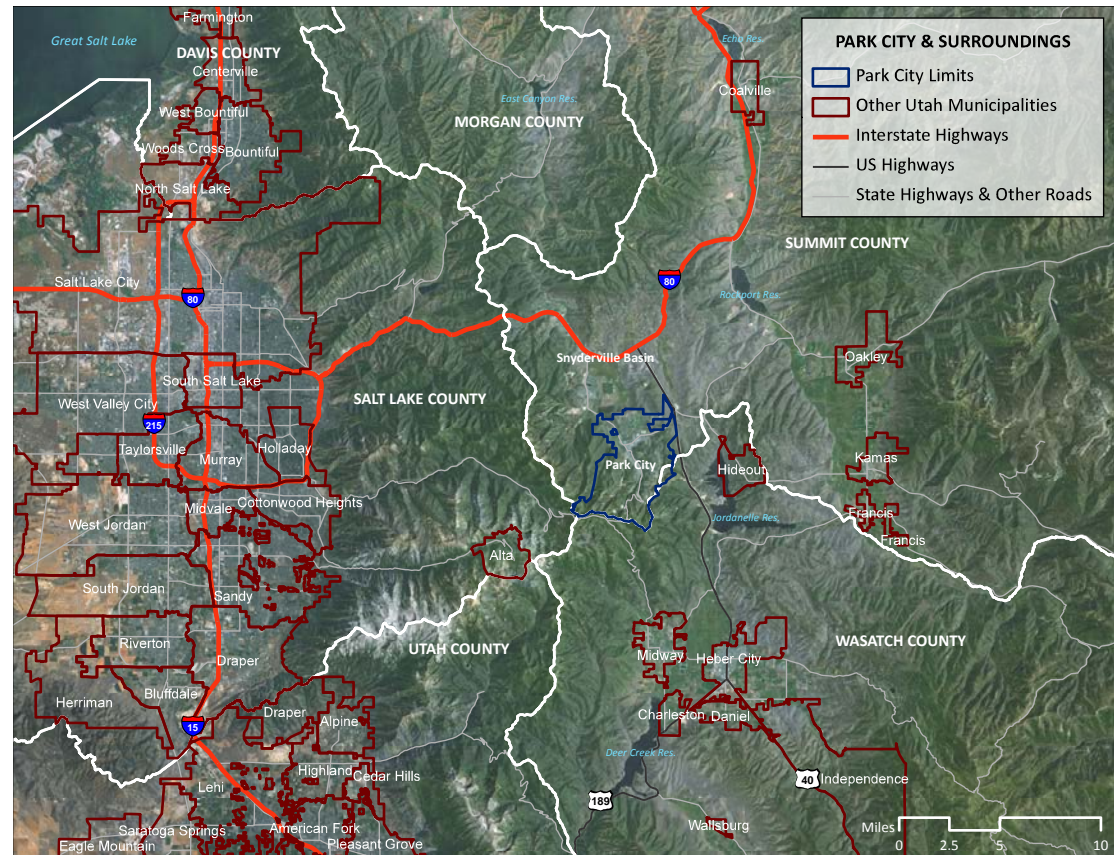
Citizens Allied for Responsible Growth (CARG) was founded by Rich Wyman, Cheryl Fox, Dana Williams, David Staley, Carole Murnin, Liz Hoey, Stan Christensen, and Anne Critchfield. CARG was also supported by a countless number of other individuals throughout the years.



TREND: Geography of Park City

Park City is a municipality located in western Summit County, Utah, with a small portion of the municipality located in northern Wasatch County. It is an important city in the region known as the Wasatch Back, generally considered the area to the east of the Wasatch Mountain Range. Situated at the base of the mountains, Park City is bordered by the Snyderville Basin to the north, the Kamas Valley to the East and the Heber Valley to the south. At the time of the 2010 US Census, Park City had a population of 7,558. Including the unincorporated area of the Snyderville Basin, which is culturally, economically and geographically linked with Park City, the greater area had a population of 24,696. The population living in and around Park City accounted for roughly two-thirds of Summit County's 36,324 people, making it the most populated area in the County. The remaining population of Summit County lives in Kamas, Coalville, Oakley, Henefer, and Francis, as well as the unincorporated areas surrounding these municipalities.

Park City is located near three other



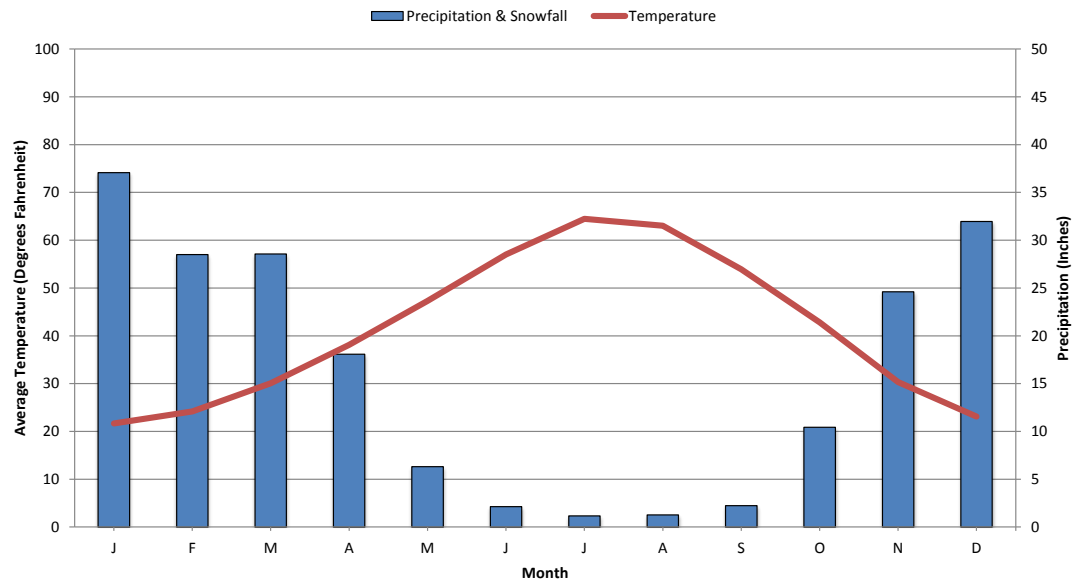
Utah counties. Wasatch County, to the south, had a 2010 population of 23,530, half of whom lived in Heber City. The economies of Park City and Wasatch County are closely linked,

as the county offers a much larger stock of affordable housing. To the north lies Morgan County, population 9,469. While Morgan County is geographically close to Park City, most

of the population lives closer to Weber County, the city of Ogden and the surrounding municipalities. To Park City's west is Salt Lake County, home to the state's capital, and the largest city in Utah. Economically, Park City is closely tied to the Salt Lake Valley, and is included in the Salt Lake City Metropolitan Statistical Area (a US Census designation). Salt Lake County had a 2010 population of 1,029,655, a third of Utah's total 2,763,885. The Salt Lake City Metropolitan Statistical Area, which includes Salt Lake, Summit and Tooele Counties, had a 2010 population of 1,124,197.

Park City's climate is characterized by warm summers and cold winters. According to weather data from the National Climate Data Center, the warmest month, averaged over 40 years, was July, with an average daily temperature of 64 degrees Fahrenheit. Conversely, the coldest month is January, with an average daily temperature of 22 degrees Fahrenheit. The wettest months are during the winter, when the main form of precipitation is snow. The average monthly snowfall and precipitation is the largest in January, where an average of 37 inches fall on Park City.

Park City Average Monthly Climate



Summers are very dry. With an average monthly rainfall of 1.2 inches, July is the driest month. Climate scientists use temperature and precipitation statistics to determine a location's climate classification. The most common classification system is the Koppen system. Park City has a Dsb climate, or

Lower Boreal/Microthermal climates, characterized by warm dry summers and cold snowy winters. The average temperatures of the four warmest summer months is above 50 degrees Fahrenheit, but below 71 degrees Fahrenheit.

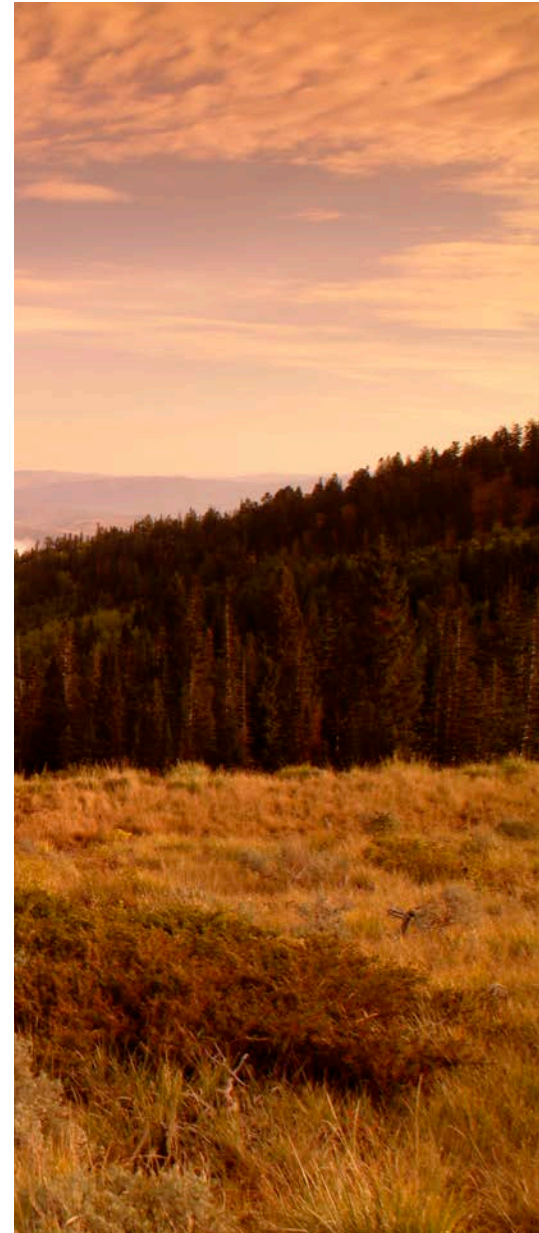


TREND: Geography of Park City

In addition, the US Environmental Protection Agency and other federal environmental agencies use ecoregions to classify different ecosystems across the United States. Park City is located in ecoregion 19, called the Wasatch and Uinta Mountains ecoregion. Ancient glaciers created the peaks, foothills and valleys of these mountain ranges. The western side of the Wasatch Mountains (the Wasatch Front), is steeper and more rugged, but receives more rain than the Wasatch Back. Agricultural valleys are much more common in the Wasatch Back. Within this ecoregions are 7 subregions, three of which occur around Park City. The first of these subregions is the Mountain Valleys subregion. These are large, flat, unforested valleys found between the foothills and plateaus that separate the Uinta and Wasatch ranges. These valleys include the Heber and Kamas Valleys and the Snyderville Basin.

Natural vegetation in these areas include Great Basin sagebrush as well as cottonwoods in riparian areas. Irrigated agriculture is most common in this

subregion. Above the mountain valleys, is the Semiarid Foothills subregion. This subregion covers the foothills and lower slopes of the Wasatch and Uinta Mountains, typically up to elevations of 8,000 feet. Gambel Oak, juniper, sagebrush, mountain mahogany and maples are common type of vegetation in this subregion. Livestock grazing is the most common form of agriculture in this subregion. In Park City, many trails run through semiarid foothill areas, such as Round Valley, Masonic Hill and Glenwild. Reservoirs (like the Jordanelle) are a common occurrence in this subregion, due to its access to water from streams and runoff from higher elevations, and its hilly terrain, which allows for water storage. The last, and highest, subregion is the Wasatch Mountain Zone. This subregion is mostly forested slopes, mountain tops, ridges and plateaus. Glacial moraines and lakes are common along with many perennial streams. Vegetation includes Douglas-firs, Aspens, Engelmann spruce, willows and birch.



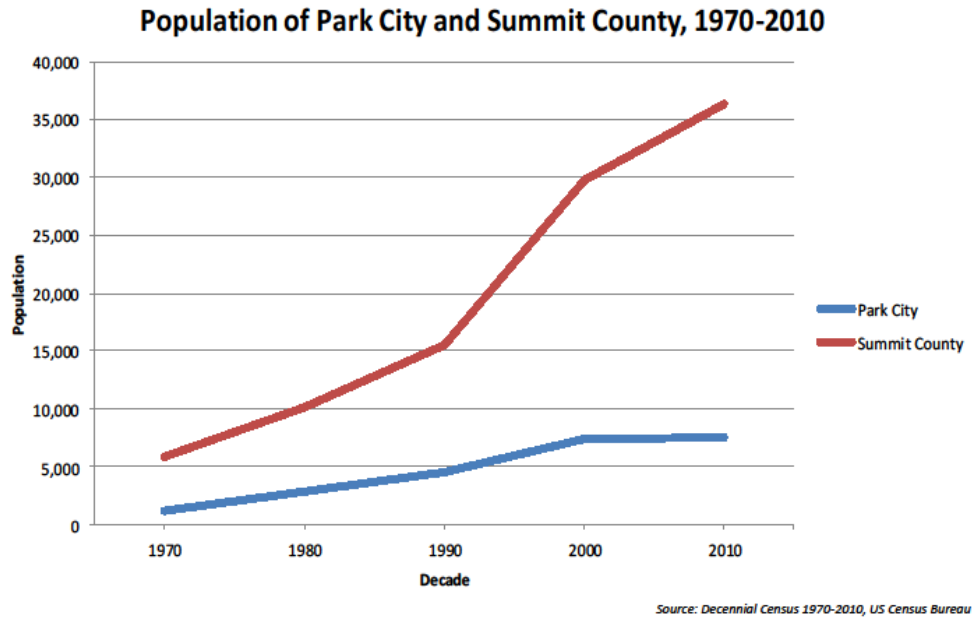
TREND: Population

According to the 2010 decennial census, Park City had a population of 7,558, an increase of only 187 people (or 3%) from the 2000 population of 7,371. This growth, or lack thereof, is much lower than population growth rates seen in the past. In 1990 the population of Park City was only 4,468 and grew by 2,903 (65%) in the decade between 1990 and 2000. Indeed, Park City's population has seen very high population growth rates ever since 1970 with an average decennial growth rate of 87%.¹

Although Park City's population growth rate has slowed, people continue to move to Summit County. Between 1990 and 2000, Summit County's population increased by 92% (compared to Park City's 65%). In the previous decade, from 2010 to 2000, the County's population grew by 22% (compared to Park City's 3%). There are a number of reasons why people choose to live in Summit County instead of Park City. First, land in Park City has become much scarcer as the City approaches its buildout. Second, because of their scarcity, land and homes in Park City are

much more expensive than in the areas surrounding the City in Summit County (and even Wasatch County). Third, the census population figures only take into account full time residents. If the number of second homeowners were

included in the census's population statistics, the growth rate for Park City would undoubtedly be much greater.²



TREND: Age and Gender

The decennial census also records Park City's population along age and gender lines. Using this data, a population pyramid (a graph depicting the male and female population of different age cohorts for a given area) can be constructed. For Park City's population pyramids, 5-year age cohorts were created, starting with people under 5 years of age and ending with people ages 85 and over. The results show a detailed breakdown of Park City's population, which reveals additional, interesting trends.

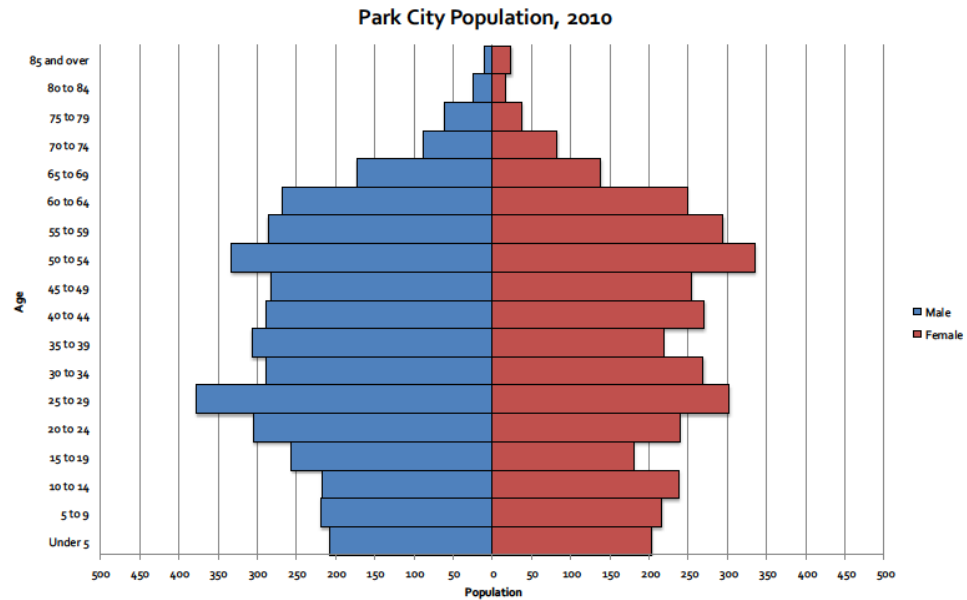
There are more males in Park City than females. In 2010, 53% (3,995) of Park City's population were male while 47% (3,563) were female. This 53/47 percent split has remained constant since 1990. The growth rate of Park City's male and female population has been very different. Between 1990 and 2000, male population grew by 68%, while female population grew by 61%. Between 2000 and 2010, the male population actually shrunk by six people (less than a 1% change), while the female population continued to grow,

but at a much lower rate of 6%.³

In general, Park City's male population is younger than the female population. However, both genders are getting older. In 2000, the median age of males was 31.6 and the median age of females was 34.2. In the following decade, both genders got older. The median age of males in 2010 was 36.8 (roughly 5 years older than in 2000), while the median age of females in 2010 was 38.1 (roughly 4 years older than in 2000). In

all, the median age of all of Park City's population was 32.7 in 2000 and 37.4 in 2010.⁴

In 2010, the largest of all the age cohorts in Park City was the 25-29 year-old cohort, with 680 people. Interestingly, this cohort was also the largest in 2000, with 783 people (more than in 2010). Because the census is done at 10-year intervals, we would expect, given the large number of 25-29 year-olds in 2000, that the largest age



cohort in 2010 would be the 35-39 year-olds. Nonetheless, this age cohort was much smaller in 2010, containing only 525 people. The same trend, although not as pronounced, occurs among Park City's 20-24 year-olds.⁵

It appears that over the long term, young people do not choose to stay in Park City. Many may move here for a few years to enjoy the outdoor lifestyle, but then move somewhere else to start a professional career or a family. They may be moving to some place with cheaper housing so that they can afford to purchase their homes instead of continuing to rent. In addition, some may be moving out of Park City, but staying in the general area. The Snyderville Basin had a large population of 35-39 year-olds (1,264) in 2010, more than enough to account for the decrease in Park City; however there is no way of knowing if these people moved to the Snyderville Basin from Park City, or from some other place.⁶

By gender, the 25-29 year-old age cohort was the largest for males in 2010, while the 50-54 year-old age cohort was the largest for females. This cohort was the second largest among

males and highlights another important demographic trend in Park City: the aging of its population.⁷

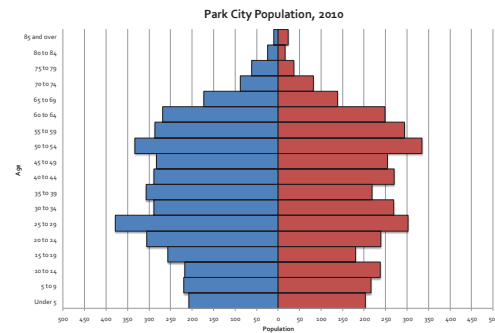
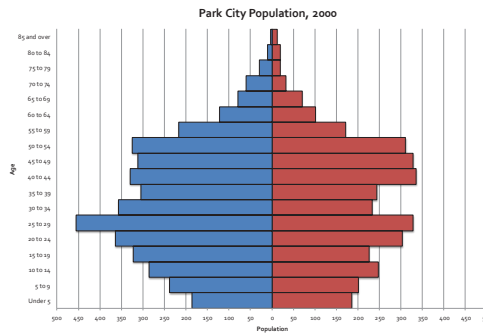
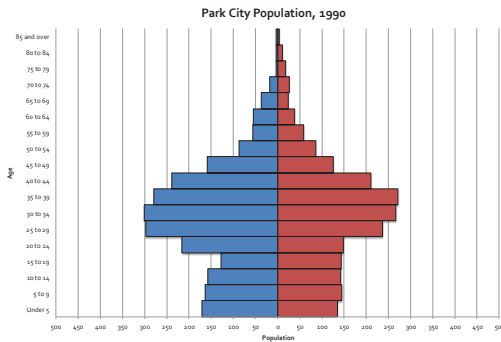
In 1990, the median age of Park City's residents was 31.3.⁸ In 2000, the median age increased only slightly to 32.7.⁹ By 2010, the median age increased much more, to 37.4.¹⁰ Looking at the population pyramid for 1990, we see a large "bulge" ranging from the 25-29 year-old cohort to the 45 to 49 year-old cohort. This bulge most likely represents the young people who moved to Park City in the 1970s and 1980s, before the City became such a well-known resort town (with expensive real estate). The people in these cohorts, presumably because they were able to buy cheap homes and find good jobs, stayed in Park City (unlike the youth of 2000).

Looking at the 2000 population pyramid, we see the same bulge, only this time, for age cohorts ten years older. In fact, the 50-54 and 55-59 age cohort grew at the fastest rate during the decade between 1990 and 2000, at 268% and 237%, respectively. This trend continued in 2010. The 55-59, 60-64 and 65-69 age cohorts, which were

quite small in 2000, are now much more pronounced on the 2010 population pyramid, as the original "ski bum" generation aged.¹¹ In addition, people age 50 and over are much more likely to buy second homes. We should expect to see more growth in over 65 age cohorts as Park City's population grows older, and as more of the baby-boomers who own second homes here retire, and decide to live in Park City year-round.



TREND: Age and Gender



It is hard to generalize about Park City’s population based on the shape of its population pyramids. If you look at the 2000 pyramid, you would guess that our population was contracting, since there are far less people in the younger age cohorts. On the contrary, between 2000 and 2010 Park City’s population grew, albeit only slightly.

This contradiction does suggest that our population growth was due in part mostly to migration, or people moving

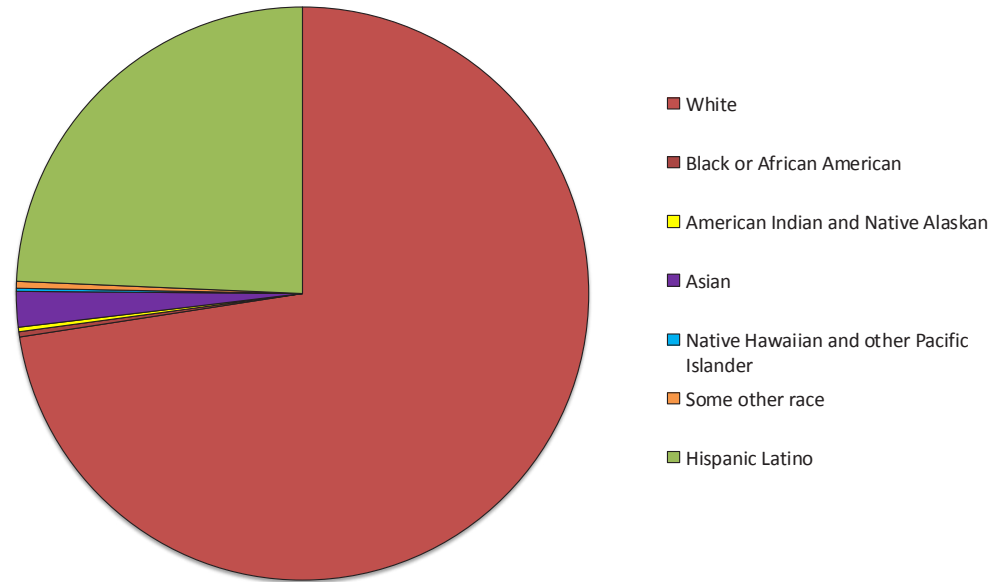
to Park City, instead of natural increases in the population. The shape of the 2010 population pyramid suggests population growth has stabilized. However, as our overall population growth slows, and people are unable to move to Park City, we should expect to see the population of our older age cohorts grow and the younger ones shrink. This trend may already be occurring. Between 2000 and 2010, the only age cohorts that grew in size were those older than 45-49. The

remaining cohorts (with the exception of the under 5 cohort) shrank. If this trend continues, Park City could see a startling lack of people under the age of 20. Since the 20-24 and 25-29 cohorts are mostly migrants; it is unlikely their number will shrink any time soon.

TREND: Race

Race statistics in the US Census are not as exact as the other statistics it provides. This is because racial categories are not as well defined as others, like age. Races defined by the decennial census are: White, Black or African American, American Indian and Alaska Native, Asian, Native Hawaiian and other Pacific Islander and Some Other Race. Hispanic Latino is not considered a race, and members of all of the above races make up this category. In addition, people are able to put themselves into more than one racial category, making analysis of this data even more complicated. For our purpose, we counted only the number of people listing only one race and subtracted from each race the people who also considered themselves to be Hispanic Latino. We added Hispanic Latino people to our numbers by adding up the numbers we subtracted from each of the other racial category. The sum of the numbers in each race category did not add up to the total population, but we feel it is better to underestimate the numbers than overestimate them.

Race in Park City, 2010



In 2010, 76% of Park City’s population self-identified as being White. The second largest group were Hispanic Latinos, with 24% of the population. Asians, with 2% of the population, were the next largest group. The remaining racial groups make up around 1% of Park City’s population. In general, Park City’s population became more diverse during the decade from 2000. At the time of the 2000 Census, 78% of residents self-identified as being White. Between 2000 and 2010, the number

of Whites declined 5%. The Hispanic Latino population grew by 24% during this same period, while the percentage of the population self-identifying as Asian remained the same. It should be noted that the census figures do not usually include the number of Hispanic Latinos (and other races) that are illegal aliens. It is likely that Park City was home to more Hispanic Latinos in both 2000 and 2010 than these numbers indicate.¹²



TREND: Incomes in Park City

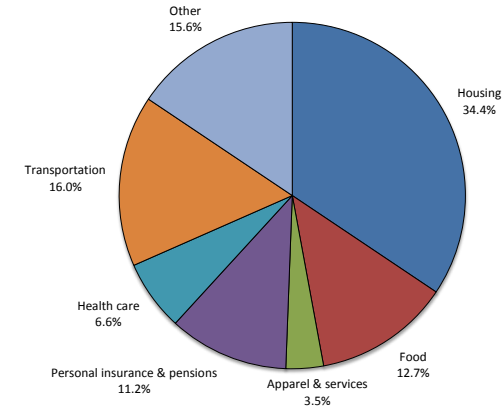
Issues affecting housing can be split into two categories: factors affecting the supply of housing and factors affecting the demand for housing. On the demand side, income is one of the most important factors. Spending on housing is by far the largest spending category in the average American's budget, with 34.4% of household income going towards housing in 2010.¹³ Families with higher incomes, have much more flexibility in choosing their housing, as they are able to afford a wider variety of options.

Median Income

In Park City, the median household income between 2006 and 2010 was \$61,912 as estimated by the US Census Bureau.¹⁴ In contrast, Summit County had a median household income of \$79,461.¹⁵ While incomes are higher in Summit County, both Park City and Summit County had higher median household incomes than the state (\$56,330) and the nation (\$51,914).¹⁶ However, over the past decade the median household income of both areas has decreased. In 2000,

household median income in Park City was approximately \$86,100 (in 2010 adjusted dollars), while in Summit County, median income was \$85,000 (in 2010 adjusted dollars).¹⁷ Incomes have decreased by around 28% and 6% in each area, respectively.¹⁸

Between 2006 and 2010, most households in Park City (15%) had incomes in the range of \$25,000 and \$34,999.¹⁹ This same income group grew the most, as a percentage of total households from 2000, increasing by six (6) percentage points (not accounting for inflation).²⁰ The percent of Park City households earning between \$50,000 and \$74,999 saw the largest decrease, declining by eight (8) percentage points.²¹ In Summit County, most households (19%) earned between \$100,000 and \$149,999 during the period of 2006 to 2010.²² As a percentage of total households, this group of households increased by 5 percentage points since 2000, the largest for any group.²³ Households earning between \$50,000 and \$74,999 decreased the most as a percentage of total households,



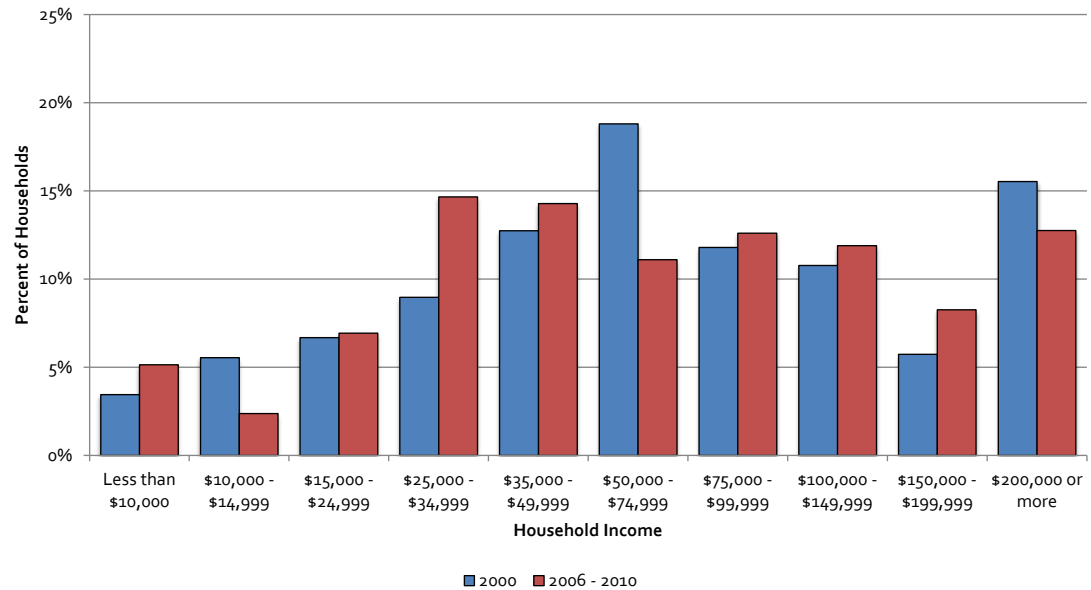
American families spend a lot on housing. According to the Department of Labor, nearly 34.4% of the average household's budget was spent on housing in 2010

declining by 6 percentage points.²⁴

Gini Coefficient of Income Equality

Another method of measuring the distribution of income in a community is the Gini Coefficient. This is a method that measures how equally income is distributed in a population, where zero indicates perfect equality and one indicates perfect inequality. Globally, the Gini Coefficient of income inequality ranges from Namibia, with a Gini score of 0.707, and Sweden, with a Gini score of 0.23.²⁵ Park City had

Park City Income Distribution



Income distribution has changed in Park City. Between 2000 and 2005, the greatest percentage of Park City households had incomes between \$50,000 - \$74,999. Between 2006 - 2010, the greatest percentage of Park City household incomes decreased to \$25,000 - \$34,999.

a Gini score of 0.556 between 2006 and 2010, which was much higher than Summit County (0.458) and Utah (0.413).²⁶ This indicates that income was distributed much more equitably in Utah and Summit County than it was in Park City. In fact, the levels of income *inequality* present in Park City were similar to those present in countries such as Guatemala and Colombia (which is not to say that the

levels of *income* were similar to these counties; incomes were much higher in Park City).

Income by Race & Age

Household incomes vary among different racial and ethnic groups, and among different age groups. In Park City, the median household income among White households (94% of total households) was more than the total

for Park City, at \$62,679 between 2006 and 2010.²⁷ In contrast, Hispanic and Latino households had a median income of \$37,634 during the same period.²⁸ The same general trend was present in Summit County. Among different age groups, households with young householders made less money than those with older householders, although incomes declined for households with householders over 65 years old.

In Park City, the median income for householders between the ages of 15 and 24 was only \$28,128, while for householders between the ages of 25 and 44, the median income was \$70,815.²⁹ For householders between the ages of 45 and 64, the median income was even greater, at \$81,786.³⁰ Again, this same trends also occurred in Summit County.

Different demographics have different housing needs. Only by understanding existing needs for housing in the community, and if those needs are being met in the housing market, can we determine how effective the City's housing policies have been, and what changes need to be made.



TREND: Workforce Wages

If income is an important determinant of housing, the industry in which a worker is employed is even more important. According to statistics compiled by the Utah Department of Workforce Services, there were approximately 12,577 workers employed in Park City in 2010.³¹ This number, which was larger than the number of residents (7,558) of Park City in 2010, indicates that a large percentage of our workforce commuted to Park City from elsewhere.³²

The largest industry in Park City was the Leisure and Hospitality industry, which employed 5,682 workers in 2010, around 45% of the total workforce.³³ The next largest industries were the Trade, Transportation and Utilities, Government and Financial Activities industries, employing 17%, 10% and 6% of the workforce, respectively.³⁴

Unfortunately, these industries were also some of the lowest paying ones in Park City. For example, the average monthly wage for someone working in the Leisure and Hospitality industry was only \$2,063 (around \$24,756 a year), the

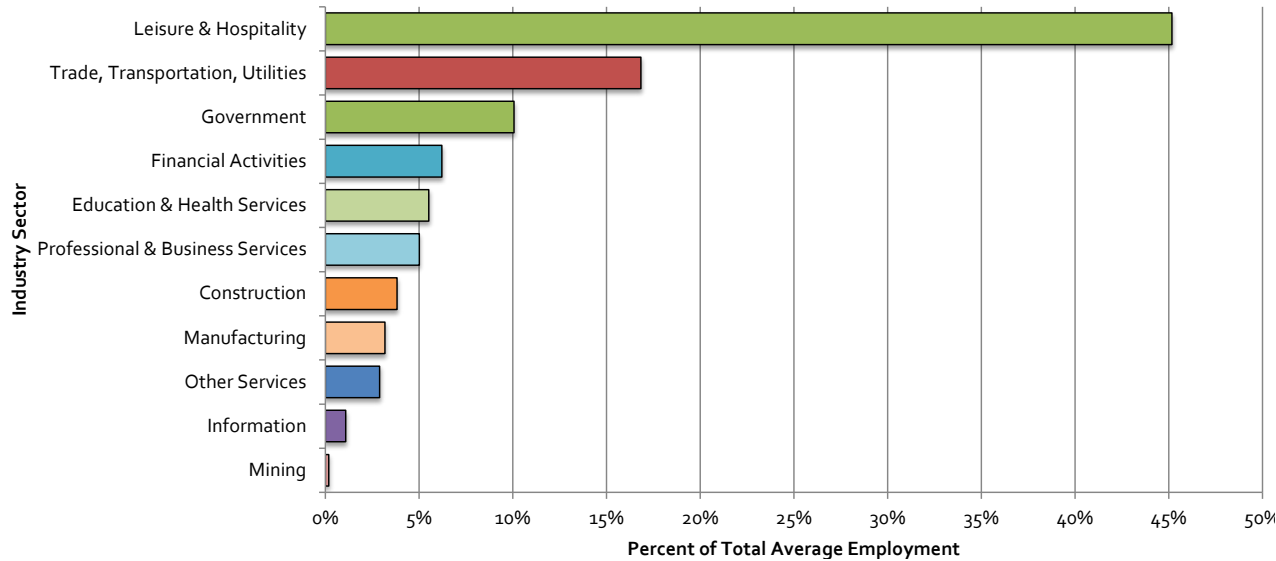
lowest for any industry in Park City.³⁵ It is important to remember that these numbers were the mean (average) wages and not the median. So in the case of the Leisure and Hospitality industry, we have no idea how many people make more than \$2,063 and how many people make less than that amount. Regardless, the average Leisure and Hospitality worker in Park City should only spend around \$620 a month on housing for it to remain affordable to them.³⁶ The average worker in Park City makes around \$2,722 a month, and can spend only around \$815 dollars a month on housing.³⁷

The 2006-2010 American Community Survey indicates that there were 4,520 workers living in Park City, but only 3,085 actually worked in Park City.³⁸ This means that around 1,100 workers worked outside Park City, and, if we assume this was the case in 2010, then only around 25% to 30% of the workforce in Park City actually lived in Park City. Because many of our workers commute either to or from Park City, it is helpful to look at the wages and

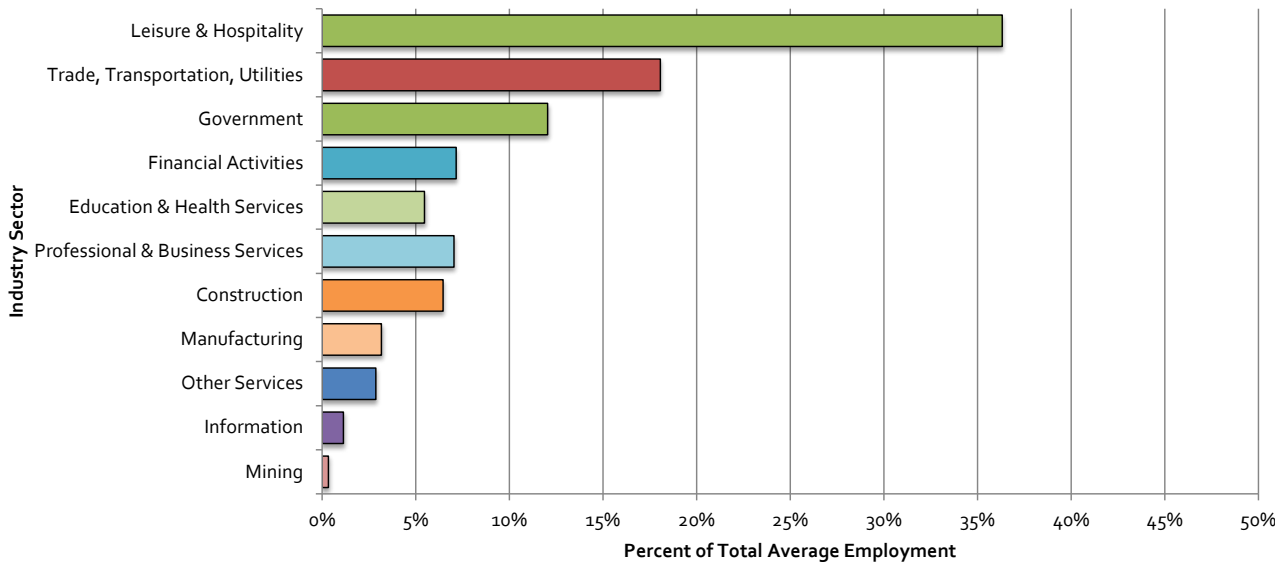
incomes of workers in a more regional context. In 2010, jobs in Summit County employed 20,680 people.³⁹ The largest industry, as in Park City, was Leisure and Hospitality, which employed 7,510 (or 36% of the total workforce).⁴⁰ The average monthly wage for all workers in Summit County was \$2,864, while the average monthly wage for all Leisure and Hospitality jobs was \$2,005 (which equates to an annual wage of \$34,368 and \$24,060, respectively).⁴¹

For housing in Park City to be considered affordable to the average worker in Summit County, it would need to cost no more than \$860 per month, and for the average Leisure and Hospitality worker, no more than \$600 a month. Interestingly, the average Summit County job paid more money than the average Park City job. The fact that there were less people employed in low-paying Leisure and Hospitality jobs is undoubtedly part of the reason for this.

Park City Employment by Sector, 2010



Summit County Employment by Sector, 2010



Jobs in the Leisure and Hospitality industries make up the majority of employment opportunities in Park City and Summit County. However, Summit County has a slightly more diverse distribution of workers, having a lower percentage of workers employed in Leisure and Hospitality, and a higher percentage of workers employed in Construction, Professional and Business Services, Financial Activities and Trade, Transportation and Utilities.



TREND: Housing Affordability

The US Department of Housing and Urban Development (HUD) recommends that housing costs should not consume more than 30% of a household’s income. HUD considers housing below this threshold to be affordable housing. Park City has long struggled to provide its residents with affordable housing. Many factors contribute to this problem. They include the scarcity of land, the abundance of second homes (which tend to drive up prices for everyone else), lack of appropriate housing types, and low wages. It is important that housing does not consume too much of a household’s income. High housing costs mean a household is unable to spend money on other, more discretionary items that have a more stimulating effect on the local economy.

Given the 2000 median household income of \$61,912, 50% of households in Park City should not spend more than \$18,570 a year (or \$1,550 a month) on housing.⁴³ Although Park City has attempted to make housing more affordable during the past decade, its efforts have had mixed success. While there have been a number of projects

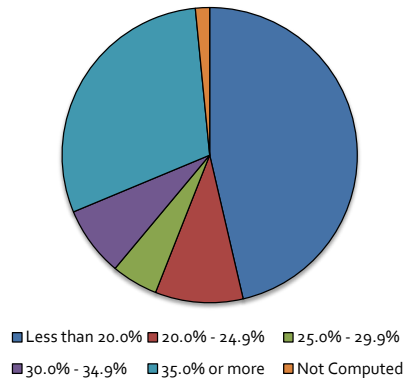
completed serving lower income residents, housing, as a whole, is much more unaffordable now than it was in 2000.

In 2000, 418 units of 1,060 total renter occupied housing had rents more than 30% of their tenants household income, that is 39% of all renter occupied units.⁴⁴ Between 2006 and 2010, that number had increased to 795 units of the total 1,507 renter occupied units, or 53%.⁴⁵ More important is the number of units with households spending more than

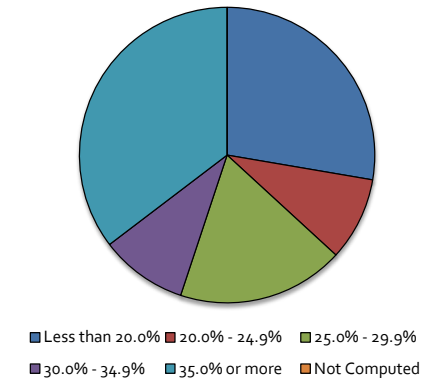
50% of their income on rent. In 2000, 14% of renter households spent 50% or more of their income on rent.⁴⁶ Between 2006 and 2010, that number increased to 336, or 22% of all renter households.⁴⁷ Since rent usually does not included utilities, the actual number of households paying more than 30% and 50% for housing related costs was probably much greater.

Affordability has also decreased in the “to own” housing market. In 2000, 528, or 37% of households living in

Park City SMOCAPI, 2000

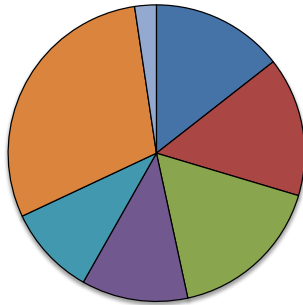


Park City SMOCAPI, 2006-2010



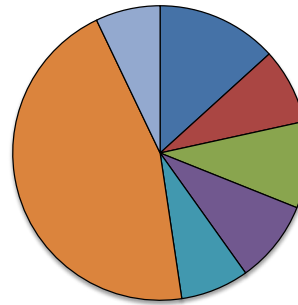
Selected monthly owner costs as a percent of income (SMOCAPI) is one measure of affordability for owner occupied housing. A higher percentage of homeowners spent 30% or more of their income on housing from 2000 to 2006-2010, while the percent spending less than 20% decreased.

Park City GRAPI, 2000



■ Less than 15.0% ■ 15.0% - 19.9% ■ 20.0% - 24.9% ■ 25.0% - 29.9%
■ 30.0% - 34.9% ■ 35% or more ■ Not computed

Park City GRAPI, 2006-2010



■ Less than 15.0% ■ 15.0% - 19.9% ■ 20.0% - 24.9% ■ 25.0% - 29.9%
■ 30.0% - 34.9% ■ 35% or more ■ Not computed

Gross rent as a percentage of income (GRAPI) is a measure of housing affordability for renters. In Park City, the percent of households spending 35% or more of their income on rent has increased substantially from 2000 to 2006-2010.

owner-occupied units spent 30% or more of their monthly income on housing (utilities, mortgage, etc.).⁴⁸ Between 2006 and 2010, that number had risen to 760 households, or 40% of all owner-occupied units in Park City.⁴⁹ Among homeowners with a mortgage, that number was higher still, at 45%.⁵⁰ Approximately 17% of all owner-occupied units and 19% of owner-occupied units with a mortgage, cost households more than 50% of their monthly income.⁵¹

Much of the decrease in affordability in owner occupied housing units can be attributed to decreases in median wages, and an increase in home values. In 2000, the median value of a home in Park City was approximately \$590,000 (in 2010 adjusted dollars).⁵² Between 2006 and 2010, the median value of a home increased to \$751,400, an increase of \$161,400, or 27%.⁵³ During this same period, the real median wage of a household in Park City dropped by 28%. It makes sense that monthly housing costs, as a percentage of income,

increased for owner-occupied units, especially those units with mortgages.⁵⁵ However, it also means that households wishing to own homes in Park City were not able to find units below the affordable 30% threshold.

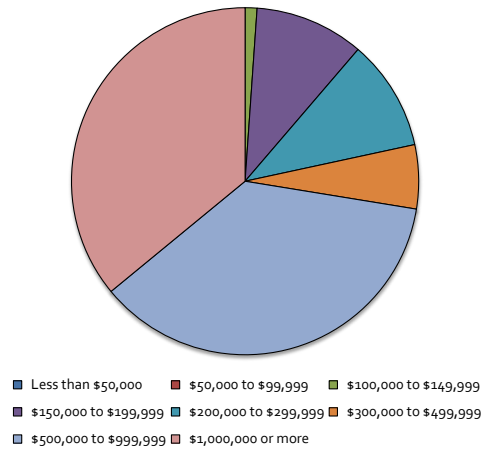
Since 2000, median monthly rent for a unit in Park City actually decreased, from \$1,175 in 2000 (in 2010 adjusted dollars) to \$1,030 between 2006 and 2010.⁵⁶ A breakdown of median income by tenure type shows that renter occupied households had a much larger decrease, in real terms, in income than did owner occupied households. Since 2000, real median income among households in renter occupied units decreased from \$50,500 to \$36,740 between 2006 and 2010, a decrease of 27%. In owner occupied households, real median income dropped from \$123,260 to \$100,609 during the same period, a decrease of 18%. In 2000, 50% of renters could afford to pay a monthly rent of around \$1,260, while during 2006 to 2010, they could only afford rents of \$920. Therefore, even though rents decreased, incomes among renters decreased more.



TREND: Housing Affordability

In 2010, the average Park City worker made \$2,722 a month.⁵⁷ Assuming this worker had no credit card, car, or other monthly payment obligations (which is highly unlikely), she/he could afford, at the maximum, a house valued at \$124,114 (for a 30-year mortgage at a 6.25% rate). However, at this value, his or her monthly housing costs would have been around \$1,172 (or 43% of monthly income), which is well beyond the affordability threshold set by HUD. If there were two people in this household, both earning the average wage of \$2,722 (\$5,444 in total), they would have been able to afford a house price of around \$248,228 (with a 30-year mortgage at a 6.25% rate). Now, using the median household income for Park City (\$61,912), 50% of households would have been able to afford a house with a value above \$235,248 (monthly costs are still above 30% at this value).⁵⁸ Between 2006 and 2010, the median value of an owner-occupied unit in Park City was \$751,400, and only 22% of the 1,897 of these units were valued at below \$300,000.⁵⁹ Summit County offered these hypothetical households a few

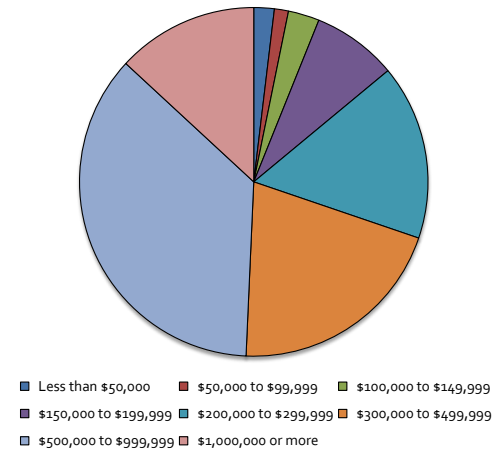
Park City House Values, 2006-2010



more options. Owner occupied units had a median value of \$492,100, with 30% valued below \$300,000.⁶⁰

To be able to afford just half of the owner occupied housing units in Park City between 2006 and 2010 (and not spend more than 30% of income on housing), a household would have to have made at least \$283,900 a year. To afford half of homes in Summit County, the household would have to have made at least \$185,920 a year. Despite this, only 13% of households in Park City between 2006 and 2010 had an income

Summit County House Values, 2006-2010



of \$200,000 or more, while in Summit County 30% earned \$200,000 or more. With median rental rates in Park City and Summit County at \$1,030 and \$957 per month, respectively, between 2006 and 2010, it makes more sense for the majority of workers and residents to rent their housing.⁶¹ Unfortunately, only 38% of housing units in Park City in 2010 were rental units, suggesting many of the workforce either live with high housing cost burdens, or live elsewhere in the region.

TREND: Renters and Owners

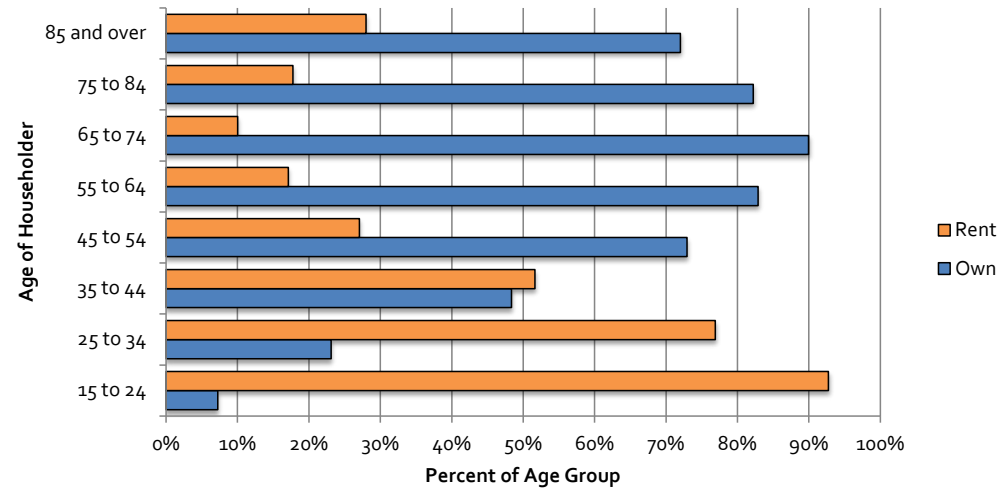
In 2010, renters in Park City were a much more diverse group of people than were homeowners. People living in rental housing made up 45% of Park City's population that year.⁶² On average, rental households were larger than owner households, with 3.02 people per household.⁶³ Renters are more likely to live alone; 27% of households are 1-person households.⁶⁴ There are more 5, 6 and 7-person households living in rental units than in owner units, which accounts for the high average household size.⁶⁵ 51% of households living in rental units were non-family households.⁶⁶ Renters also tend to be younger than homeowners. 33% of rental householders were between the ages of 25 and 34.⁶⁷ Renters were more diverse, with Hispanic and Latinos making up 32% of rental households.⁶⁸ Renter households make less money than owner households, with 31% making between \$20,000 and \$34,999 between 2006 and 2010.⁶⁹

In 2010, owner households in Park City were more similar than were

renters. 55% of the population in Park City lived in an owner-occupied housing unit.⁷⁰ Households in these units had, on average, 2.34 people, much less than rental households.⁷¹ 67% of households in owner occupied housing were family households, however, 25% of households had a single occupant.⁷² Most households were 2-person households (42%).⁷³ Owner households

were older than renters, with 30% being between the ages of 55 and 64. Householders between 45 and 55 and 65 and over accounted for 28% and 21% of householders, respectively.⁷⁴ 96% of owner householders were White, and only 2% were Hispanic or Latino.⁷⁵ 52% of homeowners had incomes of \$100,000 or more between 2006 and 2010.⁷⁶

Park City: Tenure by Age, 2010



In general, younger age groups tend to prefer rental housing over homeownership. Despite them being one of the fastest growing age groups in Park City, hardly any rental housing was built in Park City between 2000 and 2010.



TREND: Housing Growth, 2000 - 2010

The majority of occupied housing in Park City and Summit County in 2010 was owner occupied. 62% of all occupied units in Park City were owner occupied in 2010, while only 38% were renter occupied.⁷⁷ In 2000, 61% of occupied housing was owner-occupied, meaning more owner-occupied housing was added in the past decade than renter-occupied housing.⁷⁸ Between 2000 and 2010, Park City's owner occupied units grew by 180 units. 115 of these units (64%) were owner occupied, while only 36% were renter occupied.⁷⁹ In Summit County, the growth of owner occupied units was even more unequal, with 78% of the 2,658 occupied housing units added becoming owner occupied, while only 22% became renter occupied.⁸⁰ It should be noted that the stock of rental units is much more variable than owner units, as many second homes and nightly rental units transition between vacant and renter occupied year-to-year. Since the 2010 Census was taken in April, after the ski resorts had closed, much of the housing that was renter occupied during the winter season might have

been recorded as vacant.

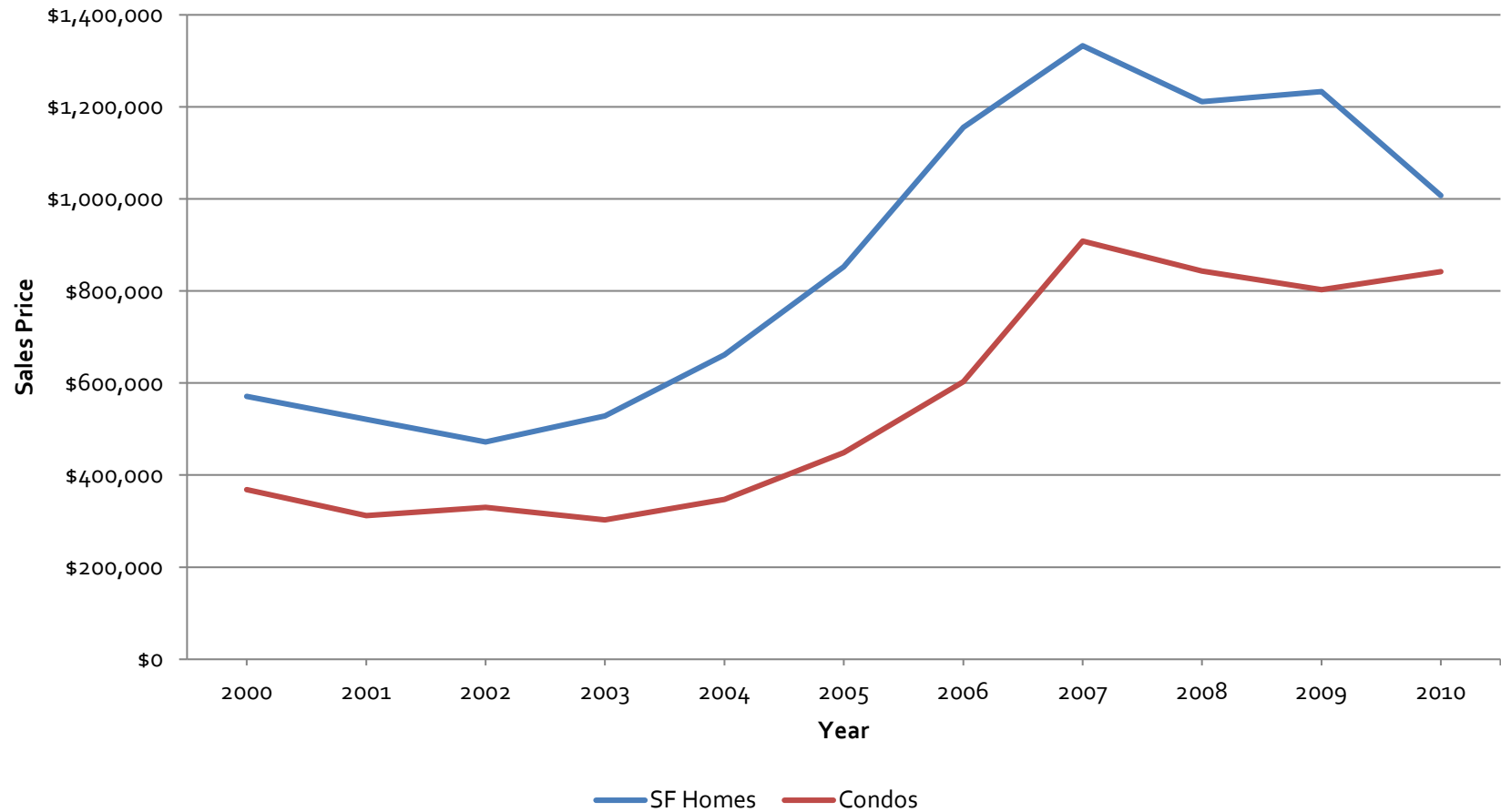
Vacant housing is a good measure of the amount of second homes in the Park City-Summit County area, especially since we do not have a large amount of abandoned homes (unlike Detroit, for example). In Park City, 70% of housing units were vacant in 2010, an increase of 11 percentage points from 2000.⁸¹ Vacant housing accounted for around 94% of the 2,810 additional housing units built in Park City between 2000 and 2010.⁸² In Summit County, vacant housing made up 51% of the total housing supply in 2010, and accounted for 71% of the total 9,056 units added between 2000 and 2010.⁸³ This imbalance in housing, while good for the City's and County's tax base, is most likely a reason for the 27% rise in home values in Park City between 2000 and 2006-2010. If this trend continues, more and more of the population will be priced out of the community.⁸⁴

Any housing strategy created by Park City should address both the lack of rental housing in general, and the lack

of affordable "to own" housing. In many cases, households that, in other markets, would normally be able to afford to buy their home are unable to because the second home market drives up the value of all homes. These households must rent their homes, taking away rental opportunities from lower income households.

The principles of supply and demand explain that if the demand for a product increases without a corresponding increase in supply, price will also increase. This is the case in the rental housing market in Park City, which, with median monthly rents of \$1,030 between 2006 and 2010, was around \$250 more per month than the statewide median of \$781.⁸⁵ Since the majority of Park City's workforce is employed in low paying services jobs, a rise in rental prices has a serious impact on their ability to find affordable housing. If these workers are unable to find housing in Park City or the Snyderville Basin, they must live elsewhere. In effect, this means that all of the money that these workers earn is taken out of the local economy, since they live and spend their income in another community.

Park City Housing Sales Prices, 2000 - 2010



The cost of single family homes and condos in Park City have increased over the past decade. Despite the housing bubble and the recession, the average price of a home in Park City remained above \$1 million. As the market recovers, and sales pick up, prices are sure to rise once more.



TREND: Housing Demand

Looking at gross rent as a percentage of median income (GRAPI) and select monthly owner costs as a percentage of median income (SMOCAPI) for Park City and Summit County, we can gain a sense of the amount pent up demand for affordable housing. Between 2006 and 2010, there were 795 renter occupied households paying more than 30% of their income on housing, and 336 paying more than 50%.⁸⁶ Park City accounted for more than half of the households in Summit County paying more than 30% of their income to rent, and around 40% paying more than 50%.⁸⁷ Since renters have much more flexibility to move, it is safe to assume that if Park City added at least 336 affordable rental units to its total housing supply, those units would quickly be filled by new tenants escaping the burden housing costs place on their incomes.⁸⁸

Determining the pent-up demand for “to own” housing is more difficult to determine. Many of the households who now own homes would be better off financially moving into rental

housing. At the same time, some renter households would want to, and be able to, buy a home if the prices were more affordable. Another issue is the increased difficulty households who own homes have in moving, especially compared with households in rental homes. However, it is probably safe to say that all of the 275 households who paid more than 50% of their income in monthly housing costs would move to more affordable housing given the chance to do so.⁸⁹

This does not include the number of workers commuting from elsewhere who would like to live in Park City, but given the large number of people employed in the Leisure and Hospitality industry, demand is probably strong.

Among all occupied housing units in Park City between 2006 and 2010, roughly 46% of units cost their owners more than 30% of their income.⁹⁰ 15 to 24 year olds had the highest rates of householders living in unaffordable, with 79% spending more than 30% of their monthly incomes on housing.⁹¹ 25

to 34 year -olds had the lowest rates of householders burdened by housing costs, with only 45% of householders in that group spending 30% or more on housing.⁹² However, this group accounts for the largest share of burdened households (not surprising as it much larger than the other age groups used by the ACS).

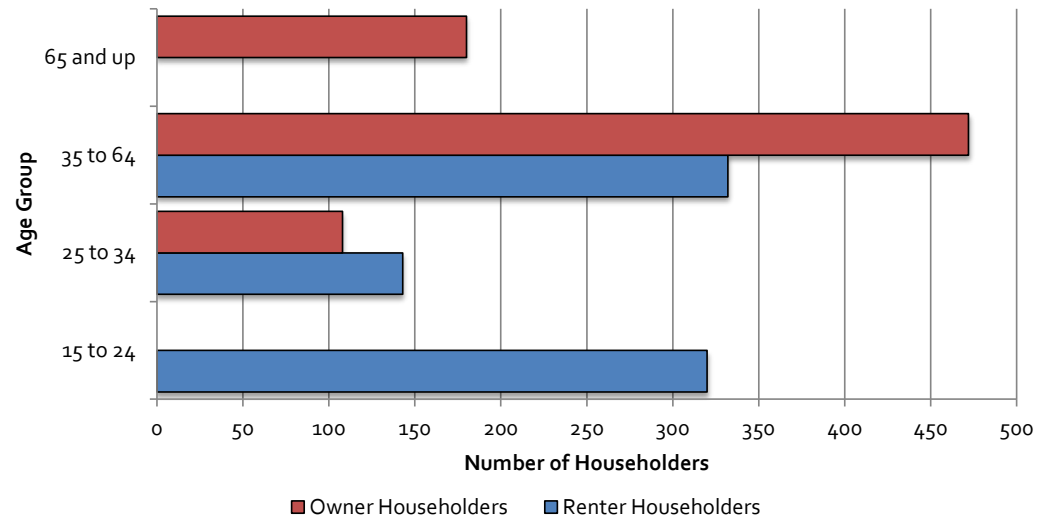
Among all burdened renter householders, about an equal number were in the 35 to 64 age group and 15 to 24 age group with 332 and 320 householders, respectively.⁹³ 62% of the burdened owner householders were in the 35 to 64 year old age group.⁹⁴ However, there were no owner householders between the ages of 15 to 24, most likely because this group do not want to buy homes yet, and if they did, they would not be able to afford one in Park City.⁹⁵

What kinds of housing are these different age groups looking for? If their current living situations are any indications of preferences, then each age group has very specific needs. Tenure types among these groups vary widely. In 2010, 93% of all 15 to 24 year -olds rented their housing.⁹⁶ Renting

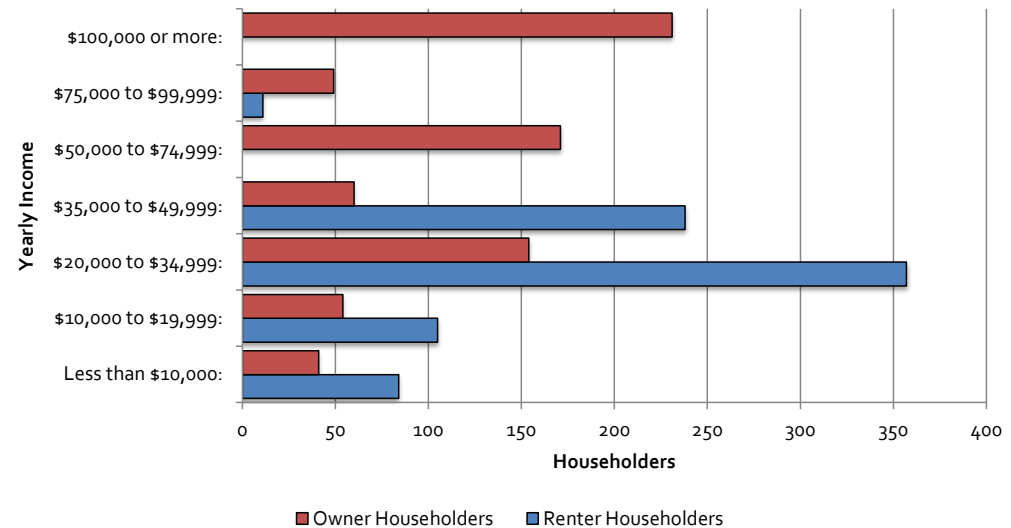
rates was also high among 25 to 34 year-olds, with 77% renting their housing.⁹⁷ 35 to 44 year olds were evenly split between renting their housing and owning it.⁹⁸ Rates of homeownership rose in the older age groups, peaking at 90% for 65 to 74 year-olds.⁹⁹ Age groups older than this group began to rent their housing at greater rates, with 18% of 75 to 84 year-olds and 28% of 85 year-olds and over renter housing in 2010.¹⁰⁰

Among cost burdened households of all tenure types, those earning incomes of between \$20,000 and \$34,000 in 2006 to 2010 were the most affected, making up 33% of all households paying more than 30% of their incomes on housing costs.¹⁰¹ Within each income group, all households earning between \$10,000 and \$19,999, 79% of those making less than \$10,000 and 78% of households making between \$20,000 and \$34,999 paid more than 30% of income on housing costs.¹⁰² The majority of burdened households earning between less than \$10,000 and \$49,999 were renters, while the remaining burdened income groups were owner households.¹⁰³

Householders in Unaffordable Housing, by Age



Householders in Unaffordable Housing, by Income



TREND: Housing Occupancy, Tenure, and Type

Occupancy - US Census

The number of primary and secondary housing units in Park City can be determined in different ways. The first way is by using data from the 2010 US Census. According to the Census, Park City had 9,471 housing units in 2010.¹⁰⁴ Of those units, 2,885 (31%) were occupied while 6,586 (70%) units were vacant.¹⁰⁵ Occupied units are the usual place of residence for the people living in them at the time of the Census, which essentially means those people are full time residents of Park City. Of the total occupied housing units, 1,775 (62%) were occupied by the owner while 1,110 (39%) were occupied by renters.¹⁰⁶ Vacant housing units are either empty units or units occupied temporarily by people who live elsewhere. 5,609 (85%) of vacant units were for seasonal, recreational or occasional use, in other words second homes.¹⁰⁷ The remaining units were vacant because they were for sale, for rent or otherwise empty. As a percentage of the total housing units in Park City, 59% were owned by second-home owners.¹⁰⁸

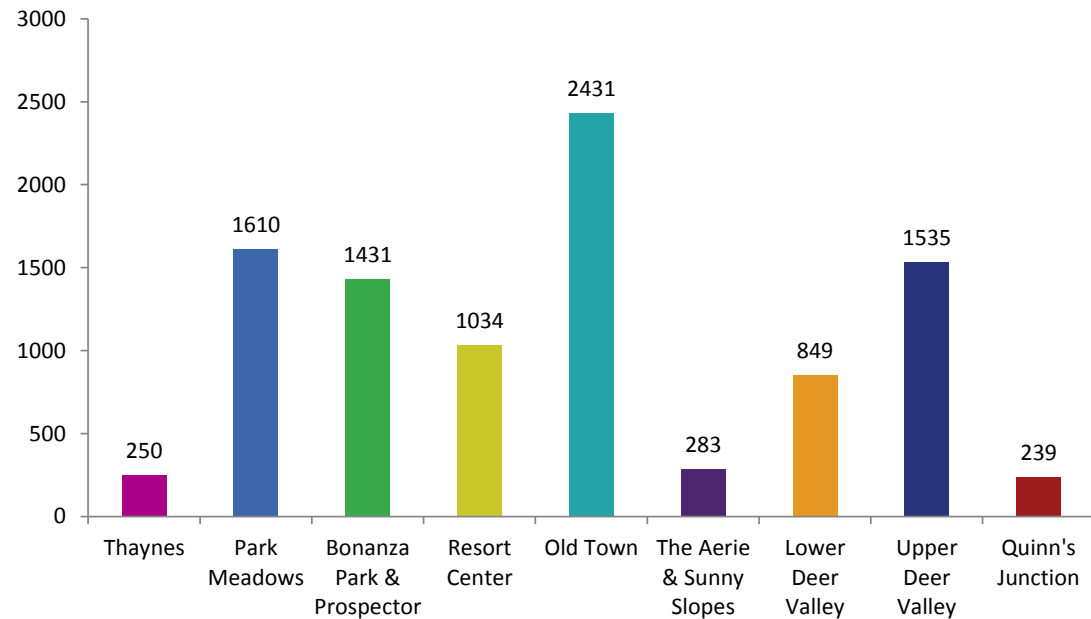
Of all the housing units (2,810) added between 2000 and 2010, only 6% went to full-time residents (180 units), while 79% (2,630 units) went to second homeowners (the remaining 15% were for rent, for sale, or vacant for some other reason).

This is a dramatic change from the 2000 US Census. In 2000, Park City had 6,661 housing units, 2,810 fewer units than in 2010.¹⁰⁹ Of the 6,661 units, 2,705 (41%) were occupied while 3,956 (59%) were vacant.¹¹⁰ Between 2000 and 2010, the total number of housing units grew by 42%. However, during the past decade the number of occupied units, or units occupied by full-time residents, grew by only 180, a rate of 7%.¹¹¹ In comparison, the number of vacant units grew by 2,630, a rate of 66%.¹¹² More specifically, housing units for seasonal, recreational or occasional use grew by 2,226, again a rate of 66%.¹¹³ This means that of all the housing units added between 2000

and 2010, only 6% went to full-time residents, while 79% went to second homeowners (the remaining 15% were for rent, for sale, or vacant for some other reason).¹¹⁴ For reference, during this same period the total population of Park City grew from 7,371 in 2000 to 7,558 in 2010, an increase of 187 or 3%.¹¹⁵ These numbers raise some important questions. How does this substantial increase in second homes affect life in Park City? What kind of impact does this have on City services? Does this growth come at the expense of more desirable forms of growth? How many more second homes do we want to see in Park City?

Using GIS, we were able to estimate 2010 housing statistics for each of Park City's nine neighborhoods. The Old Town neighborhood had the greatest number of housing units with around 2,431 or 26% of the total.¹¹⁶ Park Meadows, Bonanza Park & Prospector and Upper Deer Valley all had similar amounts of housing units with 1,610, 1,535 and 1,431 units, respectively.¹¹⁷ Thaynes Canyon, with 250, and Masonic Hill with 283, had the smallest number of housing units.¹¹⁸ Because Quinn's Junction is a new neighborhood, and only has three housing units, we will ignore it for this discussion (note: 239 units are planned for development).¹¹⁹

Total Residential Units



The above chart shows the existing built residential units per neighborhood. At build-out, Old Town, Park Meadows, Upper Deer Valley and Bonanza Park & Prospector neighborhoods will have the most housing units. Data from 2010 Census.

The neighborhoods with the most occupied housing units were Park Meadows, Bonanza Park & Prospector and Old Town. Park Meadows had 1,050 units, 37% of all occupied housing units in Park City.¹²⁰ Bonanza Park & Prospector had 731 units and Old Town had 599 units.¹²¹ Although Old Town has more overall occupied housing units, 65% of the housing units in the Thaynes Canyon neighborhood were occupied, compared to only 25% of the total

units in Old Town.¹²² Masonic Hill is in a similar situation. While it only has 123 occupied housing units, these units account for 43% of its total units.¹²³ Using this information, we can conclude that Park Meadows, Thaynes Canyon, Bonanza Park & Prospector and Masonic Hill are "local" neighborhoods, since the majority of their housing units belong to full-time residents.

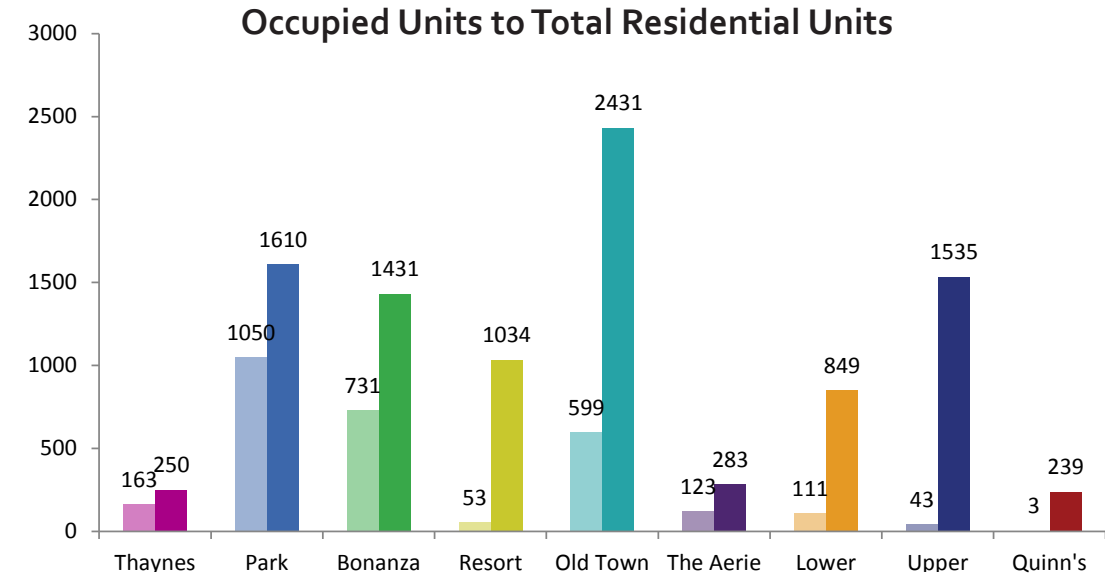
The Old Town neighborhood had the largest number of vacant units with 1,832 units (28% of Park City's total units).¹²⁴ As a percentage of their total units, the Upper Deer Valley, Resort Center, Lower Deer Valley and Old Town neighborhoods had the most vacant units.¹²⁵ In fact, 97% of the housing units in Upper Deer Valley are



TREND: Housing Occupancy, Tenure, and Type (continued)

vacant, while 95% of units in Resort Center are vacant.¹²⁶ Of these vacant housing units, 91% of units in these two neighborhoods were for seasonal, recreational or occasional use.¹²⁷ Lower Deer Valley follows closely with 84%.¹²⁸ Due to their proximity to the ski resorts, it is not surprising that they have the highest percentages of second-home owners in Park City. We can conclude that the Upper Deer Valley, Lower Deer Valley, Resort Center and Old Town neighborhoods are “second homeowner” neighborhoods since the majority of their housing units are owned by people who are not full time residents of Park City.

The location of these neighborhoods creates an interesting pattern. The different neighborhoods are segregated with the local neighborhoods located in the north of Park City and the second homeowner neighborhoods in the south, with little integration between the two types. What accounts for these patterns? The local neighborhoods are some of the oldest ones in Park City (apart from Old Town) and the



The above chart displays units occupied relative to total units within a neighborhood. Although Old Town and Upper Deer Valley have greater total units, the occupancy of these neighborhoods is relatively low due to the second home nature of Park City.

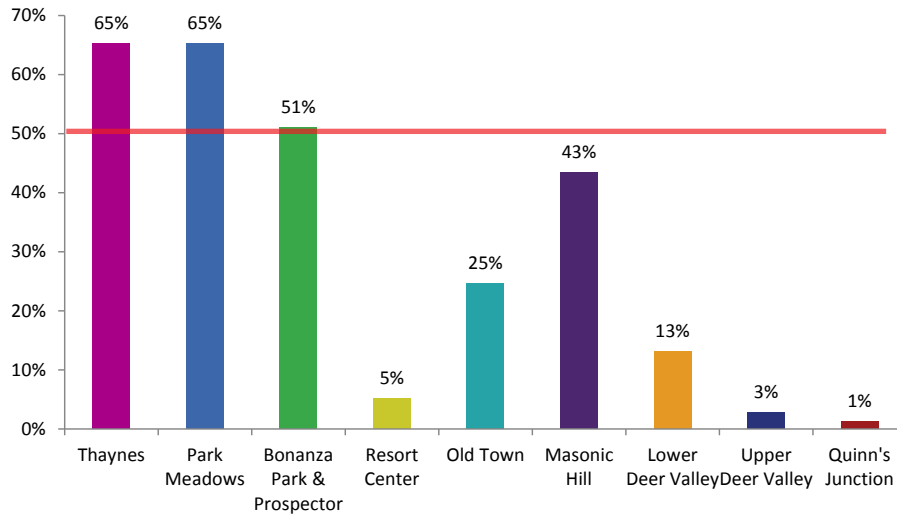
first ones to be developed after Park City’s reinvention as a ski town. The neighborhoods are closer to schools than the second homeowner neighborhoods, an attractive feature for local families. They are also well connected to SR 224 and SR 248, which is important if you are a full-time resident who commutes to work. The clustering of local neighborhoods and

the large percentages of occupied housing units in each neighborhood suggests that full-time residents like to live in neighborhoods occupied by other full-time residents.

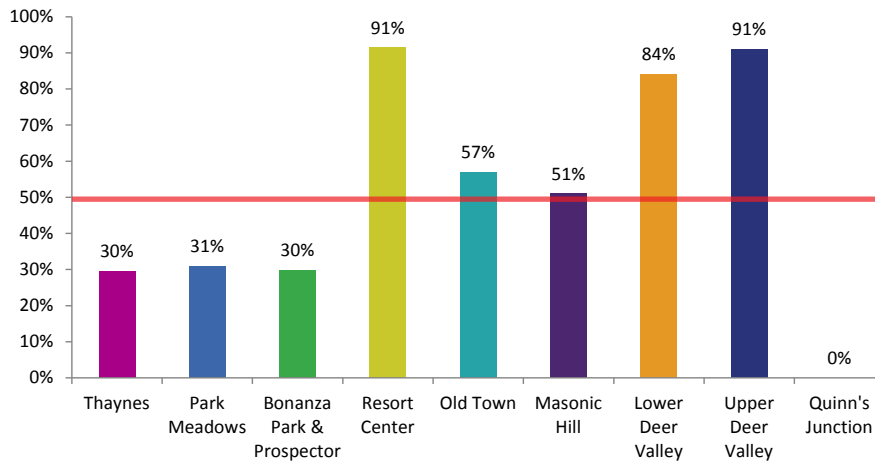
Occupancy - Summit County Assessor

Using data from the Summit County Assessor’s Office, it was possible to

% of Residential Units Occupied



% of Residential Units Vacant for Seasonal, Recreational, or Occasional use



estimate the number of second homes currently in Park City. In Summit County, tax rates of property inhabited year round by its owner differs from property that is not a primary residence. For this reason, the Assessor differentiates properties and units as primary and non-primary. Non-primary units are generally second homes, but not always. If the primary resident of a unit is a renter, it may still be considered a non-primary property. So while this is a good method to estimate second homeownership, it is not as accurate as the data from the US Census.

Of all the units in Park City, 32% are primary while the remaining 68% are non-primary (these numbers are very similar to the figures produced by the US Census in 2010).¹²⁹ Most single family homes (64%) are primary homes, while most condos (77%) and multiple residential units (87%) are non-primary.¹³⁰ As with the data from the US Census, The majority of units in Park City Mountain Resort, Old Town, Masonic Hill, Lower Deer Valley and Upper Deer Valley are non-primary units, while the majority of units in Thaynes Canyon and Park Meadows are primary units. The only difference is in the Bonanza Park & Prospector neighborhood, where 53% of units are non-primary homes.¹³¹



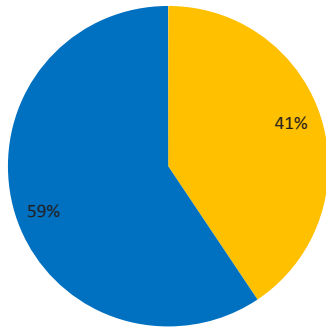
TREND: Housing Occupancy, Tenure, and Type (continued)

This trend is alarming due to the community vision prioritizing “Sense of Community” as one of the communities 4 core values. The general plan adopts a neighborhood approach to preserving the local neighborhoods that are not dominated by second homes, including Park Meadows, Thaynes, Quinn’s Junction and Bonanza Park & Prospector. Also, due to the sensitive natural setting of the Aerie and the minimal 51% occupancy by secondary homeowners, the Aerie has been included as a Local Residential Neighborhood.

The recommended strategies within the General Plan differ between Local Residential Neighborhoods and Resort Residential Neighborhoods in an effort to maintain local neighborhoods for year round residents. Resort residential neighborhoods will have greater flexibility in uses geared toward visitors.

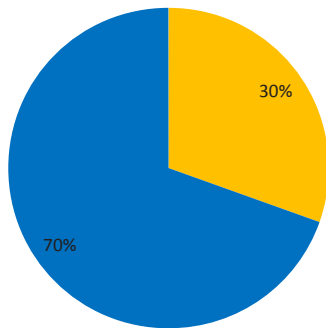
Neighborhood	Occupancy Type	Housing Type	Tenure Type
The Farm, Thaynes & Aspen Springs	Local	Single Family	Owner
Park Meadows	Local	Single Family	Owner
Bonanza Park & Prospector	Local	Multi Res	Renter
Park City Mountain Resort	Second Home	Multi Res	Owner
Old Town	Mix of Both	Combination	Mix
The Aerie & Sunny Side	Second Home	Single Family	Owner
Lower Deer Valley	Second Home	Multi Res	Owner
Upper Deer Valley	Second Home	Multi Res	Owner
PARK CITY	Second Home	Multi Res	Owner

2000

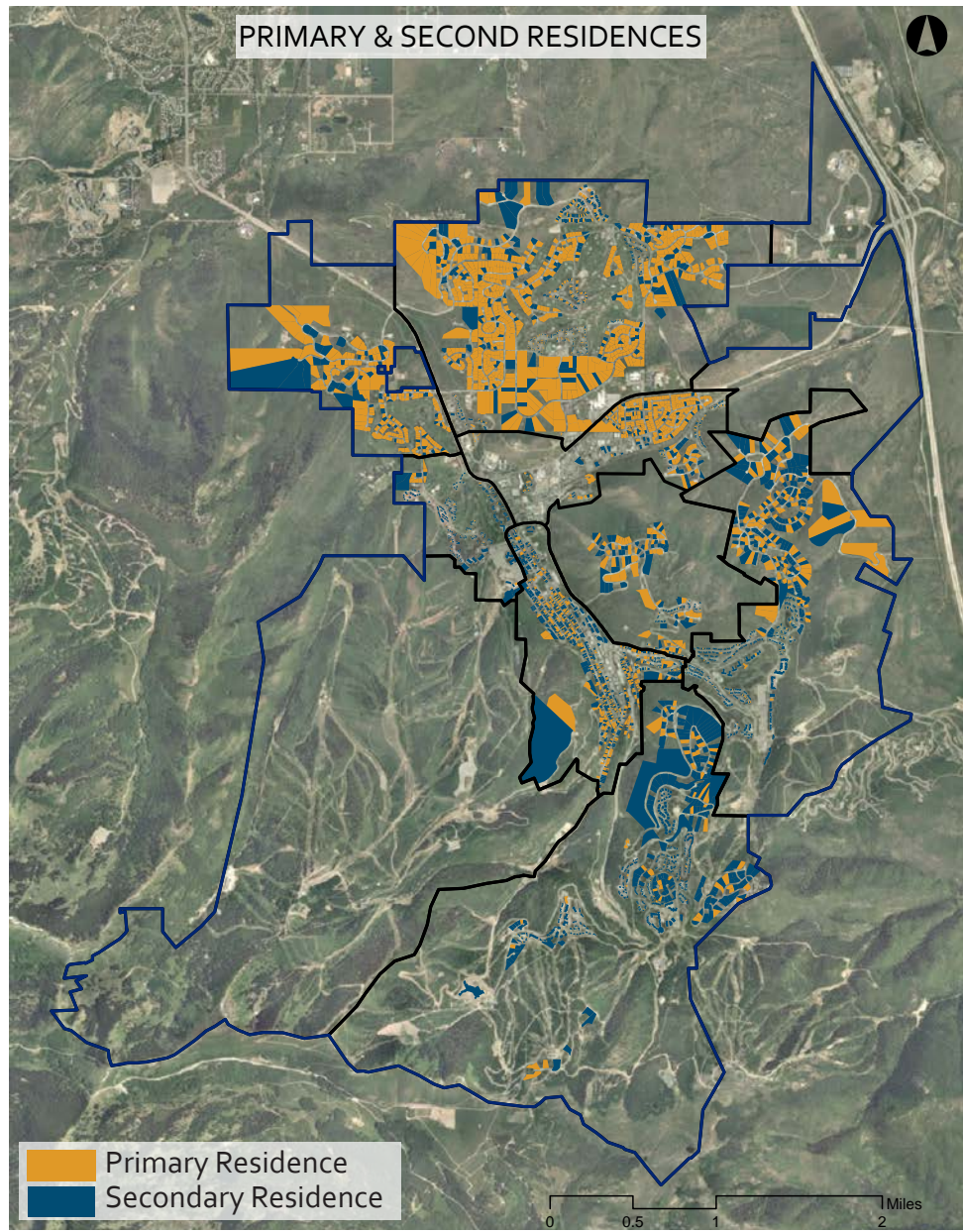


% Primary Residence % Secondary Residence

2010



% Primary Residence % Secondary Residence



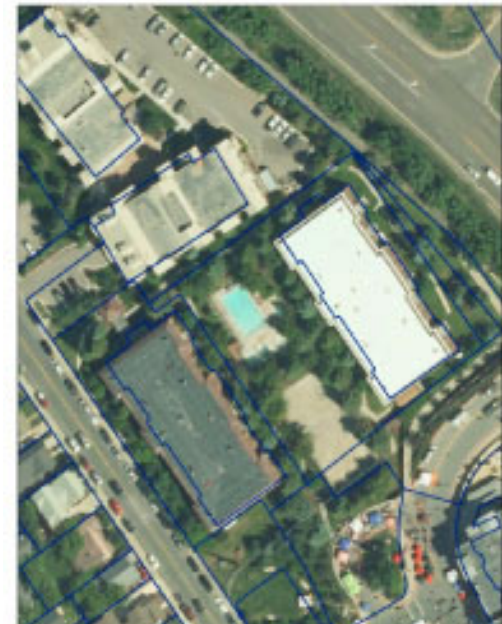
TREND: Housing Occupancy, Tenure, and Type (continued)



Single Family – Prospector Park



Condo – Racquet Club Village



Multiple Residential – Park Station

Residential Development Type

Housing units in Park City can be classified as single family, condo and multiple residential. Above are some examples of each type.

In all, Park City has around 8,520 housing units. Housing in Park City is made up primarily of multiple residential units and single family units. Multiple residential units make up 44% of Park

City's total housing stock followed by single family with 33%. Old Town has the highest number of multiple residential units with 1,094, followed by the Resort Center with 864 units.¹³² As a percentage of the total number of units in each neighborhood, 76% of the Resort Center's units are multiple residential, the highest of any neighborhood.¹³³ The Resort Center, Bonanza Park & Prospector, Old Town and Upper Deer

Valley all have a majority of their housing units located in multiple residential buildings. Thaynes Canyon, Masonic Hill and Park Meadows still have over 50% of their units dedicated to single-family homes.¹³⁴ The majority of Lower Deer Valley's housing is split evenly between condos and multiple residential units, with 37% each.¹³⁵



SENSE OF
COMMUNITY



TREND: Quality of Recreation

ICMA Voice of the People Excellence Awards

Each year, the National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA) partners to complete the National Citizen Survey (NCS). Through a multi-contact mailing representative of some 1,200 households, the survey seeks to identify community and local service strengths and weaknesses that contribute to a City.¹³⁶ The results of this survey are used for planning, resource allocation, program and policy evaluation, and to enhance the community's overall quality of life. Individual surveys from approximately 500 jurisdictions were completed, creating benchmarking criteria in which to rate or compare Park City.¹³⁷ Overall, Park City was rated "good" or "excellent" by 97% of respondents.¹³⁸

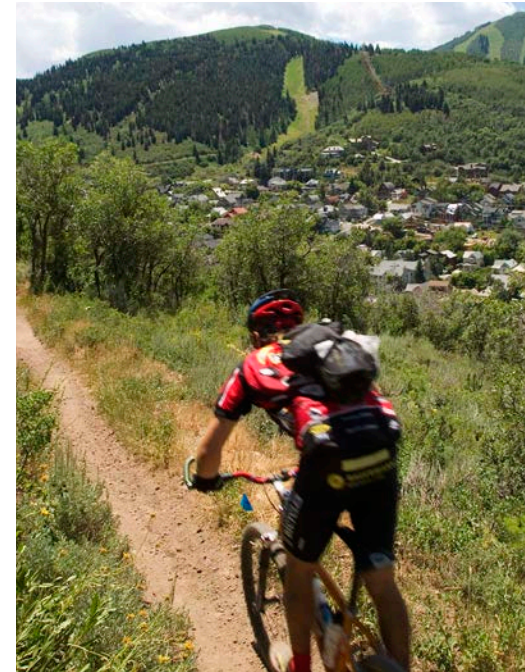
In 2012, the Park City Parks and Recreation Department received two (2) Voice of the People Excellence Awards from ICMA for City Parks and Recreation Programs and Classes.¹³⁹ The annual survey asks residents to evaluate local

opportunities and services related to community parks and recreation. Our recreational programs and classes as well as our recreational centers and facilities scored higher than the national benchmark. Our residents also make greater use of our recreational centers and programming than comparison cities. Leisure activities such as these that encourage healthy lifestyles and provide entertainment contribute to our overall high quality of life in Park City.

IMBA Gold-Level Ride Center Designation

In May 2012, The International Mountain Biking Association (IMBA) awarded its highest designation and first Gold-Level Ride Center Award to Park City.¹⁴⁰ Ride centers are evaluated on a number of criteria, including the variety of bike trails available to all skill levels as well as the cohesiveness of the trail system. Qualifying ride centers must score at least 90 out of 100 on the IMBA's evaluation, and Park City scored 96 points for having over 350 miles of single track terrain and well-defined trail connections and signage.¹⁴¹

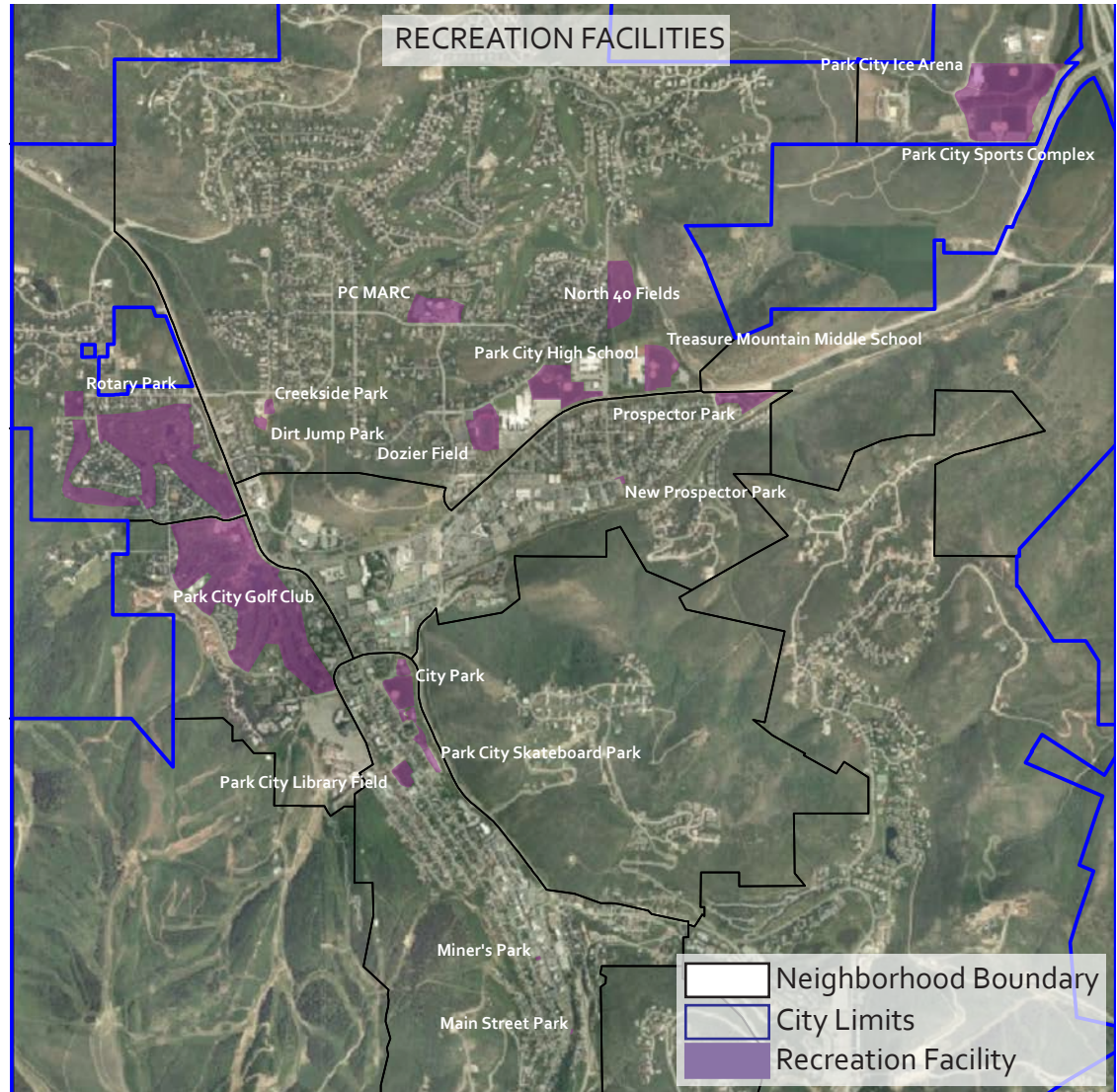
This award is largely due to the superior partnership between Park City Municipal Corporation and the Mountain Trails Foundation. Founded in 1992, the IMBA-associated nonprofit trail advocacy group has worked diligently to create and maintain Park City's expansive trail system that not only accommodates mountain biking, but also hiking and horseback riding during the summer months. During the winter, these trails are used by many.



TREND: Location of Recreation Facilities

There are four (4) major public recreational facilities in Park City: The PC MARC, the Park City Ice Arena and Sports Complex and the Park City Golf Club. All of these facilities are designed to meet the recreation needs of the entire Park City community, and three (3) of the four (4), excluding the PC MARC, have been designed to serve the greater Snyderville Basin area, as well.

Access to these facilities varies. The PC MARC is located in the middle of the Park Meadows neighborhood yet can be accessed by foot, bicycle, and bus. Walkability funds were utilized in this area to improve pedestrian safety by introducing sidewalks and more visible pedestrian crosswalks. The Park City Golf Club is also easily accessible by bus, with a stop located at the facility. The Ice Arena and the Sports Complex located in the Quinn's Junction area lacks any scheduled bus service. The Ice Arena and Sports Complex do, however, have access via trails yet lack pedestrian connectivity due to the lack of housing in the area.



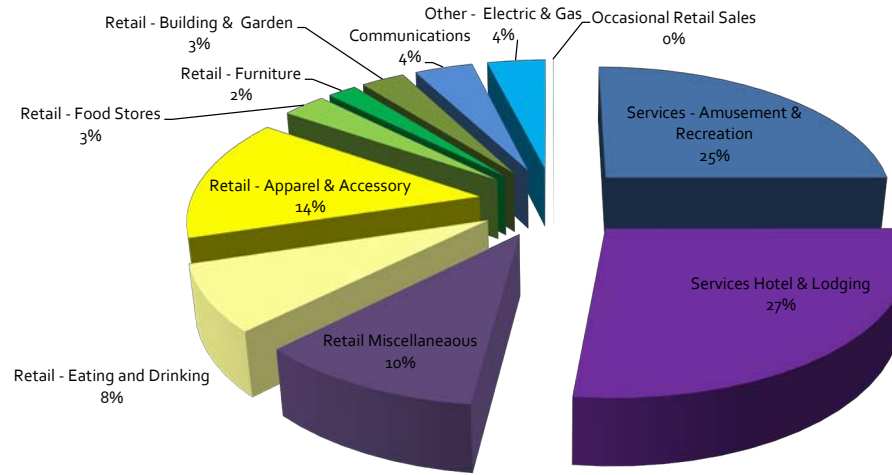
TREND: Tourism and Economy

Visitors, including Park City's second home owners, contribute significantly to the Park City economy and subsequently Parkites' quality of life. A 2009 study by Wikstrom Economic & Planning Consultants, Inc. determined the economic impacts of tourism on Summit County. The study reported visitor spending by major category and quantified revenues received from visitor sales during 2007. \$576 million dollars in visitor spending transacted in 2007.¹⁴²

Revenues attributed from visitor spending in 2007 totaled \$68,596,632 countywide. Of this amount, Park City School District gained \$21,972,411 primarily from second home property tax, and Park City Municipal gained \$23,539,765 from multiple revenue sources. The study input the cost of direct expenditures of tourism and identified the net revenues by entity, as follows:

The study concludes "Undoubtedly, tourism is the largest single component of the economic base of Summit County,

Visitor Spending by Major Category, Summit County, 2007



	North Summit School District	South Summit School District	Park City School District	Summit County	Park City Municipal Corp
Revenues	\$1,120,687	\$2,732,746	\$21,972,411	\$19,231,023	\$16,238,391
Tourist Expenditures	\$0	\$0	\$0	\$12,254,151	\$5,615,082

generating total economic impacts of over \$1.6 billion annually, creating nearly 12,000 jobs (54 percent of all jobs in Summit County) 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.***

TREND: Sundance Film Festival™ and Economy

In mid-January an amazing transformation takes place in Park City. Colorful Main Street becomes energized with an influx of creative art seeking individuals with a passion of translating life, the beauty and the struggles, through independent films. A heightened buzz takes over, flashing cameras turn heads for a glance at a celebrity, the latest fashions attempt to hit the street regardless of the cold temperatures, and everyone in town becomes a film critic. The locals host out of town guests, take in films, or work double shifts to maximize their potential profits during the ten (10) day festival. Shop keepers open early and close late. The energy within Park City, while saturated with film aficionados, is incredible and captures the love of the locals and visitors alike.

The impacts of the Sundance Film Festival™ infiltrates many aspects of the Park City community from inspiring local film makers and screening independent movies once a week at the library, to attracting visitors on the global market. During

the 2012 Festival, 5,700 of the more than 46,000 visitors were international visitors. Park City, Salt Lake City, Sundance Resort, and Ogden all act as hosts for film venues. Approximately ninety-three percent (93%) of out of state festival attendees plan to see the majority of their films in Park City. In addition, thirty percent (30%) of nonresident attendees said they intended to ski or snowboard during their visit (8,828 people) with Park City Mountain Resort and Deer Valley being the most desired resorts. Approximately, seventy-three percent (73%) of out of town guest choose to stay in the Park City limits.¹⁴³

How does this great infusion of people influence the economy? An estimated \$67.1 million dollars was spent by festival attendees in 2012. The benefits to the local business owners, ski industry, and the tax base is unparalleled by any other annual event locally or statewide. The Sundance Film Festival™ generates \$36 million in earnings for Utah residents and supports 1,275 jobs during the 10 day period.¹⁴⁴



Approximately, seventy-three percent (73%) of out of town guests choose to stay in the Park City limits.

SENSE OF
COMMUNITY



TREND: 2002 Olympics and Economy

Utah hosted the world during the 2002 Winter Olympics. The Olympics is an event of the highest caliber, known as a mega-event, due to the size and diversity of the crowds accommodated. A total of 220,000 visitors attended the 2002 Olympic Games. An estimated 2.1 billion viewers in 160 countries and territories logged in 13.1 billion viewer hours of Olympic coverage.¹⁴⁵

The total economic output from the 2002 Olympic games was \$4.8 billion dollars. In total, an estimated \$2.1 billion was spent preparing for the games. The games created 35,000 jobs in total, with a peak of 25,000 jobs created during the month of the games.¹⁴⁶ The Olympics yielded \$100 million in profits.¹⁴⁷ The net revenue to the state and local governments was \$76 million, seventy-three percent (73%) of which went directly to the state.¹⁴⁸

As a local host, Park City reaped many of the immediate benefits of hosting the Games including a boost to hotel occupancy, retail spending, and restaurant spending. The long term

benefits of infrastructure investments, media coverage (free advertising), and venues continue to be realized. The Olympics placed Park City on the international map, creating increased demand on the local tourism industry. In the decade following the 2002 Olympics, Utah has seen a forty-two percent (42%) increase in skier visits and spending as increased sixty-seven percent (67%).

Although no specific study has been conducted to measure the long-term impacts within Park City of hosting the 2002 Olympic games, one can assume the past decades of positive tourism trends are due to the success of the Games. The legacy continues with Park City being home to the U.S. Ski and Snowboard Association, that trains future Olympians in the state-of-the-art Center of Excellence facility and the neighboring Olympic Park at Kimball Junction. To accommodate growing demand, Park City increased the available pillow count by thirty-three percent (33%) during the decade following the Olympics.

PCMR

Host of: GIANT SLALOM, SNOWBOARDING, PARALLEL GIANT SLALOM, AND HALFPIPE

- 305 sport volunteers
- 67 male snowboarding participants, 53 female snowboarding participants, 21 NOCs
- 109 male giant slalom participants, 87 female giant slalom participants, 48 NOCs
- Six events, six sessions on six competition days
- 99.8 percent of tickets sold, 95,991 total spectators, an average of 15,700 spectators for each session
- Four test and training events from 1999–2002

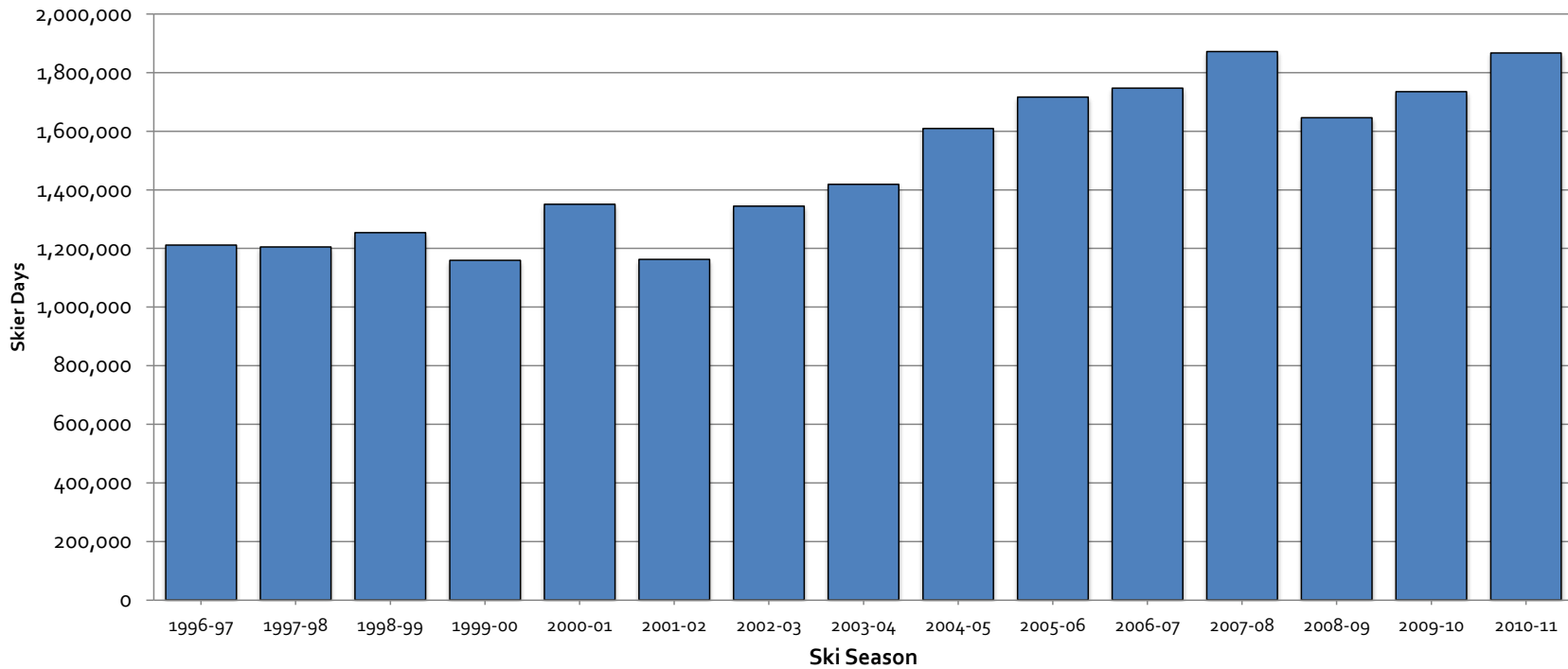
DEER VALLEY RESORT

Host of: SLALOM, FREESTYLE, AND MOGULS

- 265 Sport volunteers
- 56 male snowboarding participants, 53 female snowboarding participants, 20 NOCs
- 87 male slalom participants, 71 female slalom participants, 38 NOCs
- Six events, six sessions on six competition days
- 99.4 percent of tickets sold, 96,980 total spectators, an average of 13,800 spectators for each session
- Six test and training events from 1999–2002

TREND: Skier Days

Park City Skier Days



SENSE OF COMMUNITY

Skier day is a day of skiing purchased in a ski area, usually measured by the number of skiers in any one particular ski area. As a ski area, Park City is fortunate to experience an above average number of skier days due to our favorable weather conditions and seasonal snow falls. Prior to the 2002

Winter Olympics, a relatively consistent numbers of skiers visited Park City's ski resorts, with slight losses during the 1999-2000 and 2001-2002 winters. The 2002 Winter Olympics, however, brought great attention to Park City as a ski resort town, increasing tourism during the ski season and improving our

skier days. Since then, the number of skier days has generally increased, with some losses due to unfavorable weather or economic conditions. In particular, the economic downturn in early 2008 reduced the number of skiers visiting Park City during the 2008-2009 winter, yet numbers have begun to recover.



TREND: Employment and Businesses

Employment opportunities in Park City draw workers from around the region. Total non-farm employment in Park City during 2010 was around 12,577, while the number of people of working age (16 and over) living in Park City was only 4,252.¹⁴⁹ Furthermore, the Census Bureau estimates that in 2010, only forty-five percent (45%) of Park City residents of working age worked in Park City.¹⁵⁰ This means that **only fifteen percent (15%) of our workforce lived in Park City in 2010.**

Job growth in Park City has been mixed. Between 2001 and 2006, non-farm employment grew from 12,768 to 15,234, a growth rate of nineteen percent (19%). However, the economic crisis has had a major impact on the size of our workforce. In 2007 alone, non-farm employment dropped twenty-six percent (26%) to 11,303, the lowest level of the decade. Then, in 2008, non-farm employment grew by thirty-six percent (36%) to 15,399, its highest level of the decade. Since 2008, non-farm employment has been declining. In 2010, it was 12,577. Between 2001

and 2010, total non-farm employment in Park City decreased by one percent (1%). Summit County has suffered a similar drop in non-farm employment after the financial crisis. Additionally, non-farm wages saw almost no growth, in 2010 real terms, during the past decade. Adjusting for inflation, average monthly non-farm wages decreased between 2001 and 2003, from \$2,787 to \$2,630. Wages rose to \$2,879 in 2007 before decreasing to \$2,722 in 2010.¹⁵¹

The decrease in employment and wages has not seemed to affect business sales. Since 1995, total taxable sales in Park City have increased by over 100%, from \$289,806,859 to \$605,997,311 in 2010. Growth in taxable sales increased substantially after the 2002 Winter Olympic Games. In the five (5) years before the Olympics, taxable sales grew at a rate of eight percent (8.6%), while in the five (5) years following the Olympics, taxable sales increased by fifty-four percent (54.5%). Taxable sales reached their peak in 2008, at \$608,470,090. Sales declined during 2009 but have since leveled off, declining only point

Employers in the Park City area with 100 or more employees

500-999 employees:

- Deer Valley Resort
- Canyons Resort
- Park City School District
- Park City Municipal Corp.

250-499 employees:

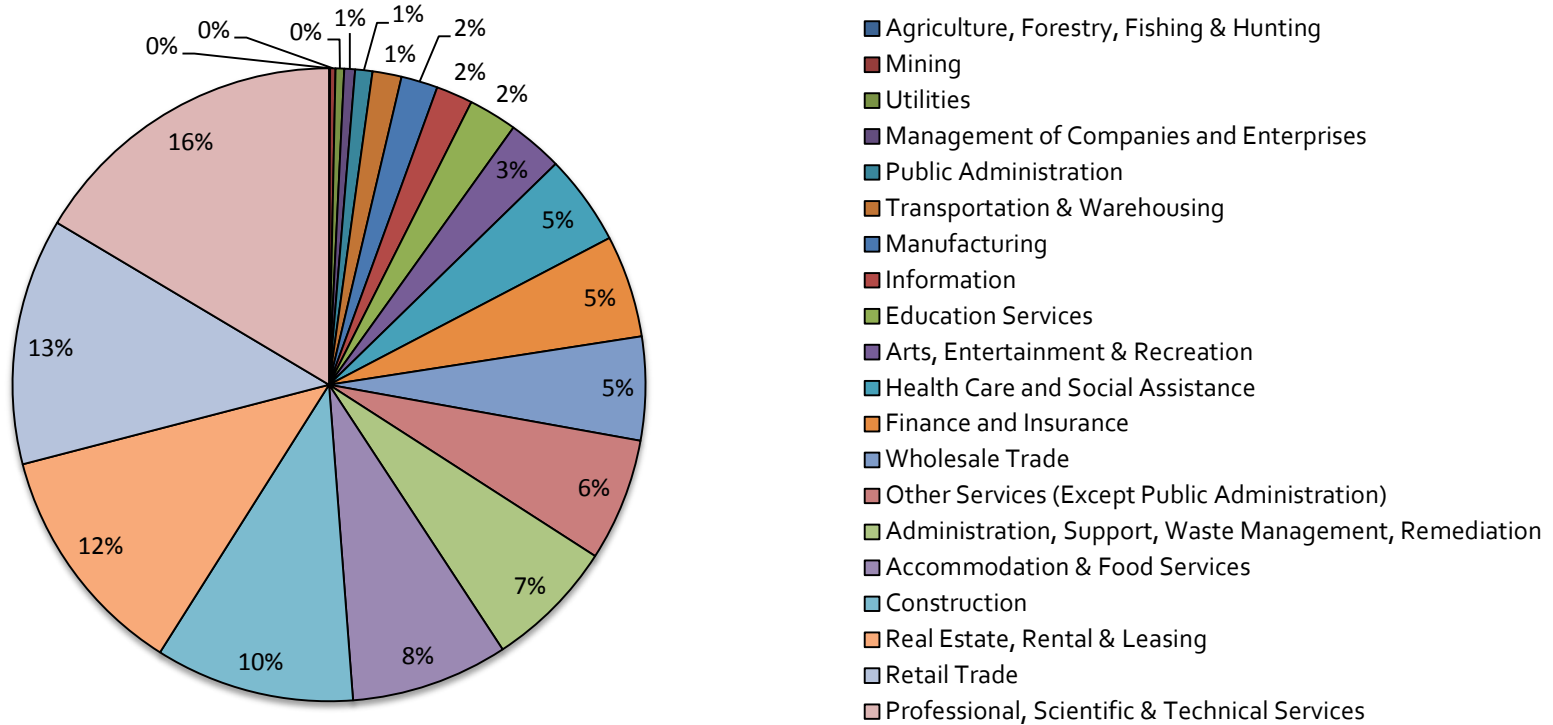
- Intermountain Health Care
- Utah Athletic Foundation/UOP
- Montage Hotel
- Stein Eriksen Lodge

100-249 employees:

- Skullcandy
- Triumph Gear Systems
- Home Depot
- Smiths
- Whole Foods
- Wal-Mart
- All Resort Express
- Westgate Resort
- Glenwild
- Promontory
- Talisker Club
- Park City Mountain Resort
- Waldorf Astoria
- Hotel Park City
- Park City Marriott
- USSA
- Park City Fire Service District
- Summit County

Source: Utah Dept. Workforce Services

Park City Area Businesses by Sector



three percent (0.3%) in 2010.¹⁵² Much of these sales undoubtedly came from tourism, especially given the fact that employment and wages of workers in the region stagnated the past ten (10) years. According to the Utah Governor’s Office of Planning and Budget, the amount of spending by

tourists has increased in Utah, from \$4.1 billion in 1998 to \$6.5 billion in 2010. Tourist spending in Utah peaked at \$6.9 billion in 2008, but decreased only ten percent (10%) to \$6.2 billion in 2009 before rising again in 2010. Since Park City’s resorts captured an average of around forty percent (40%) of the total

Utah skier days between 1996 and 2010, it is safe to assume that a large portion of Utah’s tourist spending went into the local economy.¹⁵³



TREND: Employment and Businesses

By employment, the largest industry 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. In total, this accounted for nearly 45% of all employment in Park City.¹⁵⁴ This is not surprising, as Deer Valley and Canyons Resort were two of the largest employers in the area, with around 500-999 employees, followed by the Utah Olympic Park, Montage Hotel, and Stein Eriksen Lodge, each with between 250 and 499 employees (employment figures for businesses provided by the State of Utah are given in ranges).¹⁵⁵

Since 2001, employment in the leisure and hospitality industry has followed the same trend as total non-farm employment. In 2001, 12,768 worked in the industry. Employment grew to 6,461 in 2006, before declining 15% in 2007. 2008 saw the highest levels of employment in the leisure and hospitality industry, with 6,854, before it declined during the next two years

to 5,682 in 2010. Overall, employment increased 12% between 2001 and 2010, unlike total non-farm employment.¹⁵⁶

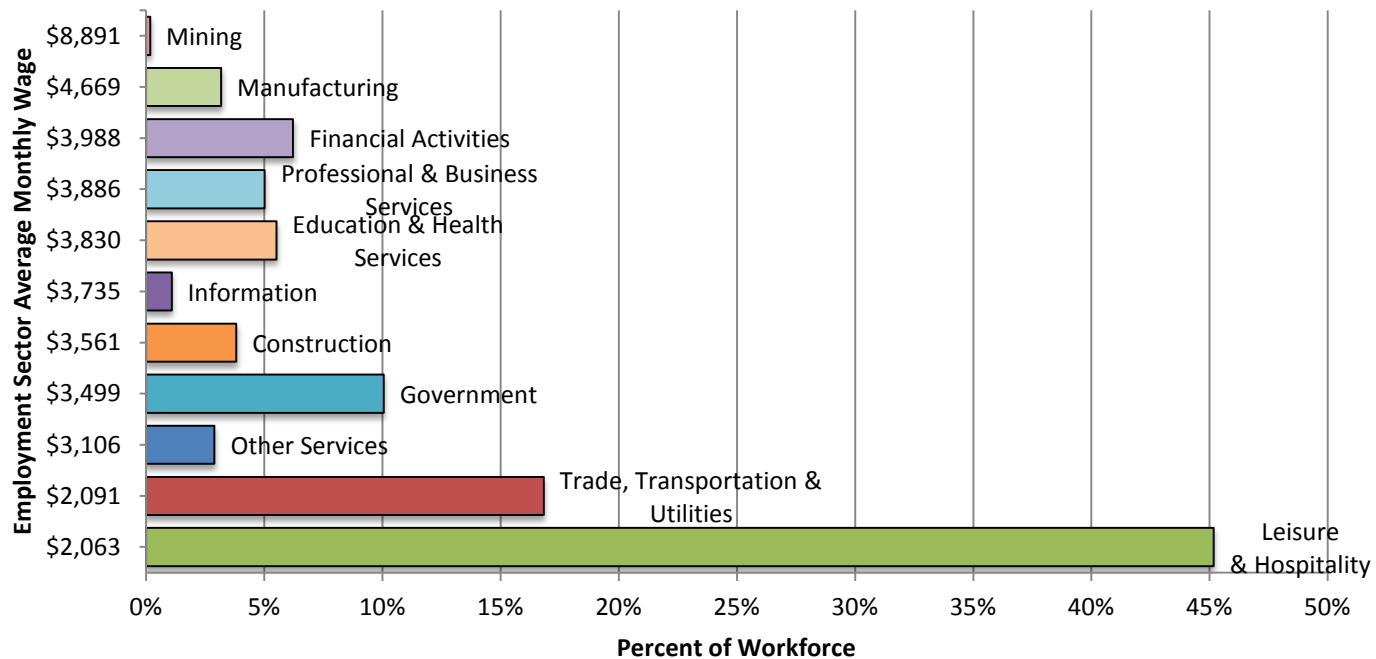
The leisure and hospitality industry is the cornerstone of Park City's economy. Employment in this industry made up 45% of all employment in Park City in 2010. In the same year, jobs in this industry made up 36% of total jobs in Summit County and only 9% of employment in Utah. In fact, Park City's leisure and hospitality jobs accounted for 76% of all leisure and hospitality employment in Summit County and 5% of all leisure and hospitality employment in Utah.¹⁵⁷

In addition to being the largest industry in Park City, workers in the leisure and hospitality industry are also the lowest paid, receiving an average of \$2,063 per month. Over the past decade, wages in this industry have remained the same, increasing only 1%, in real terms.¹⁵⁸ For workers living in Park City, the median wage in this industry between 2006 and 2010 was only around \$1,903.42 (50% of employees made less than this

amount).¹⁵⁹ These low wages help to explain why around 70% of the workers in this industry do not live in Park City. Most cannot afford to live here.

Following national trends, the number of employment opportunities in the education and health services industry saw the greatest growth in Park City between 2001 and 2010. During this period, employment grew by 58%, from 440 in 2001, to 694 in 2010. Despite this growth, education and health services remains a small part of Park City's local economy, accounting for around 6% of total employment. While this is a larger share compared to Summit County, the industry makes up 13% of all employment statewide.¹⁶⁰ However, some of the largest employers in Park City are in this industry, including Intermountain Health Care and the Park City School District.¹⁶¹ The education and health services industry saw the second largest real increase in average monthly wages between 2001 and 2010, growing by 38%, from \$2,774 in 2001 to \$3,830 in 2010.¹⁶² According to the US Census Bureau, between 2006 and 2010, the median monthly income for a worker living in Park City was

Park City Distribution of Workforce Wages, 2010



\$2,604. The difference between the median and mean wages suggests that there are a few highly paid workers in this industry, while the majority make less than \$2,604.

Another important industry in Park City is the construction industry. This industry saw the largest decline in employment between 2001 and 2010,

dropping by 55%. During this period, employment was volatile, experiencing large drops and gains. The period between 2001 and 2003 saw a large decrease in employment, followed by gains from 2003 to 2006. Employment dropped sharply in 2007, then shot up in 2008 only to fall further between 2009 to 2010. While in 2001 there were around 1,078 people employed

in construction, there were only 480 employed by 2010. Even with these fluctuations, the jobs in the construction industry are, on average, some of the highest paying. The average monthly wage in the industry in 2010 was \$3,561, although since 2001 it decreased, in real terms, by 1%. In addition, the median monthly wage for a construction worker living in Park City was lower at \$1,240.



TREND: Employment and Businesses

Important Industries and Potential Growth

There are a variety of methods for analyzing a local economy and its potential for economic growth. One of the easiest to understand is the location quotient. Location quotient measures the concentration of an industry in an area relative to a larger area. Basically, this compares the ratio of an area’s employment in a certain industry to the ratio of employment in the same industry in a larger area. A location quotient greater than one shows that the industry is more represented in the smaller area than in the larger area. A location quotient less than one indicates there that industry is less represented in the smaller area. Looking at the location quotients for different industries in Park City and Summit County reveals the leisure and hospitality industry has a very high location quotient compared to the State of Utah. In Park City, the industry’s location quotient is 4.8, meaning that the leisure and hospitality industry in Park City has almost 5 times the amount of employment one would expect based on the statewide

Industry	Utah (compared to US)	Summit County/Park City (compared to Utah)
Natural Resources and Mining	0.95	.42
Construction	1.33	1.6
Manufacturing	1.06	0.3
Trade, Transportation, and Utilities	1.05	.86
Information	1.13	.49
Financial Activities	1.05	1.12
Professional and Business Services	1	0.55
Education and Health Services	0.84	0.31
Leisure and Hospitality	0.95	3.36
Other Services	0.8	0.85
Unclassified	0.03	0.03

distribution of employment (which makes sense based on our tourism economy). While the area has no other industries with location quotients greater than one, there are many with location quotients lower than one. In Park City, the education and health services, professional and business services, manufacturing, information and mining industries all have location quotients less than 0.5, which means

that employment in these sectors is less than half of what we would expect given the distribution in the state.

By itself, the location quotient does not tell much about an area’s economic potential, only the distribution of employment in that area compared to another. While higher location quotients can indicate an area has a competitive advantage

in certain industries, it does not indicate economic growth. An industry with a high location quotient might have grown all it can, meaning very little opportunity in the future. On the other hand, an industry in a region with a low location quotient might be growing, and have a lot of potential in the future. Combining location quotient with employment growth reveals a much more complete picture of an area's economy. For instance, in Park City, the leisure and hospitality industry has seen negative growth in employment during the past five years, indicating that it is an important industry, but may require special attention to ensure that the industry stays strong. Employment growth in this industry in Summit County has been positive over the last five years, so this might indicate that Park City is losing employees to the County in leisure and hospitality. Industries with low location quotients, but high employment growth rates indicate potential emerging industries. Park City has two of these kinds of industries, the education and health services industry and the manufacturing industry (the same is true for Summit County). Industries with very little growth and a low location quotient are industries that are not likely to grow.

Estimated Pillow Inventory, Park City 1993-2011		
Time Frame	Estimated Pillows	Percentage Change
1993 - 1996	11,000	
1997 (January - November)	11,500	4.5%
November 1997	14,000	21.7%
December 1997	14,500	3.6%
1998 - April 2000	15,000	3.4%
July 2000 - January 2002	17,000	3.4%
February 2002 - December 15, 2002	18,000	5.9%
December 15, 2002 - December 2003	21,500	19.4%
January 2004	21,200	-1.4%
January 2005	21,000	-0.9%
January 2006	22,000	4.8%
January 2007	23,000	4.5%
January 2008	23,300	1.3%
January 2010	23,500	0.9%
January 2011	24,000	2.1%

The above table references the growth in Park City's leisure and Hospitality sector with an increase of 13,000 estimated pillows during the 18 year period between 1993 and 2011.¹⁶⁴



TREND: Arts & Culture

As a world-renowned tourist destination, Park City is home to a number of arts and cultural institutions that positively impact the local economy. There are over twenty-two (22) arts and cultural organizations in Summit County—the oldest of which is the 1926 Egyptian Theatre on Main Street—which support and foster our arts and cultural environment.¹⁶⁵ Since 2011, there has been a two percent (2%) increase in performances and twenty-one percent (21%) increase in attendance at local arts and cultural events, mostly because of growing interest at the Sundance Film Festival™, Kimball Art Festival, and Park Silly Sunday Market.¹⁶⁶ With an estimated sixty-four percent (64%) of attendees drawn to Summit County events from outside the county, the Mountainlands Economic Service Area (ESA) is able to support some 9,085 individuals that are employed in these industries that contributes to our tourism-based economy.¹⁶⁷ Local, county, and state agencies have awarded \$1.77 million in grants to arts and cultural organizations that support our creative economy.¹⁶⁸



Festivals and special events attract the largest crowds and contribute most significantly to our economy. As one of the top ten (10) arts festivals in the country, the annual Kimball Arts Festival contributed \$18.1 million with a record estimated attendance of 55,000 in August 2011.¹⁶⁹ From mid-June through September, Historic Main Street hosts the Park Silly Sunday Market, an eco-friendly open-air market featuring food vendors, musicians, as well as arts and crafts that draws some 121,000 attendees over fifteen (15) Sundays.¹⁷⁰ The Deer Valley Music Festival, held for

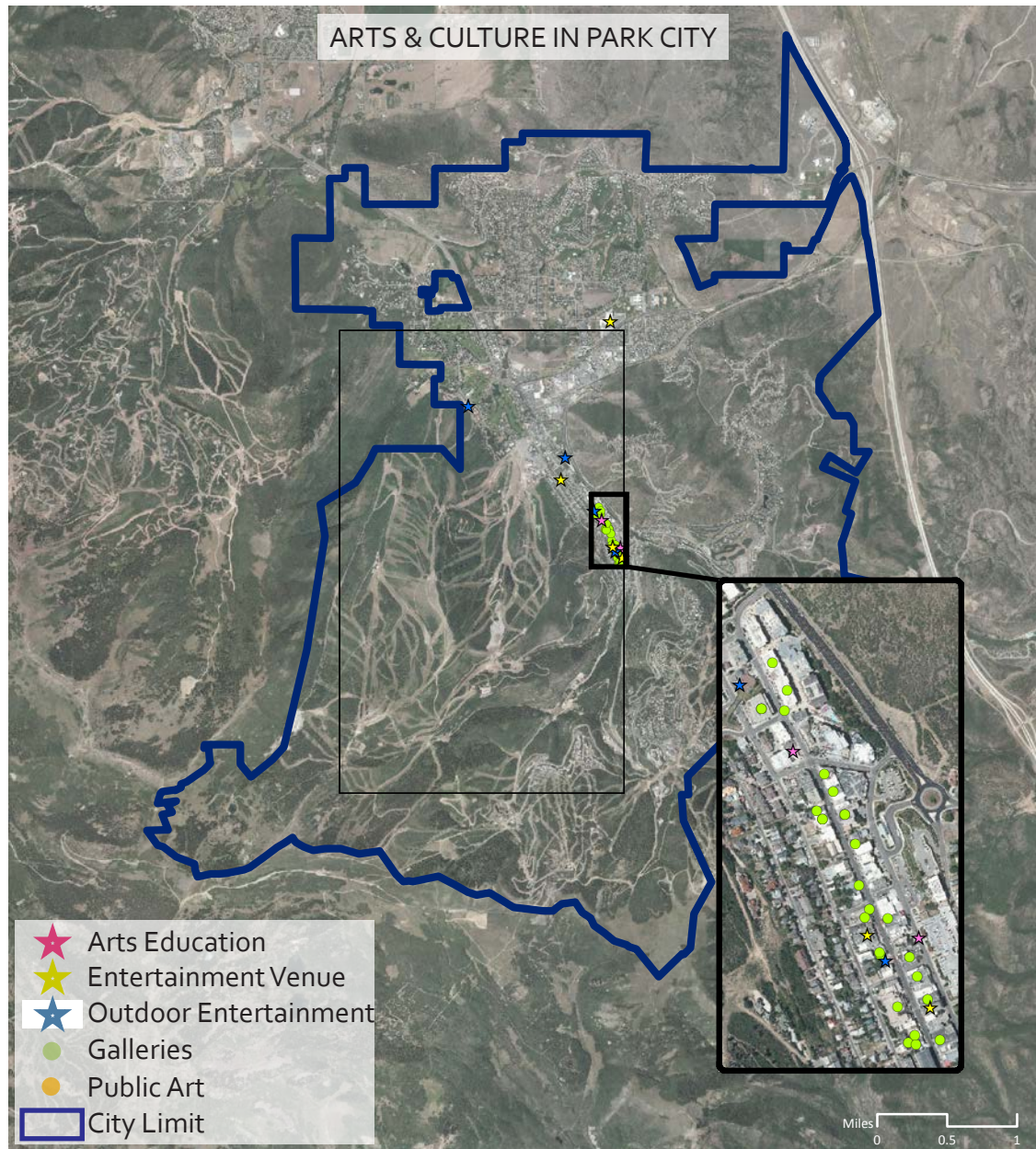
nine (9) weeks each summer during July and August, attracts an estimated 5,000 spectators each week to their Friday Classical Concerts, Saturday Pops concert, and fully-staged operas.¹⁷¹ The annual Sundance Film Festival™ in January draws in over 45,797 visitors, 30,596 of whom were from out-of-state, over eleven (11) days and generated \$70.8 million in economic activity in 2011.¹⁷² Other smaller festivals such as the Park City Film Music Festival, Park City International Music Festival, and Park City Food and Wine Classic bring locals

and visitors together to celebrate the City's unique arts and culture.

Park City seeks to provide a nurturing environment for the artists that find inspiration in our small town.

The Kimball Arts Center offers over 300 classes each year to the community, apart from their RELEVANT artist-in-residence program.¹⁷³ Similarly, the Spiro Arts Artist-in-Residence (AIR) Program offers a summer workshop program and cultural center at Silver Star. The work of these artists is further promoted by the many art galleries in Park City as well as the Park City Gallery Strolls held the last Friday of every month. In 2010, the Mountainlands ESA estimated that galleries such as these generated \$14.3 million in sales.¹⁷⁴ Park City Municipal Corporation and Summit County have further supported art by investing \$74,000 in public art projects, including some twenty-seven (27) murals, sculptures, bus shelter artwork, banners, and a sound garden that have been installed since 2004.¹⁷⁵

Significant strides have been made, as well, to introduce art to



TREND: Arts & Culture

the community's youth. The district-wide Arts-Kids afterschool program educates 408 elementary and middle school students about the expressive arts.¹² Summit High School seniors are also eligible for ten (10) separate art scholarships totaling more than \$11,000 to students pursuing arts education at the college level.¹³ In total, some 19,975 youth benefit from after school programs, field trips, and events produced by arts and culture organizations in Summit County.¹⁷⁶

The performing arts also aid in defining the culture of Park City. The George S. and Dolores Dore Eccles Center was opened in 1998 and has been the anchor for professional performing arts in the community ever since. From Alvin Ailey Dance to Kristen Chenoweth to Cirque Eloise, the 1,300 seat space serves both town and the student population year round. In addition, the organization, Park City Institute (formerly Park City Performing Arts Foundation) has grown to provide the popular Blg Stars, Bright Nights summer concerts series, welcoming national performers from

Willie Nelson to One Republic to Jewel. They have created the free, after-school literacy program, based on the Dave Eggers 826 National model. The Park City version is the Mega Genius Supply Store and IQHQ. And PCI is the group that has presented nearly a dozen TEDx events since 2009 for Park City. In 2014 they added a speaker series to their winter offerings. Twenty percent of every audience, for every event, is subsidized for the underserved in Summit County.

The Egyptian Theatre also holds similar events. The theatre's YouTheatre Program has launched the careers of three (3) former students who have participated in Tony Award-winning shows on Broadway.¹⁷⁷ In addition to the Sundance Film Festival™, the Park City Film Series, Sundance Institute Documentary Series, and Sundance Institute Outdoor Film Festival continue to promote independent film makers and their work throughout the year. In 2011, 260 films were screened in Summit County and 92 of these were world premieres.¹⁷⁸ In total, 451 theatrical performances and films were offered with over 518,034 attendees in 2011.¹⁷⁹

The culinary arts are supported through



Park City's dining and night life, driven by the Park City Restaurant Association. In 2011, the Summit County Restaurant Tax Grant program generated \$418,900 in revenue that was reinvested in arts and culture.¹⁸⁰

While our historic preservation efforts seek to preserve the built history of our mining and ski eras, the history of our mining town contributes enormously to our unique cultural identity. The Park City Historical Society and Museum keeps our colorful heritage alive through events such as the Annual Dungeon Party held in the museum's original 1885 jail cell. The annual Halloween at Glenwood Cemetery celebration raises

funds for site maintenance by bringing history to life through actors recreating the lives and times of the Park City residents buried there. Together, the four (4) Summit County museums—Alf Engen Ski Museum, Summit County, Echo Community and Historical Sites, and Park City Museum—had attendance of over 291,204 in 2011.¹⁸¹

Significant effort is made by state and county organizations to fund arts and culture in Park City and Summit County. During the 2011 granting process, the Park City Chamber and Visitors Bureau awarded over \$220,000 in funds to nonprofit organizations for special events.¹⁸² Utah foundations and granting agencies contributed an additional \$420,327 to Summit County arts and culture organizations.¹⁸³ Moreover, the online “Live PC Give PC” fundraising drive provides an opportunity for non-profits, corporations, and individuals to contribute to their favorite nonprofit organizations through a one (1) day online event that has raised over \$595,000 for seventy-nine (79) local non-profit organizations in 2012.¹⁸⁴ An estimated \$32 million or seventy percent (70%) of Park City and Summit County non-profit budgets are reinvested



locally in support businesses and industries.¹⁸⁵ At the same time, these organizations rely heavily on volunteer support. In 2011, 1,735 volunteers aided in programming and events in Summit County, committing more than 80,000 hours equivalent to thirty-eight (38) full-time staff members and a total cost savings of \$580,014.¹⁸⁶

Not only is our arts and culture sector vital to maintaining our reputation as a tourist destination and developing our identity, but creative industries contribute largely to our local economy. In 2011, over 3,213,165 visitors traveled to Park City, a 7.5% increase from

2010.¹⁸⁷ Fifty-two percent (52%) of visitors selected events and concerts as their reason for visiting the Park City area, and tourism produces roughly \$57 million annually in tax revenue.¹⁸⁸ Moreover, arts and culture contribute \$129 million per year to the state economy, and produce \$57 million annually in tax revenue from tourism.¹⁸⁹ Special events and fundraisers, cultural centers such as the Kimball Arts Center and the Summit County Historical Society and Museum, as well as numerous other arts and culture institutions contribute to the unique identity of our small town.



I have always loved the story about Jenny Lind, the Swedish Nightingale, performing in the Dewey Opera House in late 1800's. In a town of roughly 10,000 people, most single male miners, they supported an opera house and came out to hear a soprano sing in it. The arts mattered to them. They transported them from their dark-tunneled, life-threatening work, into light, whispering of transcendence. They knew they needed the arts to humanize them. Elevate them. Motivate them. The arts were a vital part of that Park City.

And the arts are a vital part of this Park City.

They just aren't celebrated.

Or elevated.

Or supported.

We like to compare ourselves to other resort communities in some kind of invisible competition where we always win. Best snow. Best restaurants. Best trails. Best schools. Best bus system. Best real estate. Best mountains. And yet, pretty much never, does anyone say...Best arts and culture product.

But they should.

The quantity and quality of live performance is unmatched. National touring companies and headline performers are commonplace summer and winter here. Every resort can boast "a guy with a guitar in a bar"...We have national dance companies, Grammy, Emmy, Tony, Oscar award winners. Top selling recording artists. Emerging artists. International speakers. And art galleries with soon-to-be discovered and collected artists. And jewelers and poets and glass blowers and fabric artisans and songwriters. And more, much more.

Yet the arts don't live comfortably/organically among us. In new buildings and developments designers aren't rewarded for including artistic touches in railings or walkways or rooftops. Inspiring architecture is often ridiculed. Creating art, as natural as breathing, is being smothered here from an inversion of imagination.

You can look to communities outside of Utah, where projects in towns with greater and smaller, much smaller populations than ours, are making the arts a central part of their communities. A look at the myriad of programs and grants offered now through the National Endowment for the Arts, shows the great imagination being applied in downtown spaces and abandoned factories and new developments and support of existing programs. Artplace and

ArtSpace compliment each other with grant monies and have been revitalizing communities from Alaska to Memphis, Tennessee. Since 2010 Artplace has awarded 80 grants in 46 communities for a total of \$29.9million.

They have found the return on investment by cities and in cities to be remarkable. Where water features with an artistic bent, invite residents and guests to be playful together. Where abandoned buildings became housing for artists and shared spaces for studios. Where artistic touches on buildings and in sidewalks and incorporated into fencing or bridge building, encourage exploration and discovery. Where architecture and art meet at the intersection of ideas and we all get to own that finished product in the prized collection known as, our community.

We can talk about global warming and how we can combat it with carbon offsets but we also need to look at the product of that product. With the ski resorts being reduced from five months of operation to maybe three predictable months, we are left with nine full months of everything else. The arts are, by and large, not weather dependent, save the few summer concerts or a festival when it rains. We can exist indoors and out. We exist to entertain and educate and illuminate all age groups and interests.

We are about as clean an industry as you can imagine.

Think of embracing "the arts as commerce."

According to an Economic Impact Study of Nonprofit Arts and Culture Organizations and their Audiences, created by the Americans for the Arts, just the organizations alone contributed \$61.1 billion to the economy in 2011. When added to that, the additional \$24.60 per ticket purchased to an arts event-spent in other ways by that ticket buyer, there is an additional \$74.08 billion spent, for a total of \$135.20 Billion. The arts nationally provide 4.1 million jobs. More than 1/3 of attendees are non-local and spend almost twice that of local residents. Out of area, overnight arts guests, tend to spend on average, \$1,000 per visit.

If we want to have a vibrant edge over other ski towns just like us, we have to be a town unlike ski towns just like us. We have to sing our story, carve it out and into a totem pole, write it in an original play, paint it on the side of wall, make it part of the design of the next approved building and support it in deed and dollars.

Because just like that-poof... it could all be gone. The arts here are as fragile as a falling snowflake. Beautiful, even on the way down...then...just a memory.

No community/civilization is long remembered for its planning codes or zoning laws, or good management or utilitarian



buildings. Great civilizations and cities, are all remembered for their contributions to art-visual and performing and literary and structural.

Think of the enjoyment that comes from celebrating the arts as the protected open space of the mind.

There is something missing here that could make us desirable for all kinds of new clean industry

/original growth. A smart center, small, to accommodate maybe 500 to 750 people seated. With an in-house catering space. Flexible, moveable walls to grow or shrink the space, depending upon the performance/conference needs.

And the most advanced technical system to present and project and receive images from anywhere in the world. Think of it as, Skype on Steroids. A place where the Google guys could come when they ski here (and they do, already, ski here) and offer ideas into the world without getting out of their ski boots. Where we could receive live streaming from conferences like TED or e.g. or SXSW. The applications for the Sundance folks and their associates are endless. It would not be another Aspen Institute but it could learn a lot from it. And here's the most critical piece of this-it needs to be surrounded not by other buildings but by open spaces. Big ideas happen in big open spaces. Feeling small and in awe, allows you to dream big.

It would be a space unlike anything else in Utah, or the intermountain west. Or maybe, just maybe, unlike anyplace else at all.

The arts need city support. They need money and time and participation and vision. When that clean industry, which helps fill beds and restaurants and shops and sells real estate disappears, Park City will just be another resort without a soul.

We have to take risks and we have to know that art, being in the eye of the beholder, may fail or offend. But with any luck, it will delight and surprise and stimulate discussion far more often. We have to be bold because the arts are bold. We have to dare greatly because that is the very place-the unsafe, unpredictable place-where greatness resides/hides.

What immediate steps could the City take to support and grow the arts here?

Funding programming is essential. Having a vibrant arts council that advocates for all the arts is critical.

Creating an annual event like, The Mayors Awards for the Arts, would be powerful. Selecting one donor, and someone

who makes their living by making art here in Park City would send a powerful message of support and recognition, which as anyone in the arts knows, leads to more support and more recognition and increases the chances of more funding.

But equally as important, The City needs to honestly embrace arts and culture in a way that is greater than a goal stated on a piece of paper. It must not walk that talk but dance it, sing it, play it and weave the arts into the fabric of everyday life in Park City. Nothing else can have such an immediate and positive effect on the citizens. And if providing joy and beauty isn't yet a stated goal, add it.

Arthur Judson founded (along with Babe Paley) Columbia Artists to bring European musicians to perform in America. It then grew to become CBS radio, which became CBS television. He toured the Philadelphia Orchestra and New York City Philharmonic all across the county and had a most successful radio show bringing those musicians and their music to the far reaches of rural America. When he was older and looking back a bit on his enormously successful life, he took a walk with his twelve year old granddaughter, Francis, in Central Park and he asked her in his imposing voice, where was the important city in America for music to be performed. Francis did not want to fail this most important test. And since grandfather's business was now all based in New York, and they were in Central Park, she guessed, New York City. He gently but firmly corrected her. The most important place for live music is every small town in America, he told her. They need music the most. They need to know they are not alone and they need to experience the joy that only live performance can bring. Don't you forget that Francis, he told her and she never did.

Fran Kennedy went on to become a major philanthropist with multiple organizations in New York and Philadelphia. When she purchased a second home in Park City, she right away, listened to the plans to create a performing arts center. She underwrote numerous programs and supported the staff by sending them to New York City for a week each fall for years. She was an extraordinary quiet patron of the arts in Park City. And she remained so until her death in 2004. She contributed, because she knew the most important place for music in America was, any small city without access to it.

Arts and culture belong in Park City in a kind of everyday, breathe in and out way. So the quality of life here, in all climates and for all ages and abilities, have places and spaces of inspiration and imagination to lift us daily.

Be bold little town.

Teri Orr

Executive Director of the Park City Institute



TREND: Economic Development Toolbox

Brownfield

A Brownfield site is real property where the expansion, redevelopment or reuse may be complicated by the presence or potential presence of a hazardous substance (e.g., pollutants, contaminants, controlled substances or petroleum products). A Brownfield site may also be mine scarred land.

Tax Incentives for Brownfield Site

Clean-up: Initially enacted in 1997 and extended through to the end of each calendar year, the Brownfields Tax Incentive encourages the cleanup and reuse of brownfields. The Brownfields Tax Incentive provides the following advantages to taxpaying stakeholders conducting environmental cleanup at brownfields sites:

- Allows environmental cleanup costs at eligible properties to be fully deductible in the year incurred, rather than capitalized and spread over a period of years.
- Improvements in 2006 expanded



the types of properties eligible for the incentive to include those with petroleum contamination.

- Previously filed tax returns can be amended to include deductions for past cleanup expenditures

The Utah Department of Environmental Quality (DEQ) is able to assist local governments or other qualified parties with application for Federal Brownfields Grants. The DEQ conducts Targeted Brownfields Assessments (TBA) for qualified communities, local governments, or non-profit groups. TBA's are conducted at no charge to the applicant and the assessments can provide useful information for decision-making and redevelopment planning

(such as the need for No Further Action, additional assessment and/or cleanup). A TBA may establish the groundwork for a potential voluntary cleanup, if necessary.

State grants are available to address sites contaminated by petroleum and hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum). Opportunities for funding are as follows: Brownfields Assessment Grants (each funded up to \$200,000 over three years; coalitions are funded up to \$1,000,000 over three years), Brownfields Revolving Loan Fund (RLF) Grants (each funded up to \$1,000,000 over five years) and Brownfields Cleanup Grants (each funded up to \$200,000 over three years).

The aforementioned information was provided by the Utah Department of Environmental Quality. More information can be found by going to their website at: <http://www.superfund.utah.gov/vcpbrownfields.htm>

Business Improvement Districts (BIDs)

A Business Improvement District (BID) is a geographically defined area in which property and business owners make a collective contribution

to the maintenance, development, and marketing/promotion of their commercial district. Services typically include street, sidewalk, park and open space maintenance; enhanced safety and security; marketing; capital improvements; and various development projects. These services provided by BIDs are in addition to the services already provided by the municipality. Through a BID, the City bonds for a specific amount of money that is paid back through property tax collection at the site where the money is spent.

A levy is assigned to the district in which each property owner must pay the tax as a percentage of the property valuation. The property owners must collaborate to create a Business Improvement District. Once created, the organized management and resulting cleanliness, safety, and improved public realm, typically attracts new businesses into the area.

Businesses must collaborate to initiate the process locally.

Business Resource Centers

The Utah State Legislature created the Utah Business Resource Centers

Act in 2008. Business Resources Centers (BRC) were created to increase assistance to Utah businesses in order to allow for their success. The centers are intended to be “one-stop resource centers providing coordination of business support, education, tracking of clients, access to sources of funding, training, technical expertise, talent, and networking for new and existing businesses.

BRCs will partner with various business service providers located in their local service area and assist in the coordination of their activities, identify gaps in provided services, develop initiatives, and provide opportunities. Business service provider partners will include federal, state, county, city, academic, private and any other business service providers that desire to participate with the BRC.

To create a Business Resource Center, the entity is required to secure matching funds. The matching funds may be in the form of cash or in-kind such as facilities, services, personnel, etc., or as approved by the Utah Governor's Office of Economic Development. Administrative oversight for the BRCs to maintain decision authority and



act as fiscal agent are provided by the Utah Governor's Office of ED. Also, a Business Resource Centers Advisory Board is formed by the Governor's Office of Economic Development which will provide operational oversight of, and coordination with, the Business Resource Centers. Park City has an existing BRC that coordinates with Park City Municipal Corporation.

The aforementioned information was provided by the Utah Governor's Office of Economic Development . More information can be found by visiting their website at <http://business.utah.gov/start/Business-Resource-Centers/>.



TREND: Economic Development Toolbox

Community Development Block Grants (CDBG)

The Community Development Block Grant (CDBG) program is a flexible program that provides communities with resources to address a wide range of unique community development needs. The State of Utah Community Development Block Grant program provides grants to cities and towns of fewer than 50,000 in population and counties of fewer than 200,000 people. The purpose of the Small Cities program is "to assist in developing viable communities by providing decent housing, a suitable living environment, and expanding economic opportunities, principally for persons of low and moderate incomes." Federal funding is allocated to the State of Utah through the U.S. Department of Housing and Urban Development.

The Small Cities CDBG program is administered by the State of Utah and is unique compared to other states which utilize a more centralized funds-distrib-



ution process. In Utah, the program is based on public input through local governments which establish priorities for local projects consistent with state and federal guidelines.

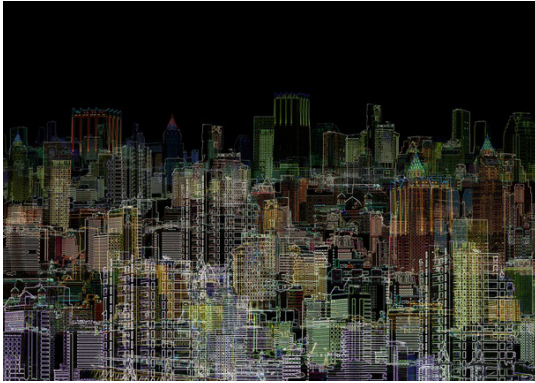
The State requires that communities interested in the CDBG program attend a workshop which detail the application requirements for funding, which are generally held once a year. The aforementioned info can be found on the UDHC website: http://housing.utah.gov/about_us/contact_us.html.

Economic Clusters

Utah's Economic Cluster Initiative is designed around proven economic principles where collaboration among organizations offers sustainable advantages to local economies. Based on successful economic models, Utah is capitalizing on its core strengths and facilitating the development of clustered business environments where these strengths will result in a thriving economy and an increased standard of living.

Economic clusters are groups of related businesses and organizations within industry sectors whose collective excellence and collaboration provide a sustainable competitive advantage. Strong economic clusters translate directly into tangible benefits for Utah's businesses, citizens, and educational institutions. Businesses have instant access to information, new technology, and a network of related companies. Universities can tap into new research funds and a larger pool of potential students as well as flexibility to respond to the market. Citizens benefit from arising opportunities and an increase in new businesses.

The Governor's Office of Economic



Development serves as a catalyst to align necessary resources and policies that contribute to successful economic clusters. The key is to bring industry, research, capital, talent, technology, and government together around industry sectors that possess the greatest return on investment for the State. Businesses which align with clusters are highlighted when applying for State incentives.

The aforementioned information was provided by the Utah Governor's Office of Economic Development. More information is available at: <http://business.utah.gov/targeted-industries/>.

Economic Development Tax Increment Finance (EDTIF)

Economic Development Tax Increment Finance or "EDTIF" tax credit is available from the State of Utah Office of

Economic Development and is a post-performance, refundable tax credit for up to 30% of new state revenues (sales, corporate and withholding taxes paid to the state) over the life of the project (typically 5-10 years). It is available to companies seeking relocation and expansion of operations to the State of Utah.

Policy:

- Maximum credit of up to 30% over the life of the project.
- No more than 50% credit in any one year.
- The life of the incentive is typically 5- 10 years.
- For Summit County, new jobs created must pay at least 100% of county average salary.
- No retail distribution projects.

Requirements:

- Obtain commitment from the Park City Council to provide incentives and establish an Economic Development Zone.
- Enter into an incentive agreement with the Governor's Office of Economic Development which specifies performance milestones.
- Create new high-paying jobs with an

average wage of 100% for the typical Summit County wage.

- Generate new tax revenues.
- Significant capital investment.
- Significant purchases from Utah vendors or suppliers.

The aforementioned information was provided by the Utah Governor's office of Economic Development: <http://goed.utah.gov/relocate/incentives/edtif/>



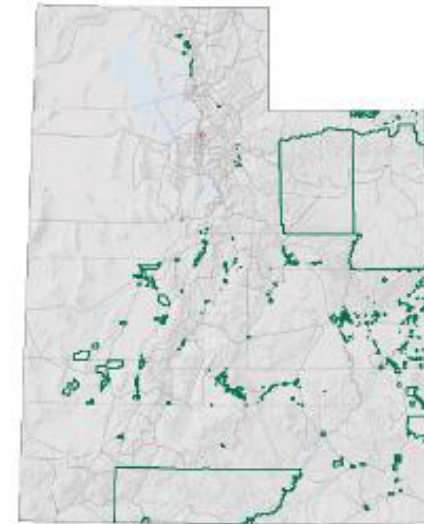
TREND: Economic Development Toolbox

Enterprise Zones

An “Enterprise Zone” is comprised of an area that would be identified by Park City and Economic Development Officials and designated by the State of Utah Governor’s Office of Economic Development. Under the program, certain types of businesses locating to, or expanding in a designated zone may claim state income tax credits provided in the law.

Destination – Enterprise Zones are allowed by the state of Utah for all cities with a population of less than 10,000, located within a county with a population of less than 50,000. Park City meets the population threshold based on its current population of 7,558 and Summit County’s current population of 36,324 based on the 2010 census figures. Applications for Enterprise Zones are to be reviewed and approved on the basis of economic development need, its quality, and other considerations based on a variety of economic distress factors. Some of these may include:

- Pervasiveness of poverty, unemployment, and general distress in the proposed zone. See Utah's 12 Economic Distress Factors.
- Extent of chronic abandonment, deterioration, or reduction in value of commercial property in the proposed zone.
- Potential for new investment and economic development in the proposed zone.
- Applicant's proposed use of other state and federal development funds or programs to increase probability of new investment and development occurring in proposed zone.
- Projected development in the zone will provide employment to residents in the zone, and particularly, individuals who are unemployed or economically disadvantaged.
- The degree to which the zone applicant's application promotes innovative solutions to economic develop-



Enterprise Zones in Utah

ment problems and demonstrates local initiative.

- Other relevant factors which the Governor's Office of Economic Development specifies.

The aforementioned information was provided by the Utah Governor’s Office of Economic Development. For additional information visit their Resource Information Center at http://business.utah.gov/programs/rural-development/rd_grant/goed_grants_utah/rdevgrant/.

Enterprise Zone Tax Credits

Enterprise Zone Tax Credits or “EZTC’s” are enterprise zones comprised of an area which would be identified by within the City by the City Council with approval from the State Economic Development Office as designated by the State. Certain types of businesses locating or expanding in a designated zone may claim state income tax credits.

Infrastructure Investment

State and local infrastructure investments are typically financed by General Obligation Bonds, or on a pay-as-you-go basis. In each case, state and local governments relied on current general revenues to either pay off the general obligation bonds used to finance the capital investment, or to put funds aside for future capital investments. The main source of funding in each case was general revenues, primarily from general taxes.

Micro-Loan Funds (MAG)

It is the purpose of the microloan program to provide an entry level to a micro-enterprise with the potential to become a business eligible for traditional funding. This is accomplished by assisting low and moderate income citizens, women and minorities to better themselves through enterprise ownership.

Qualification:

- Business is located in Utah, Summit, or Wasatch County.
- Successful participation in the Utah Valley University Small Business Development Corporation program.
- A minimum of one job created for every \$3,500 loaned.

Details:

- \$500 - \$5,000 loans available.
- Interest rates will not exceed 7 points above the Wall Street Journal Prime Rate (fixed over the loan term).
- Loan terms of 6 months to 3 years will be available.

How:

Fees: \$25 application fee. Origination



and recording fees are 1.5% of the loan amount for each year of the loan and are financed into the loan. These fees are used to defray administrative and monitoring expenses.



TREND: Economic Development Toolbox

Mezzanine Finance

A mezzanine investment can easily be tailored to a company's particular financial situation and concerns. Mezzanine financing balances the interests of the investor and the company. Issues that are negotiable and that are interrelated include: amortization schedule; percent of equity dilution; current interest rate; collateral; future value of the company; and puts and calls, to name a few.

Mezzanine financing is less expensive than the traditional equity investment. The primary expense is the equity dilution, which varies per transaction, but is often less than half of what an equity placement would require. Other cost benefits include the low transaction costs relative to a public offering, which are often over 10% of funds raised. In addition, interest is a tax-deductible expense, as opposed to dividends, which are not tax-deductible.

Typically, mezzanine financing is structured as unsecured long-term debt with an "equity kicker" in the form of warrants to purchase equity, or conversion



rights into common stock. The debt will amortize over 5 to 7 years, earn a current interest rate of 13% to 15%, and contain terms and conditions, some of which resemble bank covenants, and some equity conditions. A put, the right the investor has to be paid in full, typically is made at the end of Years 5 to 7.

The major investors in the mezzanine market financing are:

- Mezzanine funds
- Venture capital funds
- Insurance companies
- Small business investment companies
- Commercial banks

The aforementioned information was provided by *business.utah.gov*.

Motion Picture Incentive Fund

A post-performance rebate of production dollars spent in the State of Utah. An approved production is eligible for a rebate of 20% (in 2013) on every dollar spent in the state. To qualify a production must spend a minimum of \$1 million in the state. The incentive is offered as either a 20% tax credit or a 20% cash rebate for qualifying productions. Productions under \$1 million may be eligible for a 15% cash rebate.

The aforementioned information was provided by: <http://film.utah.gov/mpif.htm>.

Private Activity Bonds or Qualified Redevelopment Bonds

The Private Activity Bond (PAB) is Utah's tax-exempt bonding authority creating a lower cost, long-term source of capital under the Federal Tax Act of 1986. The Federal Government allocates over \$32 billion per year to states on a per capita basis, with Utah receiving a varied portion of the funds depending upon local interest in the program. Each state establishes its usage priorities by statute. The Utah State Legislature has



distributed our volume cap into the various allotment accounts listed below:

Small Issue Account

Volume Cap Amount: \$66,676,800
Percent of Total Volume Cap: 24%
Users: Multi-Family Affordable Housing (apartments) and Manufacturing Facilities (credit worthy companies starting or expanding their business by building/buying new structure facilities, equipment, and/or land).

The Small Issue Account allocates volume cap to meet two critical state needs: build essential multi-family housing and create high paying jobs that will support a family. Through the use of Multi-Family Housing Bonds and Manufacturing Facility Bonds, i.e.,

Industrial Development Bonds (IDBs) or Industrial Revenue Bonds (IRBs), long-term capital is made available at 100 to 300 basis points (1 to 3 percentage points) less than market rates for periods of 20 to 40 years.

Single Family Account

Volume Cap Amount: \$116,684,400
Percent of Total Volume Cap: 42%
Users: Utah Housing Corporation for first-time single family homeowners.

Student Loan Account

Volume Cap Amount: \$91,680,600
Percent of Total Volume Cap: 33%
Users: Utah State Board of Regents for university and college students.

The Single Family Mortgage and Stu-



TREND: Economic Development Toolbox

dent Loan Programs lower thousands of Utahns' long-term costs annually for their first home mortgage or college student loan.

Exempt Facility Account

Volume Cap Amount: \$2,778,200

Percent of Total Volume Cap: 1%

Users: Water Facilities, Sewage, Pollution and Solid Waste Control Projects.

The aforementioned information was provided by the Governor's Office of Economic Development. More information can be found by going to the following link: <http://business.utah.gov/relocate/PAB/pab-program/>.

Recycle Tax Credits

What is it: Recycling Tax Credits or "RTC's" are allowed for in areas known as "Recycling Zones." They are the product of State legislation that allows agencies to incentivize businesses to use recycled materials in their manufacturing processes and create new products for sale. It also benefits businesses that collect process and distribute recycled materials. More than twenty



Utah communities have been designated by the State of Utah as Recycling Market Development Zones.

- Eligible recycling businesses that are located in designated Recycling Market Development Zones qualify for:
- 5% Utah state income tax credit on the cost of machinery and equipment
- 20% Utah state income tax credit (up to \$2,000) on eligible operating expenses
- Technical assistance from state recycling economic development

professionals

- Various local incentives

How: Recycling Tax Credits and Recycling Zones are applied for through the State of Utah Department of Economic Development, for additional information please visit the Utah Governor's Office of Economic Development at: http://goed.utah.gov/relocate/incentives/incentives-recycling_zones/

Revolving Loan Fund

The purpose of Revolving Loan Funds (RLF's) is to create permanent, long-term jobs within the "Mountainland Association of Governments" region of Utah by providing "gap" and start-up financing to qualified businesses for eligible activities. The RLF program should work as a catalyst to stimulate the investment of private sector dollars. The borrower should make every effort to obtain private sector funding. Loans made through the Revolving Loan Fund are intended to help bridge the gap cre-

ated by shortfalls in commercial financing. Funds are repaid into the program and recycled to other businesses, thus allowing an ongoing job creation program. Funds are available for businesses located in Utah (excluding Provo and Orem), Summit, or Wasatch County.

Money from the RLF can be used for the purchase of machinery or equipment or other fixed assets as well as working capital, including inventory, accounts receivable, operating expenses, and labor. Excluded for use of RLF is the refinancing of existing debt, and company relocation to another jurisdiction without job growth.

Loan Details:

Interest rates will not exceed 5 points above the Wall Street Journal Prime Rate (fixed over the loan term).

- Loan terms of 6 months to 5 years will be available.
- Loans will range from \$10,000-\$50,000.

Basic Requirements:

- A borrower must agree to create and/or retain one job for every \$25,000 (approx.) of Revolving Loan

Fund money.

- 51% of jobs created should be filled by low or moderate income individuals.

The aforementioned information was provided by the Mountainlands Association of Governments Economic Development office. More information can be found by visiting their website at: <http://67.137.116.245/site/departments/view/4>.

Small Business Loans (Revolving Loan Fund)

The purpose of the Revolving Loan Fund is to stimulate business development and expansion, encourage private investment, promote economic development, and enhance neighborhood vitality by making low-interest loans available to businesses willing to locate or re-locate from outside of Park City, into designated areas within the City Limits.

Loans are typically available for targeted businesses:

- New and existing businesses
- Starting, maintaining, and growing a business



- Relocation of a business (from outside of the City, not intended for “cannibalization” of other rental/real-estate markets in town)
- Businesses impacted by displacement (loss of lease to new owner with other plans, etc).
- Real estate related ventures
- Signage, retail presentation, display work, etc.

This would be a City Funded loan program that the City Council would establish by resolution. The amount of the loan program, as well as other parameters will need to be established at that time.



TREND: Economic Development Toolbox



SENSE OF
COMMUNITY

Special Improvement Districts

The primary purpose of most special districts is to provide water, wastewater, drainage, and streets to large-scale, master planned developments. Special Improvement Districts are limited-purpose, quasi-governmental entities, which have the authority to issue bonds to fund infrastructure. User fees and property assessments are then imposed to pay off the bonds.

Tax Exempt Bonds – Exempt Facilities Bonds

A bond is a certificate representing a promise to pay a specified sum of money (face value or principal amount) at a specified date in the future (maturity dates), together with periodic interest at a specified rate. The Tax Reform Act of 1986 distinguishes between two types of municipal bonds; Governmental Bonds and Private Activity Bonds (PABs).

Governmental Bonds are used for public purposes (e.g., highways, schools, sewers, government equipment and buildings, jails, parks, bridges, etc.) and benefit the general public. The interest on Governmental or Municipal Bonds is exempt from federal income taxes and in many cases, state and possibly local income taxation if the bonds are issued by the State, its Agencies and/or Political Subdivisions. Because of this feature, the interest rates on municipal bonds are lower than interest rates on

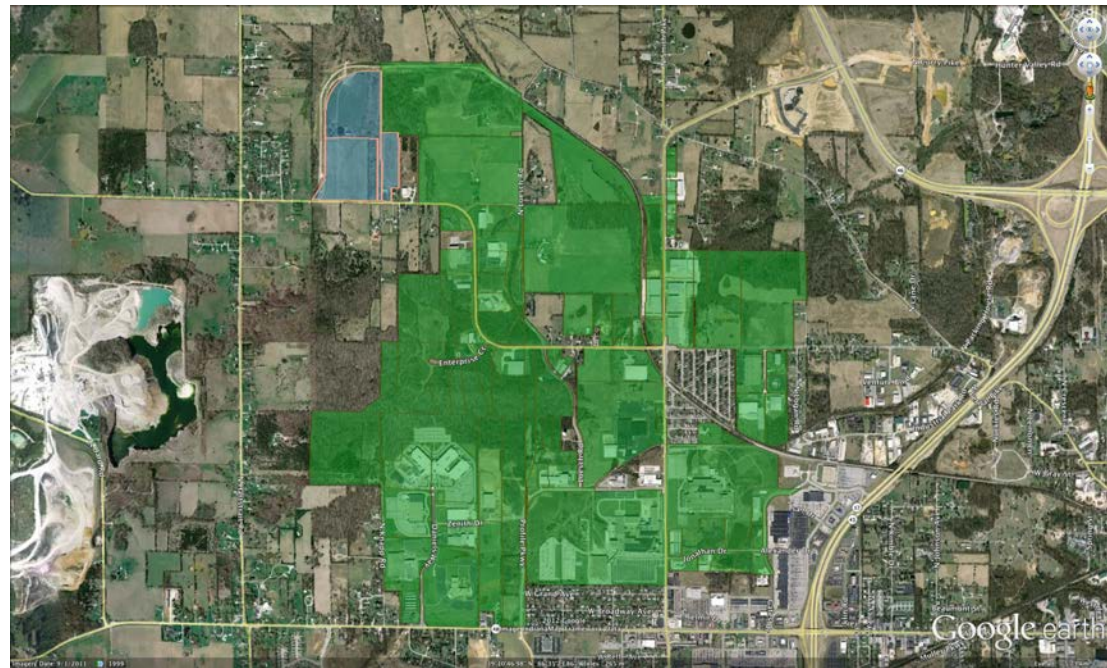
other types of bonds. Municipal bonds are backed by the full faith and credit (taxing and borrowing power) of the municipality issuing the bonds.

Private Activity Bonds are issued for the benefit of private individuals or entities and are issued on a tax-exempt basis if they are "qualified," meaning they fit under any of the seven categories outlined by the Internal Revenue Code. (Utah uses four of the categories.) The owner (buyer) of a tax-exempt bond does not pay federal income tax on the interest received on such bonds; consequently, tax-exempt bonds bear lower interest rates than bank loans or taxable bonds. This lower borrowing cost is passed on directly to the borrowing entity.

Businesses who qualify for Tax Exempt Bonds can find more information at the Utah Governor's Office of Economic Development at: <http://business.utah.gov/relocate/PAB/pab-program/>.

Tax Increment Financing (TIF)

Tax Increment Finance or "TIF's" is the ability to award incentives to companies locating in Economic Development Areas (EDA), Urban Renewal Areas (URA) or Community Development



Areas (CDA). Economic Development Areas or "EDA's" are intended for development on land sites that will result in the value-added creation of jobs. There is no requirement for the finding of "blight" for EDA's. EDA's apply to the property which can be vacant or partially improved land. Urban Renewal Areas or URA's are areas deemed "blighted" and a finding made by Park City to that end is required in order to gain local assistance and to reasonably justify any type of economic renewal. Commu-

nity Development Areas or "CDA's" are intended to undertake any economic or community development purpose of the city, including job growth or retail sales.

The City will determine EDA/URA/CDA areas within the City where TIF's are considered. Incentive dollars are generated through the creation of new "property tax increment" that a development will generate. When a company constructs a new building, for example, its property tax increment is the result



TREND: Economic Development Toolbox

of the assessed value of the building multiplied by the property tax rate. In an EDA or URA, the City and all other public entities (special assessment districts, school district Summit County, et al) that are entitled to property tax must agree to rebate their increment back to the new development for a specified period of time to incentivize development within the area to occur. A CDA is project driven and project specific. In a CDA, the City and all other public entities must “opt-in” on a property tax rebate if they see fit. Incentives are awarded as a percentage of the tax increment created by the development.

Businesses interested in Tax Increment Finance will ultimately be entering into a partnership with the City and the State of Utah. Additional information is available through the Utah Governor’s Office of Economic Development website at: <http://goed.utah.gov/start/>.



Utah Industrial Assistance Fund

The Utah Industrial Assistance Fund is a post-performance grant for the creation of high-paying jobs in the state. Businesses willing to create jobs with a pay range that is equal to at least 100% of

the average wage within a rural County qualify.

How:

- Park City agrees to provide local incentives within Bonanza Park Specific Plan area.
- Business agrees to enter into an incentive agreement with the Governor's Office of Economic Development which specifies performance milestones.
- Business agrees to create new high-paying jobs equal to at least 100% of the Summit County average wage.
- Demonstrate company stability and profitability
- Demonstrate competition with other locations

Various Business Financing Options

Mountain West Small Business Finance (formally Deseret CDC) - Licensed by the U.S. Small Business Administration, this private non-profit corporation is responsible for assisting in the growth and expansion of successful small and medium sized businesses by providing favorable long-term fixed asset financing utilizing the SBA 504 loan Program. This organization has a long history of lending in rural Utah.

Utah Microenterprise Loan Fund - The Utah Microenterprise Loan Program provides very small loans to help low-income entrepreneurs start their businesses. Currently the fund lends primarily in Salt Lake, Utah, Davis and Weber Counties, but also provides loans in Box Elder, Morgan, Summit, Wasatch and Tooele Counties.

U.S. Small Business Administration (SBA) - The SBA offers a variety of special loan programs to eligible small businesses that cannot borrow on reasonable terms from conventional lenders. The most appropriate loan program will vary with the amount of financing needed and the use of loan proceeds. These loans are done through lenders with



SBA guaranteeing the loan they make.

Rural Revolving Loan Funds - These funds specialize in filling the "gap" a small business experiences when requesting funds from the traditional lending sources by lending funds for that portion of a loan that cannot be covered by the lender and the entrepreneur.

Agriculture Loan Programs - The Utah Department of Agriculture and Food offers loans tailored to Utah's agribusiness community.

Farm Credit Mediation Program - The Utah Department of Agriculture offers farm credit mediation services. Mediation is a process used to solve problems and settle disputed issues related to farm credit, debt restructure and voluntary liquidation of farm property

USDA Rural Business Service Program - The financial resources of this program are often leveraged with those of other public and private credit source lenders to meet business and credit needs in under-served areas. Service Centers are located throughout rural Utah.

Utah Business Lending Corporation - The Utah Business Lending Corporation provides "micro-loans" of up to \$50,000 to rural Utah startup businesses with good credit and adequate collateral. Higher loans can be provided with the approval of the U.S. Department of Agriculture.

Utah Association of Governments - The state of Utah established seven Associations of Government (AOG's) in 1970 to assist the state and local governments with multi-county planning, program integration, and optimization of economies of scale.

Workforce Training/Custom Fit Training - This program provides specialized train-



TREND: Economic Development Toolbox

ing for companies to train their employees. Custom Fit training is administered through the Utah College of Applied Technology centers and state colleges and universities. Training may be conducted at one of the State or Community College campuses that offer such, Applied Technology Centers, or a business location. This incentive subsidizes \$20,000.00 total for professional training and requires a company match.

Employee Recruiting / Screening / Training Assistance- The Utah Department of Workforce Services (DWS) provides employment and support services to help improve the economic opportunities in the state. The DWS Electronic Job Board is a qualified worker's database that allows employers to filter applicants for those that have specific abilities, trades, educational attainment and other such criteria.

The Electronic Job Board is connected to the American Job Bank, which enables open positions to be posted and viewed nationwide. DWS will also set-up in-house recruitment efforts at

the business location and provide office space at various locations for conducting interviews. For additional information please visit the following link:

The aforementioned information was provided by the Utah Department of Workforce Services website at: <http://www.ucat.edu/business/industry#customfit>. For business owners interested in Employee Recruiting and training assistance, please visit <http://jobs.utah.gov/employer/dwsdefault.asp>

Collaborations and other Economic Tools and Incentives

The Utah Science Technology and Research initiative (USTAR)

What is it: USTAR is a long-term, state-funded investment to strengthen Utah's "knowledge economy." This revolutionary initiative invests in world-class innovation teams and research facilities at the University of Utah (U of U) and Utah State University (USU), to create novel technologies that are subsequently commercialized through new business



ventures.

Over the past 20 years more than 180 companies in Utah have been founded on university technologies, and over 120 of those are currently prospering. Companies such as Myriad Genetics, HyClone Laboratories, Sorenson Communications, NPS Pharmaceuticals, Watson Laboratories, and Evans and Sutherland are among those established and operating locally. This history

of success is evidence that the U of U and USU can successfully commercialize technologies that create new companies and employment opportunities that strengthen Utah's economy.

To ensure this growth continues, USTAR was formed in March 2006 to leverage the proven successes of State universities by providing funds to help recruit talented research teams, build state-of-the-art research facilities, and assist in commercialization processes. The objective of USTAR is to stimulate additional technology-based start-up firms, and significantly increase technology commercialization, high-paying job opportunities, and business activity in Utah which will produce an associated expansion of the tax base. The USTAR initiative draws from best practices of other states such as Georgia, Pennsylvania, and Arizona, and is structured with three main elements.

First, USTAR provides funding that accelerates the ability of the U of U and USU to recruit world-class researchers, specifically into high-growth focus areas such as energy and biomedical innovations. Second, the initiative enabled the construction of two state-of-the-art interdisciplinary research and



development facilities at the U of U and USU campuses. Third, USTAR operates outreach teams across the state to help entrepreneurs and existing companies commercialize new technology and access the resources available at higher education institutions.

The aforementioned information was provided by the USTAR program, please visit <http://www.innovationutah.com/about/>



TREND: Live Within Natural Limits

As natural resources become more limited, we must all be mindful of how precious water resources, air quality, and our natural environment truly are. Currently, the wealthiest ten percent (10%) of the world's population consume the greatest amount of resources.¹ Furthermore, experts predict by that global demands for water will increase thirty percent (30%) and food and energy demands will increase by fifty percent (50%).² Many of the activities that contribute to the decline of our natural environment at the local level consequently impact global conditions.

In higher elevations, it is our responsibility to safeguard and conserve our natural resources to ensure their availability for lower elevations. We can minimize damage to our natural environment through sustainable development and open space conservation, reducing our individual and community carbon footprints, and protecting biodiversity. Moreover, we must be ever mindful of living within our natural boundaries in

order to lessen our global contribution to environmental degradation.

There are a number of ways we can reduce our carbon footprint and help safeguard our natural environment.

Air Quality

Community Level

- Provide greater transit connectivity and accessibility of public transportation
- Set emission levels on industries

Individual Level

- Reduce reliance on personal automobiles! Carpool, ride your bike, or take the bus to work and school.
- Combine errands by car to reduce unnecessary trips.
- Grow your own garden or buy local products to reduce trips to the grocery store and the transit required to transport produce.

Water Conservation & Quality

Community Level

- Ensure that water extraction levels are within sustainable yields of the water cycle.
- Maintain and improve waterway health.
- Encourage drought-tolerant landscape plans or those that use minimal irrigation.

Individual Level

- Fix your leaks! According to the EPA, an average of 10,000 gallons of water are wasted annually due to running toilets, dripping faucets, and household leaks. (EPA)
- Only run your dishwasher when it is full! Plug the sink or use a wash basin when washing dishes by hand.
- Prevent running water wastefully! Keep a pitcher of water in your refrigerator, rather than waiting for tap water to cool. Thaw frozen food in the refrigerator overnight rather than running under hot tap water.
- Wash only full loads of laundry, or use appropriate load size



that require less power to heat/cool.

Energy Consumption

Community Level

- Encourage the use of eco-friendly and recycled building materials.
- Rely on alternative energy sources such as solar panels and wind turbines.

Individual Level

- Use Energy Star products to reduce energy consumption.
- Lower your home's thermostat in the winter and raise it in the summer to reduce energy use.

selection on the washing machine to reduce water consumption.

Land Conservation and Biodiversity

Community Level

- Reduce, Reuse, Recycle! This prevents the growth of landfills.
- Enhance biodiversity and natural ecosystems within wildlife corridors and open space.
- Promote sustainable developments that provide walkability, mixed density and

use, and minimize damage to the natural environment.

- Increase availability of high quality recreation without compromising environmental and cultural interests.

Individual Level

- Reduce trash! Purchase products with less packaging, recycled materials, or constructed from post-consumer waste.
- Build with eco-friendly materials



TREND: National Register Historic District Designations

Park City’s Historic Districts are often referred to collectively as “Old Town” or “The Historic District” because they are associated with the earliest development of the City and retain the greatest concentration of Park City’s historic resources. The Historic Districts are comprised of six (6) separate zoning districts, each of which is preceded in name by the term “Historic” or “H”. Four (4) districts are made up of residential neighborhoods and two (2) are commercial areas, including Park City’s historic Main Street:

- HRL: Historic Residential – Low Density
- HR-1: Historic Residential
- HR-2A/B: Historic Residential
- HRM: Historic Residential – Medium Density
- HRC: Historic Recreation Commercial
- HCB: Historic Commercial Business

Park City’s Historic Sites

The Park City Historic Sites Inventory (HSI) is the City’s official list of historic resources deserving of preservation and protection. The current inventory, originally adopted by the Historic Preservation Board on February 4, 2009, includes more than 400 separate sites. The inventory is made up of Landmark Sites and Significant Sites. Most of Park City’s Sites are located within one (1) of the six (6) historic districts; however, those Historic Sites located outside the geographic boundaries of the “H” Districts are also subject to these guidelines.

Landmark. Landmark Sites are those with structures that are at least fifty (50) years old; retain their historic integrity as defined by the National Park Service for the National Register of Historic Places; and are significant in local, regional or national history or architecture. Landmark Sites have structures that exemplify architectural styles or construction types that were built during significant eras in Park City’s past. They not only convey the history

of Park City, but also are physical representations of Park City’s past influence in shaping the region and the nation. Park City’s Landmark sites have structures that possess the highest level of historic *integrity* and their associated buildings and structures must retain their historic integrity in terms of location, design, setting, materials, workmanship, feeling and association

Significant. Significant Sites have structures that are at least fifty (50) years old, retain their essential historic form (as defined in the Land Management Code), and are important to the history of Park City. These sites have structures that contribute to the historic character of the community and convey important information about the town’s history, urban fabric, and reflect the community’s past development patterns. Significant Sites have structures that retain their essential historical form, meaning that the buildings must retain the physical characteristics that make it identifiable as existing in or relating to an important era in Park City’s past.

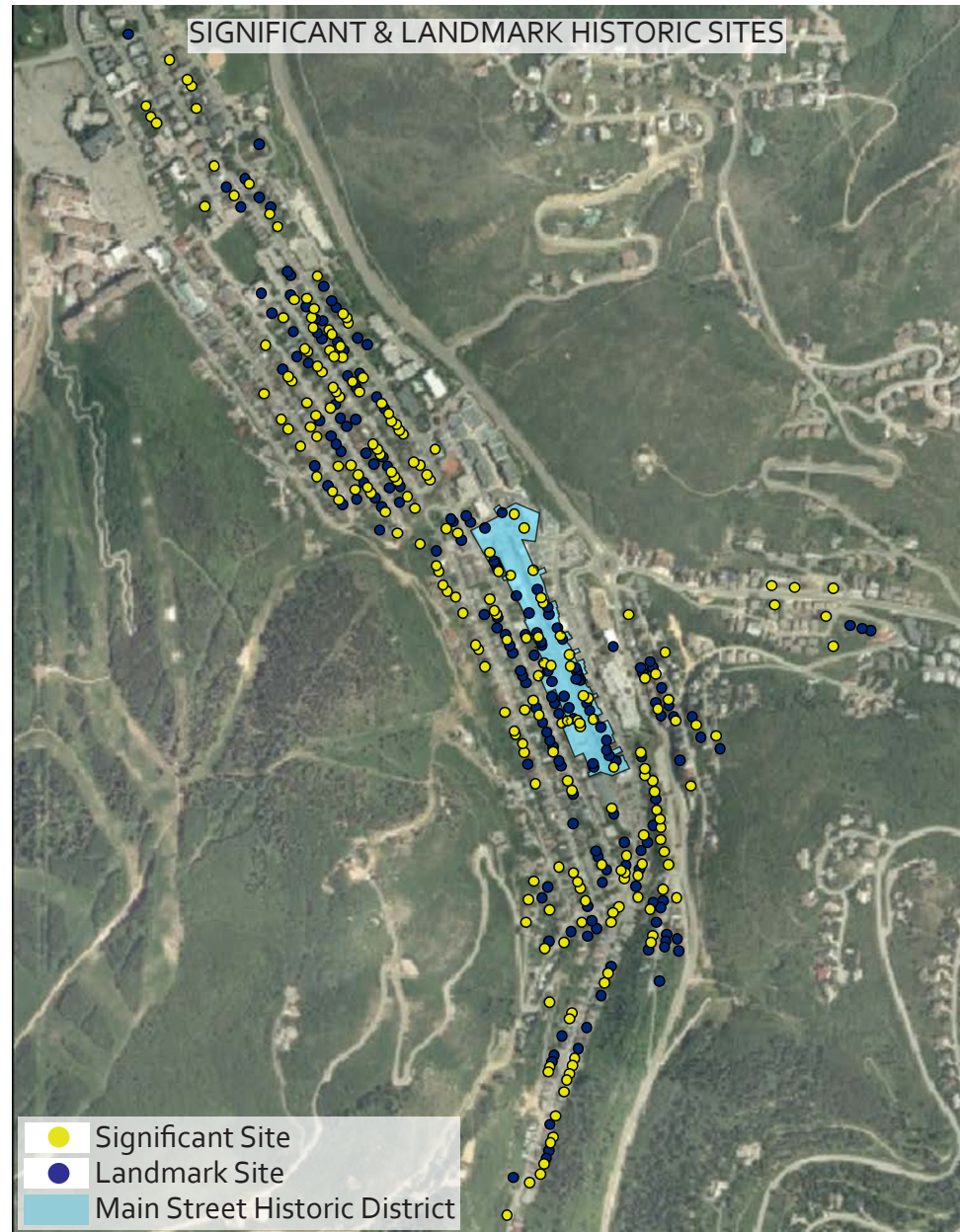
The City's Two National Register Historic Districts

The National Register of Historic Places is the Nation's official list of cultural resources worthy of preservation. Authorized under the National Historic Preservation Act of 1966, the National Register is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect our historic and archeological resources. Park City has two National Register Historic Districts:

The Main Street Historic District, listed in the National Register in 1979, contains structures between 3rd Street and Heber Avenue, located primarily along Main Street (shown in blue on the map).

The Mining Boom Era Residences Thematic District, listed in 1984, includes residential structures throughout Park City built during the mining boom period (1872-1929) that were found to be both architecturally and historically significant.

Under Federal law, owners of private property listed in the National Register are free to maintain,



TREND: National Register Historic District Designations (continued)

manage, or dispose of their property as they choose provided that there is no federal involvement. Owners have no obligation to open their properties to the public, to restore them or even to maintain them, if they choose not to do so. While listing in the National Register is honorary, local designation as a Historic Site brings with it certain benefits and limitations that are spelled out in the Park City Land management Code.

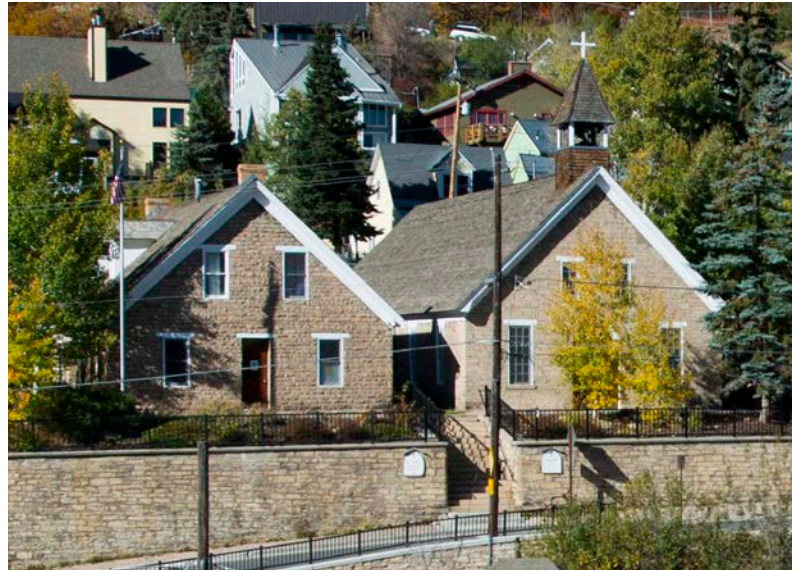
Historic Preservation Theory

The Concept of Historical Significance.

In Park City, a site may be considered historic if:

- It is at least fifty (50) years old;
- It is associated with events or lives of important people in the past;
- It embodies distinctive characteristics of type, a period, or construction method, or is the work of a notable architect or craftsman.

In most cases, Historic Sites in Park City



St. Mary of the Assumption Catholic Church and School was constructed in 1884. Largely unchanged, the limestone church is representative of the Utah's pioneer settlement period. Because the church and school have retained much of their historic integrity, the site was listed on the National Register of Historic Places in 1979.

provide an understanding of the culture and lifestyle of the area's mining activity and early ski industry. Buildings and structures obviously change over time, but the materials and features that date from the mining and early ski eras typically contribute to the character and significance of the property.

The Concept of Integrity. In addition to historical significance, a property must also have *integrity*. Integrity can be defined as "*the authenticity*

of a property's historic identity, evidenced by the survival of physical characteristics that existed during the property's historic period" (National Park Service). Another way to look at a site's integrity is to ask, "Would the person who built the structure still recognize it today?" Generally, the majority of the structure's materials, structural system, architectural details, and ornamental features, as well as its overall mass and form must be intact for a building to retain its integrity.

What makes a property “historic?”

To be considered “historic,” a property must have three essential attributes: sufficient age, a relatively high degree of physical integrity, and historical significance.

Age: A property must be “old enough” to be considered historic. Generally speaking, this means that a property must be at least 50 years old, although this is just a general rule of thumb. Another way of looking at it is that a property must be old enough to have been studied by historians, architectural historians, or archaeologists so that its place in history is clear. This latter perspective allows some types of properties that are less than 50 years old to be considered “historic.”

Integrity: In addition to having sufficient age, a property must retain its historic physical integrity. For a building, structure, landscape feature, historic site, or historic district, this means that the property must be relatively unchanged. Its essential character-defining features relative to its significance must still be present. For an archaeological site, integrity means that the site must be relatively undisturbed, with its patterns and layers of artifacts and other archaeological evidence relatively intact. For a traditional cultural property, integrity means that the site must be recognizable to today’s affiliated cultural group, evidenced through tradition, and still used or revered in some way.

Significance: Finally, and most importantly, a property must be significant to be considered historic. Significance is defined in three ways: (1) through direct association with individuals, events, activities, or developments that shaped our history or that reflect important aspects of our history; (2) by embodying the distinctive physical and spatial characteristics of an architectural style or type of building, structure, landscape, or planned environment, or a method of construction, or by embodying high artistic values or fine craftsmanship; or (3) by having the potential to yield information important to our understanding of the past through archaeological, architectural, or other physical investigation and analysis.

--Georgia Department of Natural Resources, Historic Preservation Division



