

**GOALS**

**SENSE OF COMMUNITY**

# SENSE OF COMMUNITY

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

*Sense of Community* is experienced through the people that choose to live and/or work in Park City. Not only is it common to run into acquaintances at the grocery store, in the lift lines,

and on the trails, it is desirable. There are a number of events, from the 4<sup>th</sup> of July and Miners Day parades, to the many organized athletic competitions, and free events such as Wednesday night concerts at Deer Valley, that many Parkites attend and enjoy. When residents were asked what made them proud of Park City, second to the Olympics, the community answered “When we rise to a challenge and do the right thing for the community and its people.” Community involvement is strong in Park City, evidenced through the eighty-five (85) non-profits in existence in 2013.<sup>1</sup>

Despite our strengths, we still face our fair share of challenges. Nearly one in two respondents to the community interviews felt that our community was splitting apart along class boundaries, with the workforce being pushed out in favor of the wealthy. Nearly 15 percent felt that there is now a social separation between long-time Park City residents and newcomers. Housing affordability, social equity, and economic opportunities are three-

of the main challenges Parkites must confront in the coming years. If we do not, we will jeopardize our strong *Sense of Community*.

Median home prices in Park City are very high compared to the median workforce wage. The workforce and many community members find themselves in a sort of community limbo. They feel they are a part of the Park City community, but cannot actually live here because they cannot afford to buy or rent a place to call home. As affordable housing becomes ever more challenging, many residents are wondering, “For whom are we preserving Park City?” In the last decade, the number of homes occupied by full time residents, citywide, decreased from 41% of all housing units in 2000 to 30% in 2010. These numbers are certainly skewed by the significant increase of secondary homes built in the resort areas. During this period, the number of second homes increased by 66% during that same period, while primary homes grew by only 7%.<sup>2</sup> Although these numbers



Main Street hosts Savor the Summit - a 2500 person table that extends the length of the street! In addition to utilizing Main Street for festivals and markets, there are many small parks and alleys or side streets that lend themselves to small events. Miners Park, Coalition Park, the Terigo walkway, Centennial Park, and others provide opportunities for public gathering spaces.

may seem threatening to the core value *Sense of Community*, they are simultaneously responsible for many of the unparalleled community assets that are the lure of our small town.

Currently our residents enjoy a quality of life that is unprecedented for a town of 7,500 persons. The quality of education, recreation, and infrastructure services is due mostly in part to our tourism economy and second home owners. Tourists, attracted to the skiing and natural setting, bring substantial visitor and tax dollars into our town every year. Continued support of the tourism economy is essential to maintain the lifestyle and economic benefits that Parkites enjoy. Balance between *Sense of Community* and the function of national and international host must continue to be a focus as the City evolves.

It is essential that Park City does not lose its character in order to remain competitive in the tourism industry. It is also essential that the resorts evolve with the tourism industry. Thoughtful planning can lead to balance between the two, ensuring a place desirable for locals and tourists alike, resulting in

friendly service from locals, inclusivity from the resorts, and elevated *Sense of Community*.

Our *Sense of Community* is supported also through creating a variety of local business and job opportunities for residents. The largest employment sector in Park City during 2010 was the leisure and hospitality industry, which includes jobs in the arts, entertainment, recreation, accommodation, and food services sectors. Approximately 5,700 people had jobs in this industry, accounting for nearly 45 percent of all employment in Park City. In addition to being the largest employment industry in Park City, workers in the leisure and hospitality sectors are also the lowest paid, receiving an average income of \$2,063 per month<sup>3</sup>. Supporting policies to attract a mix of businesses can result in greater opportunities for Park City residents to work locally. Diversifying our economy can also provide the opportunity for higher wage jobs and overall greater stability. In theory, if higher paying jobs were created that increase the median workforce wage, there would be an increase in the number of employees that could afford to live within Park City. This would strengthen the *Sense of Community*.



# GOAL 7

## Life-cycle Housing: Create a diversity of primary housing opportunities to address the changing needs of residents.

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



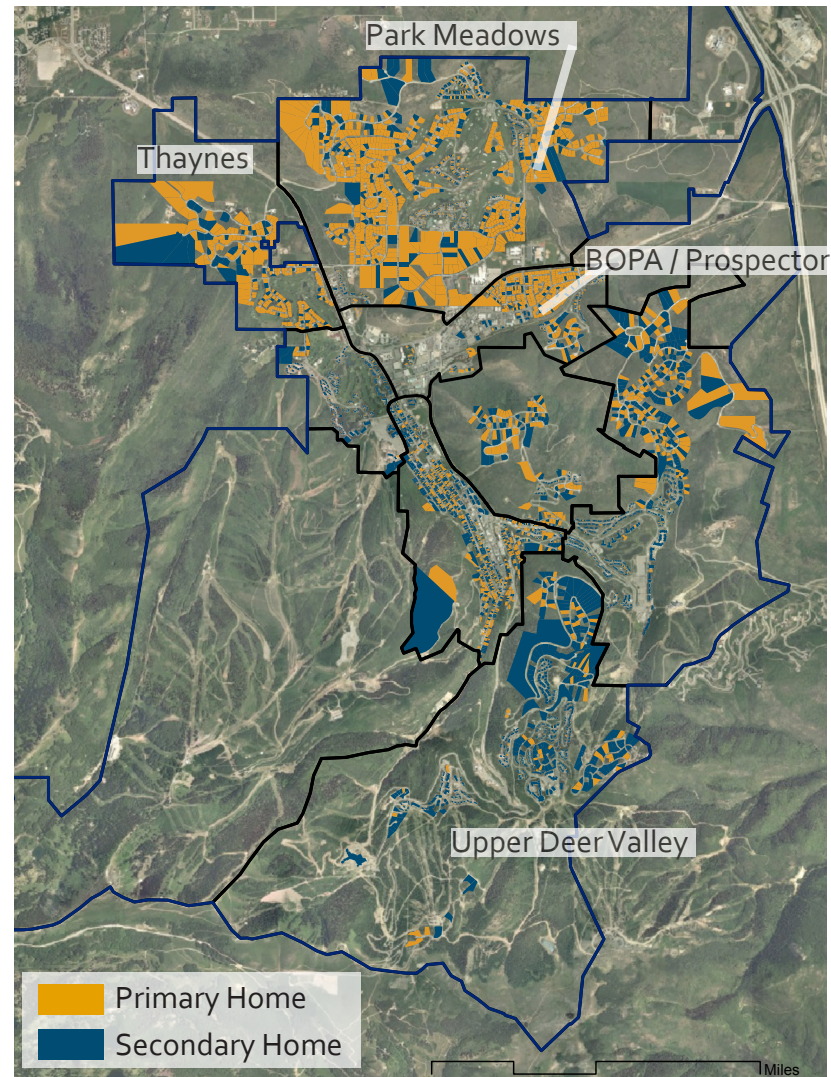
This image illustrates Snow Creek Cottages - a City project that combined affordable housing with sustainable best practices included in each unit. Each of the thirteen (13) units is equipped with solar photo-voltaic panels, geothermal heating systems, and structural insulation panels. The neighborhood is made of two- and three-bedroom units.

# Objectives

- 7A** Increase diversity of housing stock to fill voids within housing inventory (including price, type, and size) to create a variety of context sensitive housing opportunities.
- 7B** Focus efforts for diversity of primary housing stock within primary residential neighborhoods to maintain majority occupancy by full time residents within these neighborhoods.
- 7C** Focus future nightly rental units to resort neighborhoods - near Park City Mountain Resort and Deer Valley.
- 7D** Facilitate the implementation of a housing plan that promotes economic diversity.
- 7E** Create housing opportunities for the City's aging population (e.g. step-down housing, community housing, cottage style units).



**HOUSING OF ALL TYPES  
HAS A PLACE IN PARK CITY --  
THIS DIVERSITY IN HOUSING STOCK  
PROMOTES A SENSE OF COMMUNITY**



Park Meadows, Bonanza Park, Prospector, and Thaynes Canyon are the four Park City neighborhoods dominated by Primary Homes. In these neighborhoods diversity in housing stock should be encouraged within the LMC in order to maintain these neighborhoods for locals.

# Community Planning Strategies

**7.1** Identify sites within primary residential neighborhoods in which one or more of the following could be accommodated:

**7.1.1** Decreased minimum and maximum lot size requirements that might allow for affordable/attainable infill housing.

**7.1.2** Increased density that might allow for affordable/attainable housing .

**7.1.3** Smaller residential units to create market rate attainable housing in Park City and/or “step down” housing options for seniors in the community.

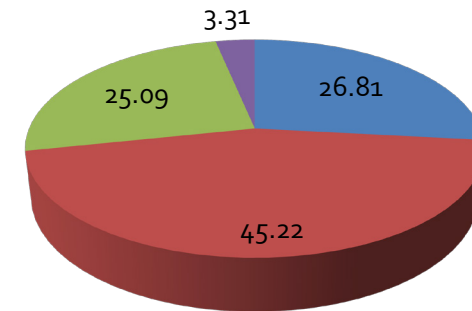
**7.2** Revise zoning codes to permit a wider variety of compatible housing types within Park City neighborhoods.

**7.3** Explore new and emerging trends for non-traditional housing developments, such as co-housing, congregate housing or limited equity co-ops, within primary residential neighborhoods. Create specific review standards to ensure compatibility and mitigation of impacts as necessary.

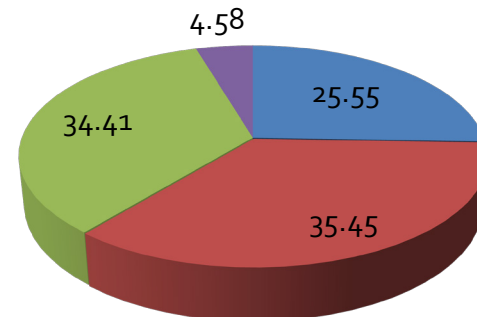
**7.4** Focus nightly rental within resort neighborhoods - Deer Valley and Park City Mountain Resort areas.

**7.5** Support the start-up of a scattered site land trust to facilitate affordable housing acquisition.

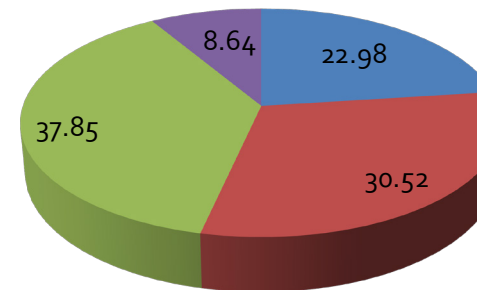
Percent of Park City Population per Age Category



1990



2000



2010

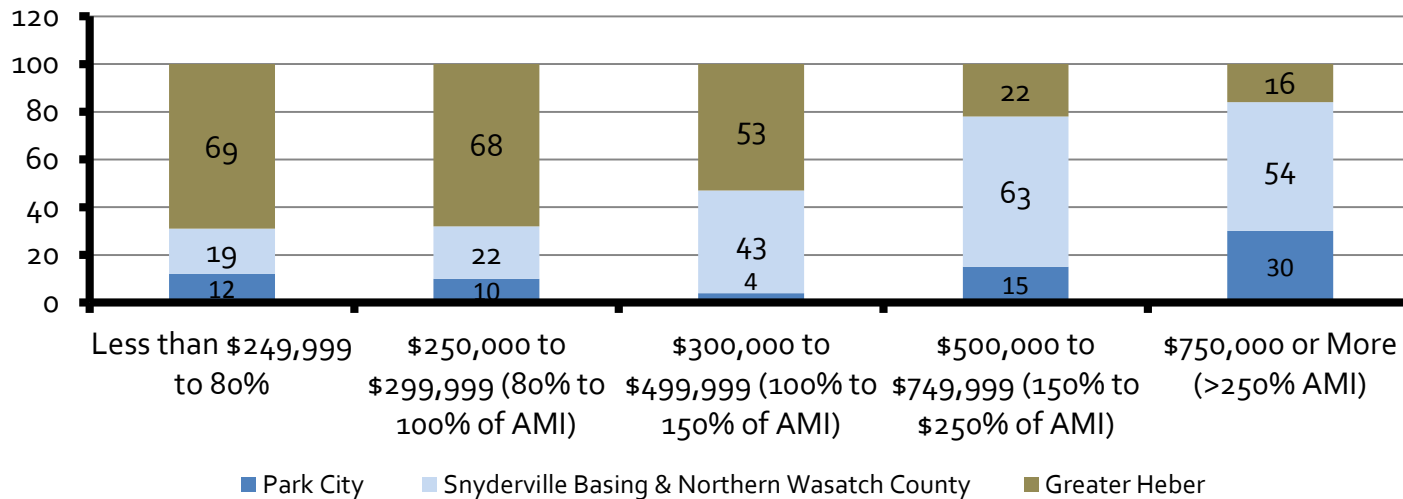
Park City is growing older. The age groups that have grown the most in the past two decades are 40-64 years old and 65+.

## City Implementation Strategies

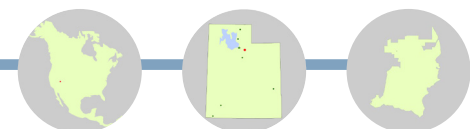
- 7.6 Update residential housing inventory analysis every two years with analysis of purchase and rental price, type, and size of units. Subsequently, update affordable housing policy and General Plan to guide new strategies to be implemented within the Land Management Code.
- 7.7 Utilize RDA funding for new housing opportunities and to retrofit existing, aging residential housing stock.

- 7.8 Leverage the State required 20 percent of RDA funds for affordable housing to secure greater resources for housing needs city-wide.
- 7.9 Explore opportunities to create "step down" housing for empty nesters as well as a progression of housing types that might include assisted living and long-term care units. Public Private Partnership (PPP) opportunities should be considered.

**% of Region's Owner Units at Different Income Levels in Each Place, 2010**



Residents' needs change during their lifetime, creating demand for various housing types and prices. In Park City, many residents are forced to move into the Snyderville Basin, Northern Wasatch County, and the Greater Heber Area due to the lack of housing options for residents making up to 150% of area median income (the 2013 Summit County Area Median Income, or AMI, was \$90,810 for a family of three). While these areas make up the "region" as analyzed for this graph, Park City should continue to increase efforts to provide housing for all of the City's residents, current and future.



# GOAL 8

## Workforce Housing: Increase affordable housing opportunities and associated services for the workforce of Park City.

There is a broad spectrum of affordable housing needs in Park City due to the desirability and high cost of living within a resort community. The gap between housing prices and area median income has continued to grow with the median home price rising dramatically and household income increasing only marginally. The 2010 median real estate value to median income ratio was 12:1. This means that the median home price is 12 times the median household income. Typically, housing is within reach for purchase if it is priced at three-times the household income. In the past decade, there were very few opportunities for ownership for moderate-income household (80% of Area Median Income) - zero opportunity for single-family homes and only 16.8% of condos within their buying power. This results in few housing opportunities for future residents. The lack of housing opportunities has a negative impact upon our *Sense of Community*. In the 2011 National Citizens Survey, availability of

### Objectives

- 8A** Provide increased housing opportunities that are affordable to a wide range of income levels within all Park City neighborhoods.
- 8B** Increase rental housing opportunities for seasonal workers in close proximity to resorts and mixed use centers.
- 8C** Increase housing ownership opportunities for work force within primary residential neighborhoods.

affordable quality housing and variety of housing options were ranked “much worse” in Park City in comparison to 237 other jurisdiction through-out the United States<sup>4</sup>. When a community no longer has housing options for its core workforce – such as police officers, teachers, electricians, laborers, restaurant workers and others, the vibrancy and diversity of a community are threatened.

Protecting *Sense of Community* requires government officials to make difficult policy decisions. The costs associated with preserving the core values of *Natural Setting, Historic Character,* and

*Small Town,* are often placed on the developer and/or the residents. As these three core values are protected, living in Park City becomes more desirable and, thus, less affordable, threatening *Sense of Community*. This unintended consequence of the City’s success must be countered through difficult policy decisions to address the availability of housing for all. Reinvestment in workforce and affordable housing is essential to protect our *Sense of Community*. The adoption of the City’s 2012 Housing Assessment and Plan is an important step to realizing additional workforce housing within the City.



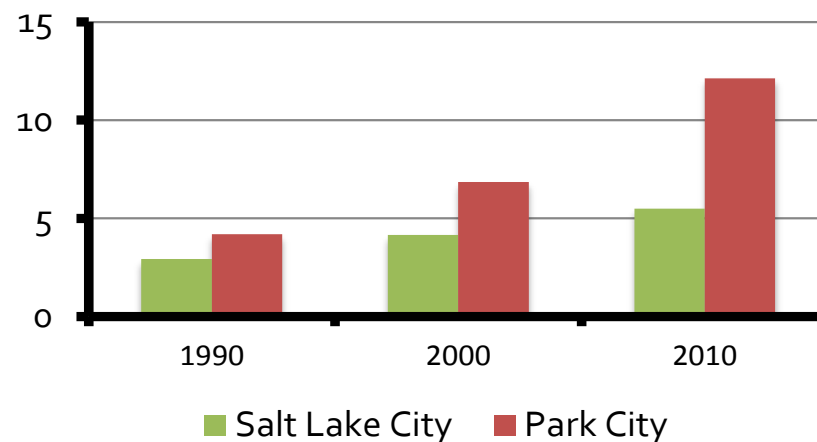


Silver Star is a mixed-use development with a ski-lift to Park City Mountain Resort. The development includes commercial establishment, mixed-income housing, and an outdoor gathering space that is at the base of the Park City trail system.

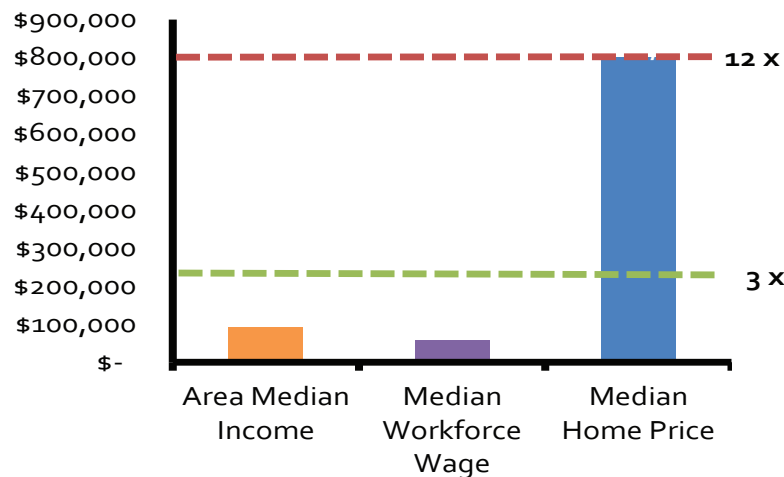
## Community Planning Strategies

- 8.1 Increased affordable housing opportunities through implementation of strategies within the housing toolbox.
- 8.2 Broaden income qualifications for housing programs (% of AMI) to reflect wide-range of housing needs.
- 8.3 Actively monitor the type, condition, and tenure of affordable housing options in Park City.
- 8.4 Update incentives for density bonuses for affordable housing developments to include moderate and mixed income housing.
- 8.5 Evaluate the Land Management Code to remove unnecessary barriers to affordable housing.
- 8.6 Review the Fee In Lieu concept for affordable housing in the City. Consider the value of the land within a proposed development when assessing the fee. In addition, the City should identify possible locations and/or secure land prior to accepting Fees in Lieu for affordable housing.
- 8.7 Review affordable housing Master Planned Development requirements and amend according to existing economics. This review should be completed in conjunction with the housing needs assessment during the regular two year review.
- 8.8 Provide a range of housing options at varying price levels that address a tiered approach (e.g. affordable, attainable, middle-income) to workforce housing.

Median-Value to Median-Income Ratios



Park City Income & Home Price



These graphs indicate the challenges to home ownership in Park City; the graphs indicate that the median value to median income in the City is approximately 12x - in other words, the median value of a house is valued at 12 times the median salary. Typically banks do not lend above a value of 3x.

## City Implementation Strategies

- 8.9** Identify opportunities to collaborate with Summit and Wasatch County to address the region’s housing challenges; however affordable housing should primarily be located within the community to minimize vehicular trip generation.
- 8.10** Update the Park City housing resolution at a minimum of every two years to comply with state and federal regulations and continue to meet housing needs in Park City.
- 8.11** Dedicate a funding stream from sources such as RDA funds, a citizen funded bond initiative or other sources into an affordable housing fund. Utilize fund to implement strategies within the affordable housing toolbox. Consider the creation of a City-sponsored loan fund that would address mixed-use mortgage market financing challenges. Public Private Partnerships (PPP) should also be considered.
- 8.12** Prevent loss of existing affordable housing through retrofitting existing stock with necessary repairs, energy efficiency upgrades, and extending deed restrictions.
- 8.13** Support cost savings policies for affordable housing including fee waivers, rebates, and grants for low-income and mixed-income developments.
- 8.14** Provide best practices for employer-assisted housing to encourage large employers to provide housing

assistance for employees.

- 8.15** Identify and acquire property for the future development of affordable housing.
- 8.16** Act as a community resource, providing information and education of available diversity of innovative housing structures and lending options.
- 8.17** Prioritize housing acquisitions that support multiple City goals, such as historic preservation and/or carbon reduction.
- 8.18** Examine current assessment fees for affordable housing projects; consider a reduction for HOA fees, etc.



In 2012, 465 deed restricted affordable housing units existed within 34 locations within Park City. The locations are labeled within the map.

# GOAL 9 Parks & Recreation: Park City will continue to provide unparalleled parks and recreation opportunities for residents and visitors.

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

Park City is a community that welcomes all residents and visitors to use the City’s facilities. The City has done an exceptional job of providing unparalleled parks and recreation opportunities for residents and visitors. In its 2011 National Citizen Survey, residents responded with overwhelming satisfaction for the



recreational opportunities in Park City. Out of 239 communities nationwide that have been surveyed, Parkites were the most satisfied (ranked #1) out of all the communities with recreational opportunities available<sup>5</sup>. The City received a 2012 Voice of the People Award from the International City/

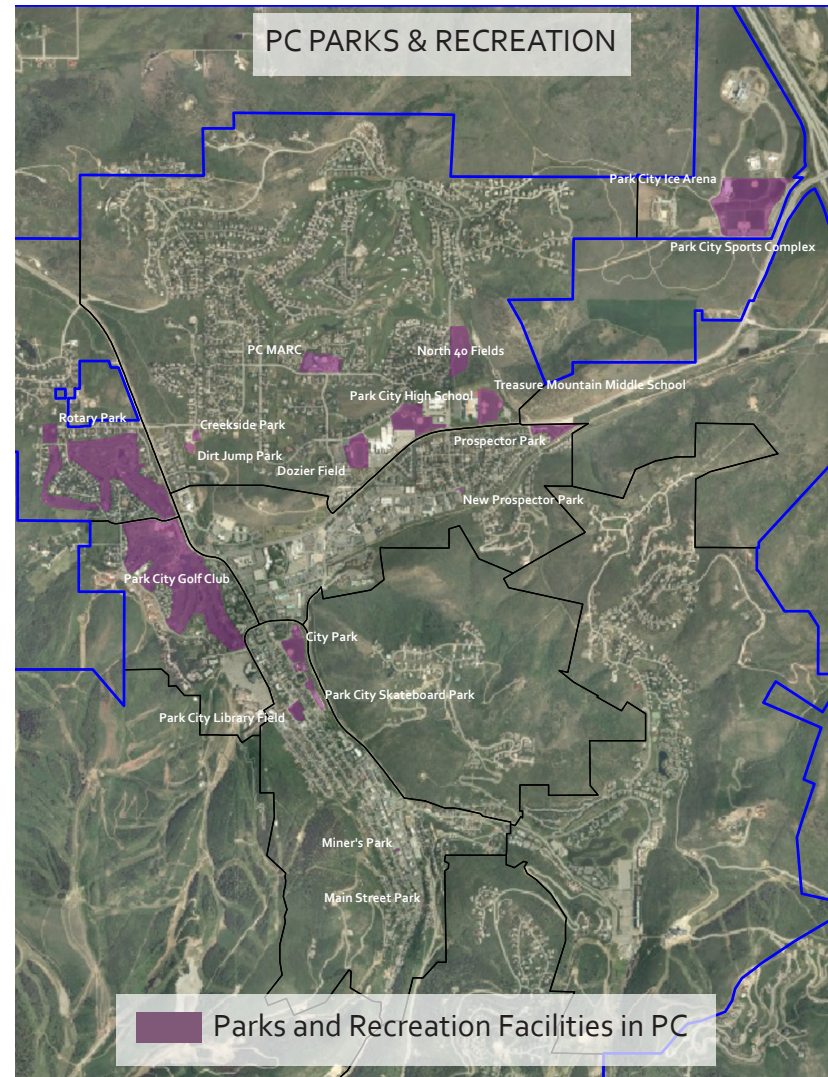
County Management Association in recognition of this rating.

# Objectives

- 9A** Maintain local recreation opportunities with high quality of service, exceptional facilities, and variety of options.
- 9B** Locate recreation options within close vicinity to existing neighborhoods and transit for accessibility and to decrease vehicle miles traveled. Grouping facilities within recreational campuses is desired to decrease trips.
- 9C** Optimize interconnectivity by utilizing bus/ transportation services to recreation facilities.

Park City is home to a world class multi-seasonal trail system that includes a multitude of recreational and transportation alternatives for residents and visitors alike. The system strives to provide community and environmental attributes that reflect standards which promote the overall quality of life in Park City and the surrounding area. With close to one hundred and fifty miles (150) of trails within City limits and an additional one hundred and fifty (150) within the surrounding Snyderville Basin, it is easy to understand the myriad of accolades recently bestowed on the community and cited below:

- Outside Magazine 'Best Towns in America' - First Place (2013)
- League of American Cyclists 'Bicycle Friendly Community' – Silver Level (2012)
- International Mountain Bike Association (IMBA) Gold Level Ride Community (2011)



The majority of Park City's recreation facilities are located in close proximity to residential neighborhoods. This adds to our sense of community through the shared public realm and decreases vehicle miles traveled (VMT).

## Community Planning Strategies

- 9.1 Adopt design standards for sports facilities that require complimentary architectural design, local materials, lighting standards, and natural screening within existing neighborhoods.
- 9.2 Identify locations for recreation with emphasis on the following priorities:
  - 9.2.1 Accessibility by public transportation, trail system, and/or walkability.
  - 9.2.2 Resident and neighborhood needs; each neighborhood should have a local park area.
  - 9.2.3 Facilities for under served areas within primary residential neighborhoods.
  - 9.2.4 Impact (light, noise, parking) of facilities on neighborhood quality of life.
- 9.3 Continue long-range planning efforts to anticipate recreation needs of future generations.



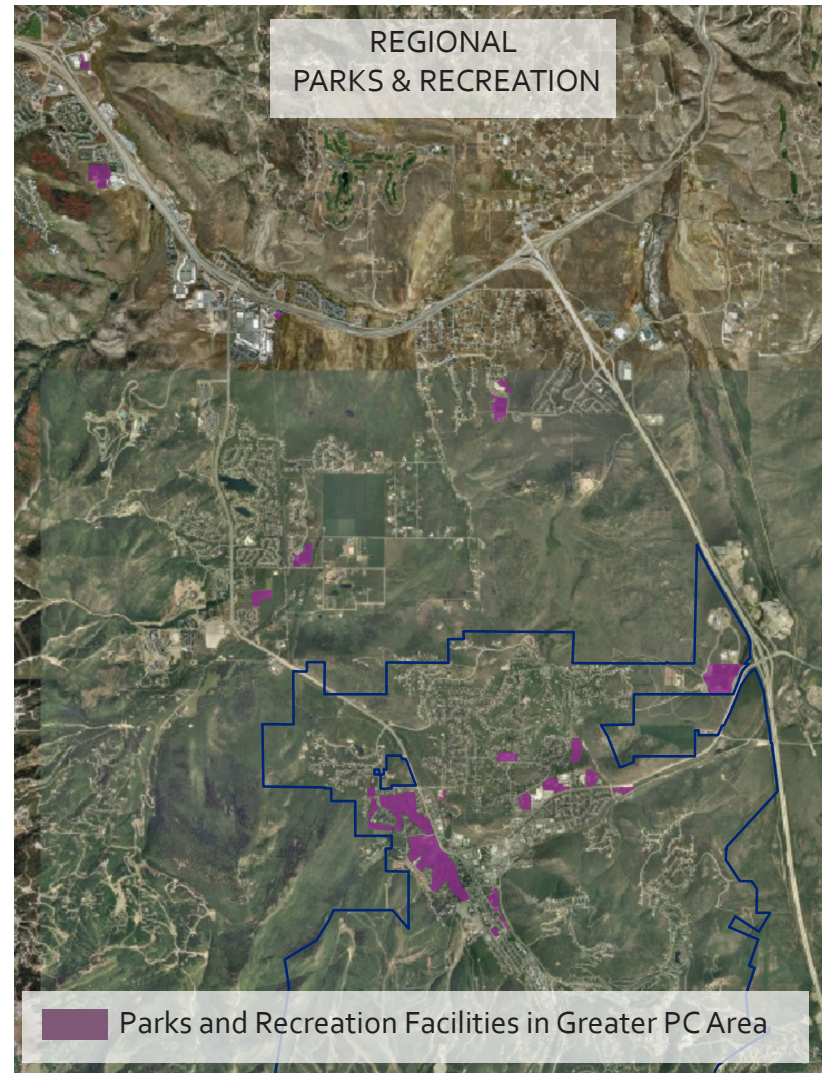
The PC MARC is central to the Park Meadows neighborhood. This central location within a residential neighborhood has become a community gathering spot. The design compliments the existing neighborhood.

The bike jump park is located at the entry to Park Meadows neighborhood and along the popular Silver Creek trail. Trail connectivity and proximity to local neighborhoods provides safe access for children.



## City Implementation Strategies

- 9.4 Create custom Level Of Service (LOS) based on unique user feedback. Park City will monitor the needs of the community through demand surveys and citizen satisfaction surveys and adapt facilities and service levels in the most cost effective ways.
- 9.5 Continue to work collaboratively with Snyderville Basin Special Recreation District (SBSRD) and the Park City School District (PCSD) to manage and plan facilities on a regional scale.
- 9.6 Update Recreation Master Plan to reflect regional management and long range planning effort to maintain high level of service.



Park City, Snyderville Basin Special Recreation District, and the Park City School District have collaborated to provide residents with unparalleled Parks and Recreation services that double as facilities for visitor use during tournaments and competitions. The fields at Quinn's Junction are used by athletes of all skill levels and ages.

**GOAL**  
**10** Park City will provide world-class recreation and public infrastructure to host local, regional, national, and international events that further Park City's role as a world-class, multi-seasonal destination resort while maintaining a balance with our sense of community.

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



Infrastructure that supports training activities should also be improved as such facilities can be used on a year-round basis and are attractive to individuals and groups seeking to train at the highest level possible. A great example is the Utah Olympic Park, above, which serves as a training facility for freestyle skiers, bobsledders, etc.



## Objectives

- 10A** Remain competitive as a world-class, multi-season, destination resort community by increasing year-round recreation events and demand for resort support services, such as hotels and restaurants.
- 10B** Balance tourism events with preservation of small town character and quality of life. Locate larger tourist activities close to resorts and/or existing facilities. Locate community facilities close to primary residential areas.
- 10C** Public infrastructure improvements and programming should consider the visitor experience to Park City during large events and master festivals.

**PARK CITY HAS A GOLD RATED TRAIL SYSTEM ACCORDING TO INTERNATIONAL MOUNTAIN BIKE ASSOCIATION - THE FIRST IN THE WORLD**



## Community Planning Strategies

- 10.1** Adopt City policy to include consideration of current industry standards for new recreation facilities and remodels to enable hosting world-class events while benefiting the locals' quality of life.
- 10.2** Support opportunities for high altitude training centers. Allow short term housing opportunities for visiting teams and athletes.
- 10.3** Research opportunities for the location of a high altitude training center.
- 10.4** Allow cutting edge, green technology in appropriate areas to visually represent Park City's commitment to sustainable tourism.



In 2009, the USSA Center of Excellence opened at Quinn's Junction. Future Olympians utilize the facility to train year round.

## City Implementation Strategies

- 10.5** Maintain policies within each public recreation facility to manage local use and non-resident use.
- 10.6** Collaborate with local hosts to attract additional national and international sporting events year round.
- 10.7** Support a study to research benefits and impacts of a connected regional ski lift system.
- 10.8** Support future efforts to host a second Winter Olympics.
- 10.9** Public infrastructure policy should provide visitors with the Park City experience, including cutting edge technology which exhibits Park City's commitment to the visitor experience and the environment.



**OLYMPIC PARK OFFERS  
EXCITING OUTDOOR  
RECREATIONAL  
ACTIVITIES AND  
CULTURAL EVENTS  
YEAR-ROUND FOR  
BOTH RESIDENTS AND  
VISITORS.**



## GOAL

# 11

Support the continued success of the multi-seasonal tourism economy while preserving the community character that adds to the visitor experience.

The resort economy is the primary economic engine for Park City and Summit County. Park City's resorts captured an average of 40 percent of total Utah skier days between 1996 and 2010. Since 1995, total taxable sales in Park City have more than doubled, rising from \$289,806,859 to \$605,997,311 in 2010<sup>6</sup>. Many business owners have chosen to invest within Park City due to the high demand by visiting tourists for retail, accommodations, and resort support. As Park City continues to grow and redevelop, it is essential that the City provides support to its resort economy and assists in the effort toward a year-round resort community.

Another key component to economic success is maintaining a distinct *Park City Experience*. The strategy of "Keep Park City, Park City" goes beyond the necessity to protect the core values identified in the community vision. It is a strong marketing tool in an age when many resort towns have become overrun by national chains



and have lost their unique identity and visitor experience. Achieving balance between resort-oriented development

and a strong sense of place is an essential strategy to protect the *Park City Experience*.

## Objectives

**11A** The vibrancy of Park City's resorts is essential to the success of resort support businesses. The City must provide flexibility to allow the primary resorts to evolve with the tourism industry, increase occupancy rates year round, and create more demand for the resort support industries throughout the City.

**11B** Preservation of our community core values of *Small Town, Natural Setting, Sense of Community, and Historic Character* is essential to maintaining the unique *Park City Experience* for visitors and residents. Regulate design of new development to compliment the community's core values and protect the *Park City Experience*.



**A TOURIST IN  
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BREATHTAKING  
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AND CULTURAL EVENTS  
SUCH AS  
SUNDANCE FILM  
FESTIVAL™**

“In an era when consistency is the drumbeat of national businesses, franchises, and production builders, communities that preserve references to their past emphasize their uniqueness. Distinctive community character can be an important factor in attracting businesses and residents, and can build civic pride. Conserving buildings is thus an important strategy for promoting sustainability. Even in the absence of historic architecture, community character can be strengthened through the creation of a generous public realm, respect for topography and natural features, and the development of new residential and commercial areas that encourage social contact.”

Gary Heck

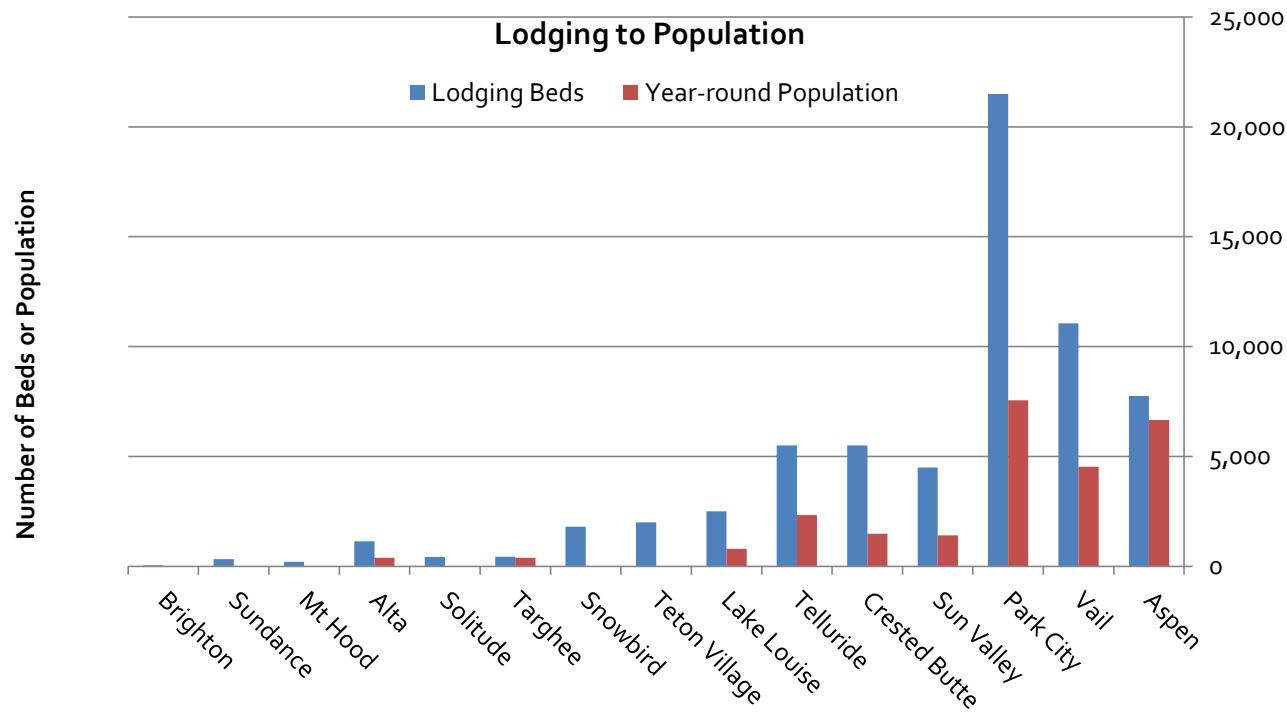
“Planning in the Twenty First Century”



## Community Planning Strategies

- 11.1** Provide flexibility to the two primary resorts in town within Master Planned Development amendments to allow the primary resorts to evolve with the tourism industry and increase occupancy rates year-round.
- 11.2** Protect the attributes of the City that make Park City unique.

- 11.3** Facilitate the establishment of more year-round visitor attractions within the resort neighborhoods and commercial districts.
- 11.4** Limit visitor-oriented development and nightly rental to existing resort neighborhoods. Restrict nightly rental from primary residential neighborhoods.
- 11.5** Adopt city-wide design standards to maintain the aesthetic experience of Park City.



The leisure and hospitality industry has grown tremendously over the past decade. The number of hotel/nightly rental beds supersedes the inventory of nearby competition. To support existing business and ensure that the market does not become over-saturated, Park City should conduct a lodging supply and demand study. The findings of this study should be utilized to make land use decisions for future hotel development.

## City Implementation Strategies

- 11.6** Implement redevelopment projects within the Lower Park Avenue RDA to allow the tourism industry to evolve while contributing positively to the residents' quality of life.
- 11.7** Acquire open space recognizing that protection of the *Natural Setting* is essential to the distinct *Park City Experience* for tourism.
- 11.8** Promote Main Street as a primary attraction within the City.
- 11.9** Support local-owned, independent businesses that reflect the core values of Park City and add to the Park City experience.
- 11.10** Research creative adaptation strategies for the ski industry to attract customers year round, thus increasing demand on local resort support industries.
- 11.11** Promote the Olympics as a living legacy through the continued adaptation of Olympic Facilities for training, hosting world class events, and as a visitor attraction.
- 11.12** Conduct a lodging study to determine the amount of hotel, condo, and other nightly rental accommodations to meet visitors' needs, prevent over-saturation of the market, support existing investments in local lodging, and increase occupancy rates.

**11.13** Encourage more frequent visitation by second homeowners.

**11.14** Improve and standardize Park City's wayfinding and signage system.



Camp Woodward at Copper Mountain in Colorado has brought balance to the seasonal ski resort with year-round vibrance.



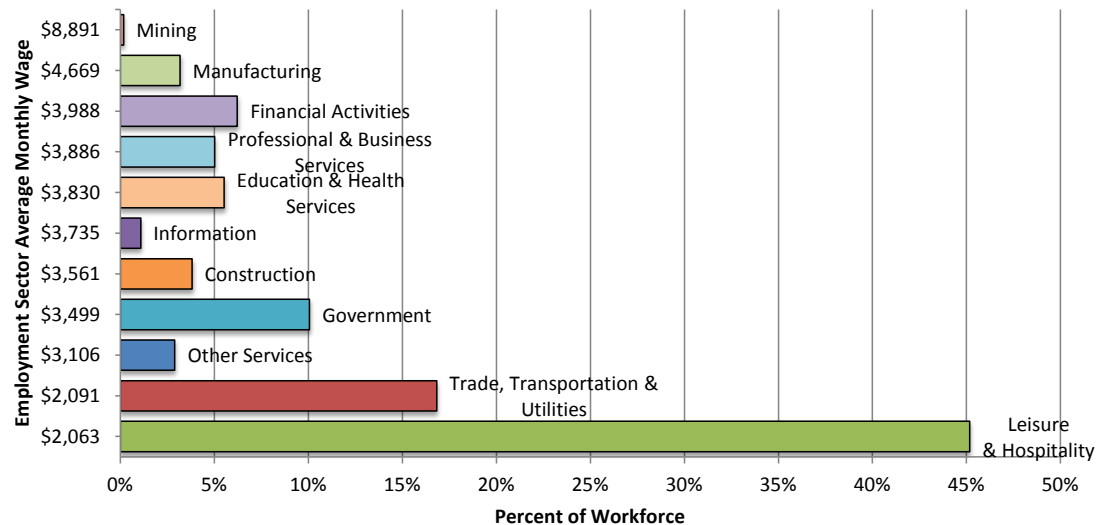
## GOAL

# 12

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

The largest employment sector in Park City during 2010 was the leisure and hospitality industry, which includes jobs in the arts, entertainment, recreation, accommodation, and food services sectors. Approximately 5,700 people had jobs in this industry, accounting for nearly 45 percent of all employment in Park City<sup>7</sup>. In addition to being the largest employment industry in Park City, workers in the leisure and hospitality sectors are also the lowest paid, receiving an average income of \$2,063 per month. Over the past decade, wages in this industry have remained roughly the same, increasing only 1%, in real terms<sup>8</sup>. Park City's high real-estate costs combined with low paying jobs results in spatial mismatch (separating where people live from where they work), for both residents of Park City and employees within the City limits. By diversifying the local job market, more opportunities will be created for residents of Park City to make a living locally.

**Park City Distribution of Workforce Wages, 2010**



The 2010 US Census data reveals the significant percent of Park City's workforce that is concentrated in the hospitality industry. While typical of a resort destination, the large number of employees that are employed in this industry tend to have significantly lower incomes than other industries. This disparity creates an environment that does not allow for many private housing opportunities in Park City. As a result, many of the City's workers live in outlying areas - in Summit County, Snyderville Basin, Heber, and even Salt Lake City. The commute to work adds to our traffic congestion as well as creates environmental challenges. Park City should continue to actively create workforce/affordable housing to keep this workforce living locally.



# Objectives

- 12A** Retain and expand existing Park City businesses.
- 12B** Improve the balance of jobs-to-housing ratio in Park City through efforts to attract higher paying jobs and workforce housing strategies.
- 12C** Support local owned, independent businesses that reflect the core values of Park City and add to the Park City experience.
- 12D** Minimize commercial retail chains on Main Street and the impacts of big box and national chains on the unique *Park City experience*.

## PARK CITY IS HOME TO A DIVERSE WORKFORCE AND NEW EMPLOYMENT OPPORTUNITIES ARE ENCOURAGED



Industry	Utah (compared to US)	Summit County/Park City (compared to US)
Natural Resources and Mining	0.95	0.42
Construction	1.33	1.6
Manufacturing	1.06	0.3
Trade, Transportation, and Utilities	1.05	0.86
Information	1.13	0.49
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

### The Economic Data and Analysis

In an attempt to gain a better understanding of how Park City's economy relates to the rest of the State, a location quotient analysis was completed using 2007 Census and NAICS data. A location quotient (LQ) analysis is an assessment of the concentration of a business sector in a city (Summit County/Park City; data was collected at the county level) compared to its region (Utah) or nation. For purposes of this analysis, the comparison was made to the Nation. The results of LQ indicate either under-representation or specialization. An LQ value around 1.0 indicates that the percent share of that sector in the city mirrors the distribution in the Nation. An LQ value below 1.0 indicates that the sector in question is under-represented in the city. An LQ value greater than 1.0 indicates that the sector in question is over-represented in the city. If the LQ value exceeds 1.3, it is understood that some specialization or clustering occurs.

The data results are not surprising; they illustrate that Summit County/Park City is heavily reliant on the resort economy where the LQ is 3.36. Areas of concern might be in the areas of Professional and Business Services where the area's LQ is 0.55, and Information where the LQ is 0.49.



# Community Planning Strategies

- 12.1** Maintain commercial and light industrial uses within the City limits to meet the needs of residents and visitors. Develop and monitor an inventory of commercial and industrial space to support local businesses, prevent economic leakage, and decrease vehicle miles traveled.
- 12.2** Foster live-work opportunities in commercial areas.
- 12.3** Establish a neighborhood economic development tool for the Bonanza Park District to utilize increased tax revenues into the redevelopment area, thus creating a funding source for infrastructure, public/private partnerships, and improvement to the public realm.



## City Implementation Strategies

- 12.4** Support and attract businesses through implementation of the economic development toolbox.
- 12.5** Utilize economic development tools to support start-up opportunities for local businesses that augment the *Unique Park City Experience*. Public investment in a Park City business incubator center should be considered.
- 12.6** Attract businesses focused on High Altitude training, goods, and/or services that complement Park City's sustainability initiative to relocate to Park City.
- 12.7** Provide competitive, cutting-edge technology infrastructure in areas targeting business growth.
- 12.8** Continue regional coordination with economic development partners to develop programs and support services to attract new business to the region. Inform businesses of current opportunities and advantages of the region such as site location savings, labor force, infrastructure, cost of business, portfolio of available properties, quality of life, and economic development incentives.
- 12.9** Research possibility of creating a revolving loan fund to provide gap financing for new and expanding local businesses. Criteria should be created to ensure

funding only be considered for businesses that complement the community vision and goals of the City.

- 12.10** Promote Park City's exceptional quality of life to attract workforce of virtual workforce businesses.
- 12.11** Support educational opportunities for the workforce of targeted employment sectors
- 12.12** Identify and implement opportunities for public-private partnership opportunities to diversify employment opportunities in Park City and increase workforce wages.
- 12.13** Consider a Public Private Partnership (PPP) that could create an opportunity to offer reduced cost daycare for children. Explore opportunities for support services for the City's workforce.
- 12.14** Develop a relationship with the University of Utah's Planning and Design program to foster a Committee Design Workshop.



# GOAL 13 Arts & Culture: Park City will continue to grow as an arts and culture hub encouraging creative expression.

Park City has evolved into a regional center for arts and culture. In 1976, the Kimball Arts Center was created by local arts enthusiast Bill Kimball. The non-profit community center for the visual arts hosts the annual Kimball Arts Festival, Utah's first and longest running visual arts festival. Artists from across the Nation display their artwork along Main Street for the three day festival. The Kimball Arts Center has acted as an incubator for local arts over the past three decades offering residents classes, forums for discussion, and a gallery. The annual Sundance Film Festival™ put Park City on the international map, recognizing the work of independent artists from around the world since 1981. Park City is filled throughout the ten-day festival with film enthusiasts from all corners of the globe. The combined influence of the Kimball Arts Center and the Sundance Film Festival™ has advanced Park City's Main Street into an arts and culture district with performing arts venues and galleries lining the street.

The Big Stars, Bright Nights summer

concert series, brings in national performers and more than 30,000 guests each summer. More than 1/3 all of guests are from out of state and each ticket buyer spends more than \$1,000 on average, above the price of their ticket for their time in Park City. The winter season at the George S. and Dolores Eccles Center accounts for more than 12,000 ticket buyers with one-third to one half being from out of state. The winter series also provides a free student outreach program for the students in Summit County offering Master Classes in dance theater music and a joint program with the Sundance Institute for film makers in the classroom.

For Parkites, the presence of arts and culture adds to our quality of life through the abundance of diverse local opportunities to enjoy and explore the arts through many mediums. The emerging music scene, local film and music series, and local festivals reflect the vitality and appreciation of cultural arts in Park City and contribute to our overall *Sense of Community*. The



smaller scale special events, such as Mountain Town Stages summer concerts, are possible in part to the large tax base generated during large master festivals. To retain the local arts community, the City and business owners must continue to support the larger festivals and events through ongoing reinvestment into local venues and infrastructure to provide the levels of service necessary to host the international and national events. A balance must be maintained to host larger festivals to keep our Main Street healthy, maintain our tourism economy, and continue to express our unique *Sense of Community* through the arts.

# Objectives

- 13A** Increase cultural, arts, and entertainment-related events that diversify and support our tourism-based economy.
- 13B** Foster and enhance the vitality of Park City's local arts and cultural sectors.
- 13C** Encourage the installation of public art on private property, public space, parks, trails, and streets that represent Park City's core values.

**PARK CITY IS A COMMUNITY THAT APPRECIATES THE OUTDOORS, THE ARTS, AND SPORTS - A UNIQUE COMBINATION**



“I wish we were better known as a cultural destination, not just a winter sports destination.”

Comment from resident during 2009 Community Visioning



The Park City Museum is dedicated to preserving, protecting, and promoting the rich and diverse history and heritage of Park City. The museum is partially located inside the original City Hall building, which was built in 1885. This building was also home to the police and fire departments, as well as the Territorial Jail which can still be toured today. After an extensive restoration, the Park City Museum re-opened its doors to the public in October 2009. With more than 1.6 million visitors and 500 members since opening in 1984, the museum continues to enjoy rave reviews and provide residents and tourists with engaging and informative information about Park City, Utah's eclectic past.



## Community Planning Strategies

- 13.1 Review, revise, and coordinate regulations in the Park City Municipal Code to foster live street performances along Main Street.
- 13.2 Amend the LMC to encourage the installation of art within the built environment, including private property and the public realm.
- 13.3 Within Master Planned Developments, develop review criteria to suggest inclusion of arts spaces in the public realm.

During the 2012 Sundance Film 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 host for film venues. Approximately 93% of out-of-state festival attendees plan to see the majority of their films in Park City. In addition, 30 percent of non-resident 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-state guests choose to stay in the Park City limits.<sup>9</sup>



## City Implementation Strategies

- 13.4** Support events and programming that foster community involvement and promote arts and culture.
- 13.5** Promote the local music scene by encouraging the creation of music festivals and live music downtown during summer peak weekend shopping hours.
- 13.6** Showcase the work and achievements of local and regional artists and craftsmen through public art projects, festivals, and events.
- 13.7** Encourage the development and preservation of citizen groups, non-profits, and local businesses that promote arts and culture through events and educational programming.
- 13.8** Sponsor an artist-in-residence program, allowing the public to observe and interact with the artist as he/she creates public art pieces.
- 13.9** Increase funding opportunities for arts and cultural programming and events through innovative funding programs financed by the proceeds of art events and grants.
- 13.10** Support partnerships between non-profits and businesses to fund educational programming, events, and festivals.
- 13.11** Support partnerships between the resorts and the arts communities to program seasonal workforce housing with visiting artist housing during the off-season.
- 13.12** Create opportunities for changing art exhibits by local artists within city-owned properties as well as privately-owned businesses.



# GOAL 14 Living within Limits: The future of the City includes limits (ecological, qualitative, and economic) to foster innovative sustainable development, protect the community vision, and prevent negative impacts to the region.

Park City is a dynamic system that continues to evolve and be defined by its community values, natural resources, existing topography, property rights, public and private investment, politics, history and external pressures. The system is flexible, able to adjust to fluctuations and external pressures. As Park City continues to mature, the system should strengthen by adopting policies

that protect the community vision and core values. A healthy system requires limits to run efficiently and not overwhelm the interconnected parts. This is true of Park City. As the City has grown outward through annexations, the system reacted with expansion of infrastructure (e.g. roads, public utilities, public transportation) and increased demand on existing resources (e.g. water, air quality, public facilities,

fire and rescue, schools), creating ongoing costs to residents and tax payers and pressure on limited natural resources. Adopting policies to grow within determined limits is imperative to maintaining the economic, environmental, and social equity balance of the City and strengthen the City's existing neighborhoods.



Clean air is something we must work toward; the inversion over Salt Lake City will likely worsen and impact higher elevations.

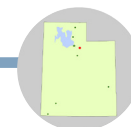
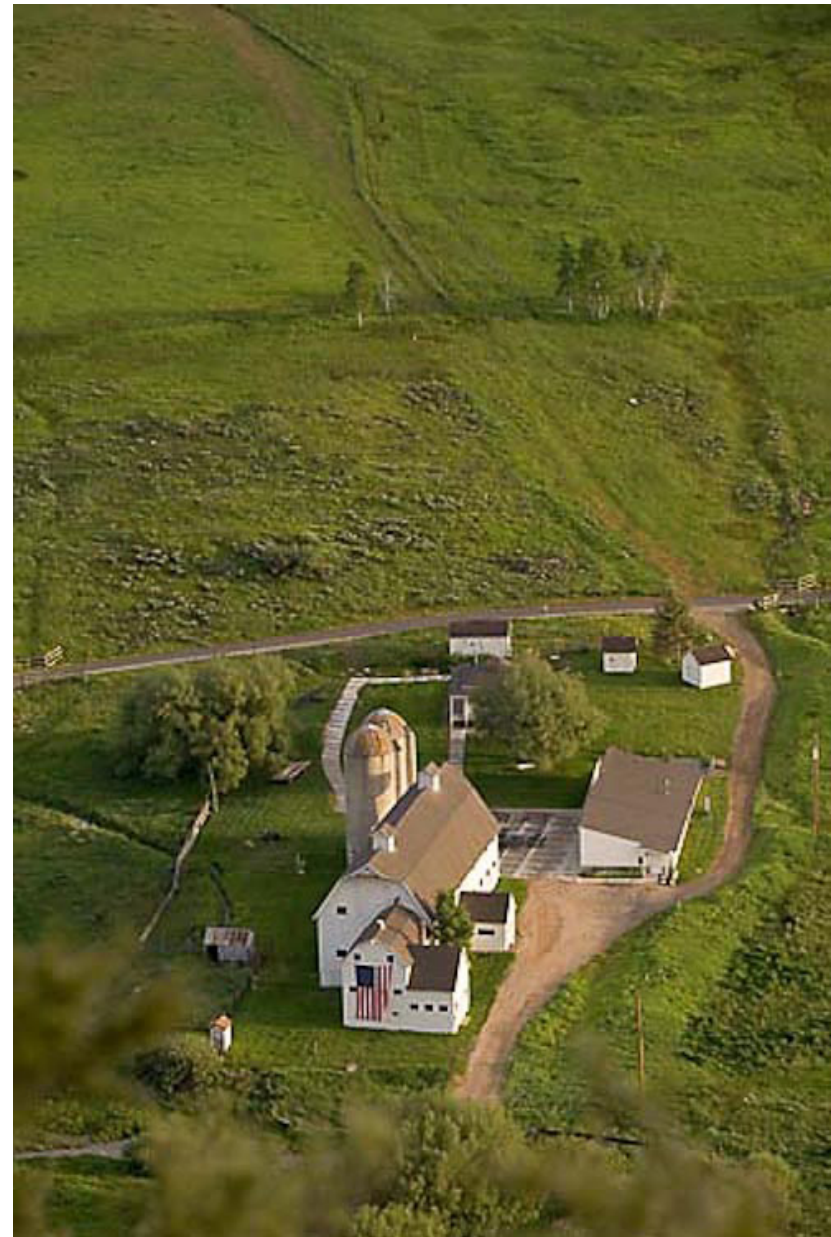


## Objectives

- 14A** Provide reliable public resources to ensure the health, welfare, and safety of residents and visitors.
- 14B** Manage growth to protect the quality of life and preserve the unique *Park City Experience* by recognizing limits to growth and adopting responsible policies that are consistent with those limits. Look at policies to offset this growth through efficiencies and renewables.
- 14C** Provide safe drinking water to residents and visitors. Set limits to future demand based on available sources and expense of available sources.
- 14D** Prevent degradation of air quality through the implementation of best practices for land use, clean energy, regional transportation, and growth management.

“We need to grow carefully without taxing our environment.”

Comment from resident during 2009 Community Visioning



## Community Planning Strategies

- 14.1** Identify, monitor and plan for growth based on availability of natural resources (e.g. water availability, air quality) while enhancing ecosystem health.
- 14.2** Quantify the impacts of different land uses on consumption of natural resources and energy. Dominant land-uses specific to Park City should be considered including single-family homes, multi-family residential, hotel, nightly rental, and commercial. Implement land use policy that utilizes best practices to minimize negative impacts on natural resources.
- 14.3** During the review of annexations, assess the impacts of additional development on public services, including: emergency response (e.g. fire, police, and ambulance), transportation, educational facilities, and parks and recreation.
- 14.4** Consider annexing open space lands to create a natural buffer that is interconnected and complimentary to wildlife corridor needs.
- 14.5** Research the creation of growth boundaries or other growth management tools to prevent excessive development that would stress the natural system and require unsustainable infrastructure investments.
- 14.6** Require developers to bear the costs of adding their development to Park City's infrastructure within future development, consistent with Utah impact fee statutes.
- 14.7** Locate future schools, libraries and other community facilities within, or in close proximity to, primary residential neighborhoods.
- 14.8** Approve development only when adequate public services and facilities are available, or will be available when needed to serve the project.



## City Implementation Strategies

- 14.9** Establish carrying capacity limits (qualitative and quantitative) to preserve the *Park City Experience* and preservation of the core values.
- 14.10** Work with the Park City School District to guarantee the ability to expand educational services and facilities within the School District as needed.
- 14.11** Coordinate with Summit County and Wasatch County to avoid unnecessary duplication of services.
- 14.12** Coordinate with communities in the region to implement transportation, growth management, and clean energy policy in an effort to maintain the clean air in the Wasatch Back.
- 14.13** Work with public utility companies to create projects consistent with the goals and objectives of the General Plan and the Community Vision.
- 14.14** Consider LEED certification for all new municipal buildings. Consider LEED (or equivalent) Certification as a requirement within the City's Land Management Code (LMC) for all new construction within the City.

