

PARK CITY

GENERAL PLAN

2014

VOLUME 1

GOALS & STRATEGIES



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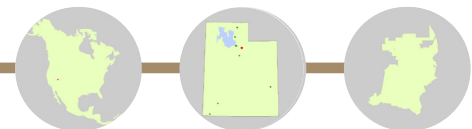


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How to Use the General Plan

MISSION

Keep Park City Park City

The General Plan is composed in four sections according the Park City Visioning Core Values:

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

These Core Values were identified by the City's residents in 2009 as being the foundation upon which our Community should begin to look at its future, whether from a big picture perspective or an individual City or private development project.

This General Plan builds upon the City's Core Values and rather than have individual elements (e.g. Land Use, Transportation, Sustainability, etc.), this document recognizes that no individual element stands alone; all elements interact and impact each other. This document combines these elements into the appropriate Core Value, recognizing the inherent overlap of each.

VOLUME I

Volume I of this General Plan contains the Goals, Objectives, and Strategies for each of the four Core Values.

GOALS

The Goals are the ends toward which effort and action are directed or coordinated.

OBJECTIVES

In general, Goals and Objectives are somewhat interchangeable; however, objectives tend to contain more specificity than a goal.

Both Goals and Objectives are “whats”, not “hows”. There can be a number of goals and objectives to be achieved in order to achieve an overall Mission, but there is usually only one Mission.

STRATEGIES

A Strategy is how to achieve a goal or objective. It is a “how”. A Strategy is a thoughtfully constructed plan or method or action that will be employed to achieve a desired result.

Two types of Strategies are outlined within this Plan: Community Planning Strategies and City Implementation Strategies. The first is designed to provide direction regarding needed planning programs, research or analysis to achieve the Goals and Objectives. The second set of strategies is designed to hold the City accountable in terms of implementing the projects necessary to accomplish this task at the ground level.

VOLUME II

Volume II of this Plan contains information that supports the Goals, Objectives, and Strategies outlined in Volume I. This includes the methodology recommended for accomplishing strategies, a section on neighborhoods, and an appendix which contains trends, analysis, and data for the City and region.

To achieve the Goals and Objectives and carry out the many Strategies will be a significant undertaking for the community; however the risk of not doing so is the loss of our community identity. Park City will need to work diligently over the next decade to maintain its Mission. Let this Plan guide the way to Keep Park City Park City.



The Hierarchy of Land Use Documents



The hierarchy of land use in Park City is based upon the State of Utah’s land use legislation. The General Plan is the guiding document for Park City - it is the blueprint for the future of the City. It is a long range policy plan that will guide future Land Management Code (LMC) and zoning decisions.

The LMC is the regulatory document that addresses specific zoning and land uses within respective zones. The LMC and associated Zoning Map provide for specific uses within noted districts on the Zoning Map.

Beyond these governmental tools for regulating land use are private Covenants, Conditions and Restrictions (CC&Rs) that are typically associated with Homeowners Associations (HOAs). These CC&Rs are enforced by their respective HOAs.

*May conflict with and be more restrictive than the Zoning Ordinance standards.

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INTRODUCTION

SMALL TOWN

Overview

Park City is a town that has truly been on a roller coaster ride through history. From the discovery of silver in the late 1860s to its incorporation as a city in 1884 to the peak of its natural resource harvest in the mid-1890s to the “great” fire in 1898 to its “ghost town status” in the 1950s to its weak revival as a ski town in 1963 to hosting the Winter Olympics in 2002 to the present...the town has constantly reinvented itself. The success of the community is based on both its geographical gifts and its inventive population; a people that know that the natural gifts present in and around this town are its most valuable resource.

NATURAL SETTING

Park City is home to the 7,500 most fortunate people on the planet. Parkites enjoy unmatched natural beauty, wildlife in our backyards, top caliber ski resorts and hiking/biking trails, cool summers and powder snow in the winter (“we come for the winter and stay for the summer”), easy access to an international airport in 30 minutes, a true sense of identity given its historic Main Street, and so much more.

SENSE OF COMMUNITY

A fundamental concept in the preparation of this document is how to save what we have while continuing to evolve to realize our ultimate destiny. With a history like ours, we know nothing is static: our evolution has gone from mining to skiing to our current status as an artsy outdoor recreationalist town. Our challenge is how do we protect what we have while welcoming the next generation of Parkites and visitors to our mountains?

HISTORIC CHARACTER

The Plan

What is a “Plan?” According to the Oxford English Dictionary, a plan is... a detailed proposal for doing or achieving something... an intention or decision about what one is going to do... a detailed diagram, drawing, or program, in particular. We think of this planning document as a rather customary method of doing something to achieve an end via the detailed formulation of a program or action!

According to Utah State Code 10-9a-103(14), the definition of a General Plan is a document that a municipality adopts that sets forth general guidelines for proposed future development of the land within the municipality. Not the most definitive of statements; it really doesn’t describe what the General Plan is, but rather notes the function of the General Plan – what it does.

Ultimately, the General Plan is a document that provides the blueprint for future growth within the community. It is the opportunity to proactively address what the City wants for its future; what do we want to be when we grow up? Or put another way, what does the last chapter of the “book” reveal for Park City? What will we have accomplished?

If We Build According to the Plan...

- Park City will not be “anywhere” USA; the City will maintain its funk and approach development as an opportunity to continue the unique brand that is Park City.

Park City is comprised of unique stores such as Dolly's Bookstore and Flight Boutique; unique restaurants and bars such as the No Name Saloon, Red Banjo Pizza and Windy Ridge; and local hotels such as Treasure Mountain Inn and Sky Lodge. Unique experiences and "adventure" travel are the buzzwords for travel in the 21st Century and Park City is well situated to capitalize on these markets while maintaining a unique community for those of us who are lucky to call Park City home.

- We will have incorporated alternative modes of transportation into our everyday vocabulary – taking a gondola from Main Street to Deer Valley resort will be the norm, jumping on a streetcar to go from Bonanza Park to Kimball Junction will be considered the logical way to get to Whole Foods, and parking at the City's Park-n-Ride facility on Route 40/Richardson Flats Road and taking the Bus Rapid Transit (BRT) or a street car will be the easiest way to access Park City given the City's narrow street fabric that is indicative of mountain living.
- Park City will be town with resorts and not just a "resort town." With an emphasis that remains focused on maintaining our premier skiing status in North America, our economy will be more diverse. We will enjoy the benefits of mountain living with cool summer temperatures and abundant recreational opportunities that range from hiking and mountain biking to hosting a high altitude training center that attracts athletic talent from all over the world. Park City will realize the transition to an "outdoor lifestyle" community, simply by acknowledging the high quality of life and recreational opportunities.

A Quick Look At the Numbers

To best understand our desired destination, it is important to understand where we are currently in terms of development capacity, or potential build-out.

Based on our data, the City is approximately 73% built-out in terms of residential development. In terms of units built vs. units unbuilt: the City has 9471 existing residential units vs. 3444 units anticipated to be built.

Commercial development is just over half built-out (both residential and commercial numbers are inclusive of vacant lots and redevelopment opportunities – estimates). Regarding commercial development, there are an estimated 1809 commercial unit equivalents in the City (equating to approximately 1,809,000 SF) and approximately 2357 units that are yet unbuilt at this time (43% built-out).

What does this say about Park City and its future? It says there is still a significant amount of growth in our future and the opportunity is now to effectuate how this growth looks and is incorporated into our vernacular fabric – our "local" expression of the built and unbuilt environment.

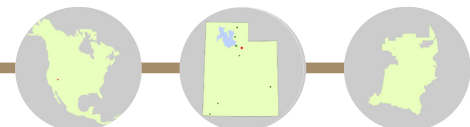
If you look at recent trends in the City, the first decade of the 21st Century witnessed the development of more almost 1800 residential/housing units valued at more than \$500,000,000. In addition, this same period saw almost \$75,000,000 in commercial development. Assuming this trend continues and utilizing a straight line projection, Park City's residential build-out will be complete in just over 19 years while our commercial build-out will be complete within 60 years. At that time, Park City's growth will be realized and change to the built environment will occur via redevelopment as the economy evolves and demands different functions of our built infrastructure.

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- A regional approach to planning and community development will continue to materialize; an approach that recognizes our definition of “community” in the future will be significantly broader than it is today. By working with our regional partners in Summit, Wasatch, Morgan, and Salt Lake counties, we will be able to create nodal development that preserves open space, wildlife corridors and viewsheds while ensuring easy access to commercial services/amenities.

- Park City will be “greener.” This doesn’t mean that wishy-washy light tone green that most communities are striving to attain. This means that dark “green” color, that truly sustainable green community that offers transportation alternatives to get us out of our comfortable cars, a community that incentivizes energy-efficient design in all new construction and historic rehabilitation, a “green” that makes us rethink driving a half mile to drop our kids off at school. We will hyper-focus on the color “green” that makes us consider the environment before we consider the “green” dollar bills that may be singularly focused. Park City doesn’t want to stop at being the best IN the world; we want to be the best FOR the world.

- Park City will have protected its natural, historic, and economic resources. The town of today will be recognizable to those who live and visit here in 25 years. They will say that Parkites of 2013 held their ground and protected their local historic heritage and architectural resources in a manner that is still relevant in the future. They will know that Parkites didn’t “sell-out” in the name of traditional economic development that looks at “growth” as “development.” There is a difference.

What brought you to Park City?

“The obvious things: the small town atmosphere, the beautiful setting—but also, our commitment to arts and smart people! We’re much more than just a ski community!”

Comment from resident during 2009 Community Visioning

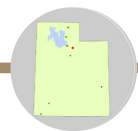


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VISIONING

SMALL TOWN

In 2009, the City engaged CZB, LLC, a neighborhood planning firm, to conduct a community wide visioning process. There were three phases to the visioning process. Phase One of the Community Visioning was Community Engagement and Data Collection. The consultant implemented an open ended methodology as to not intentionally shape or direct responses. Different media were utilized to extract the vision of the community including interviews, photos, comment cards, and community gatherings.

NATURAL SETTING

Parkites participated in many ways, including:

- 198 unique individuals attended community gatherings and focus groups
- 450 interviews conducted
- Four focus groups held
- At least 759 photos taken
- 182 comment cards collected with 534 comments
- More than 500 hours contributed by Parkites in participating in community gatherings, conducting interviews, preparing a visual inventory and/or participating in focus groups.

SENSE OF COMMUNITY

During Phase Two: Data Analysis, the consultants input all the data, cataloged, distilled, and eventually shaped the data into a format from which a set of shared values, concerns and hopes for Park City's future began to emerge. See the summary of key visioning themes including the "voice" of the residents on this page and the following:

HISTORIC CHARACTER

The Voice of the People from Visioning 2009

Community Comments:

- *We are becoming two (or maybe three) Park City's. We are segregated racially/ethnically and economically. How can we be proud of ourselves if we know there are people who aren't included in our community?*
- *There is a treasure trove of intellect and expertise in this town that simply needs to be brought together.*
- *City isn't always good at utilizing various avenues of communication and technology to help keep citizens plugged into the process and informed, especially second homeowners.*
- *We need more community gatherings and opportunities to get together and talk.*
- *More public art – I love the bus shelters, the sound garden and the fish.*

Resulting Key Visioning Theme: Foster a strong sense of community vitality and vibrancy.

Community Comments:

- *We need a firmer commitment to sustainability, green building practices and innovation.*
- *We need to grow carefully without taxing our environment.*
- *Open space bonds were difficult decisions, but the right ones.*
- *Proud of our rising organic connection to nature such as the City's climate change and carbon footprint initiatives and Save our Snow.*
- *Keep open hillsides and more open space and trails.*
- *Preserve nature, environment and wildlife.*

Resulting Key Visioning Theme: Respect and conserve the natural environment.

Community Comments:

- *Fear that we will be some huge urban sprawl from the top of Parleys out to Kamas, Coalville and Heber.*
- *Keep our small town feel – not overbuilt and sprawling.*
- *Traffic is an issue today that we need to figure out how to deal with for the future or else we'll lose our appeal as a resort community.*
- *There is always the balance between growth and lifestyle and finding the proper balance will be key.*
- *I don't want to have to drive as much to do things.*

Resulting Key Visioning Theme: Promote balanced, managed and sustainable growth.

Community Comments:

- *We are a national leader as a winter sports destination; we could also be nationally recognized for winter sports development.*
- *We are a community, but don't like to admit that we are also a product. Our economy is tourism-based and image is everything.*
- *Rents are getting so high it's hard for people to keep their businesses in town.*
- *Maintain a strong theme of independent merchants and provide more options on Main Street for families with children.*
- *I hope there are more career opportunities here eventually to sustain and retain year round residents.*
- *Park City needs to be a year round attraction with more events and activities.*
- *I wish we were better known as a cultural destination, not just a winter sports destination.*

Resulting Key Visioning Theme: Promote a diverse, stable and sustainable economy.

Community Comments:

- *Poverty exists amidst affluence. We have true poverty in this community and people are completely unaware of it.*
- *I feel a bit in limbo, I don't know how many people consider themselves part of the community but can't actually live here. I have no connection to Heber so I'm not part of that community, but it is where I have a house I can afford.*
- *Concerned about our Latino community and service workers in general who struggle to support their families.*
- *Who will come behind us if people can't afford to live here? For whom are we preserving Park City?*
- *More work has to be done to keep the working class in Park City and maintain a full spectrum of folks from different economic levels.*
- *I don't want to have to relocate because of age or skiers knees.*

Resulting Key Visioning Theme: Support and promote diversity in people, housing and affordability.

Community Comments:

- *I hope Old Town looks the same and has preserved its historic identity.*
- *We are in a unique position to lead with exposure to the nation and the world on how to incorporate sustainable values in the context of an existing historic place.*
- *I'm worried that we will lose our traditions and sense of place.*
- *Keep the "eye candy."*
- *I don't want to lose much more of our rich history and become only remembered as a ski/resort town.*

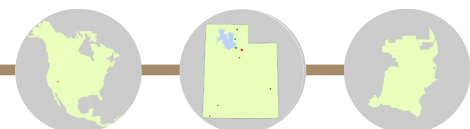
Resulting Key Visioning Theme: Preserve a strong sense of place, character and heritage.

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Phase Three included Key Findings, Recommendations and Next Steps. During step three, the consultant took the distilled data and created a visioning filter for community members to assess how proposals will impact the Community Vision. The visioning filter is made up of Core Values, Unique Attributes, and Influenced Levers.

THE CORE VALUES: The Park City qualities identified through the visioning process reflecting the core, or heart, of Park City. These core qualities are enduring and if significantly altered would affect the essence of Park City.

NATURAL SETTING



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UNIQUE ATTRIBUTES: The qualities that make Park City unique and set Park City apart from other communities that may also have similar core qualities. These attributes may evolve and change over time.

HISTORIC CHARACTER



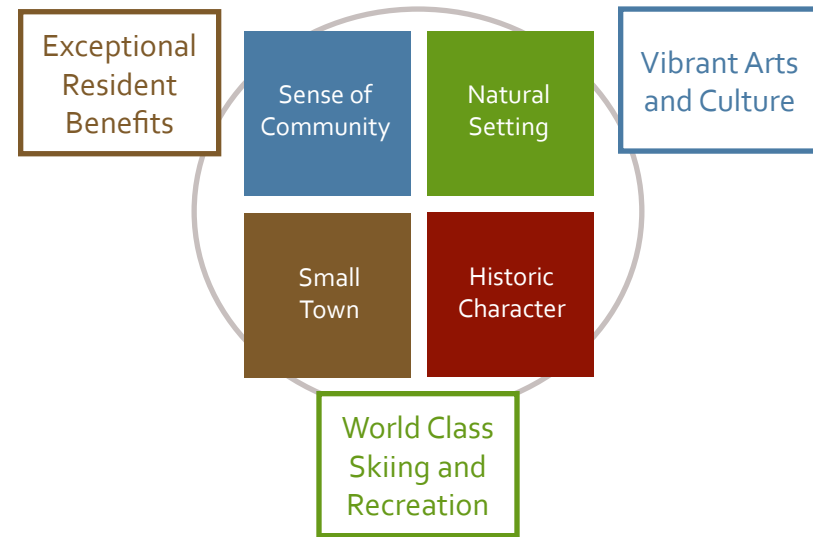
THE INFLUENCED LEVERS: The levers work in an interconnected framework to “keep Park City, Park City” These four areas form a network of considerations that must be taken into account when analyzing how a project will effect Park City’s system.

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

Quality of Life Impact: How will the proposed activity contribute to “keeping Park City, Park City?”

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

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

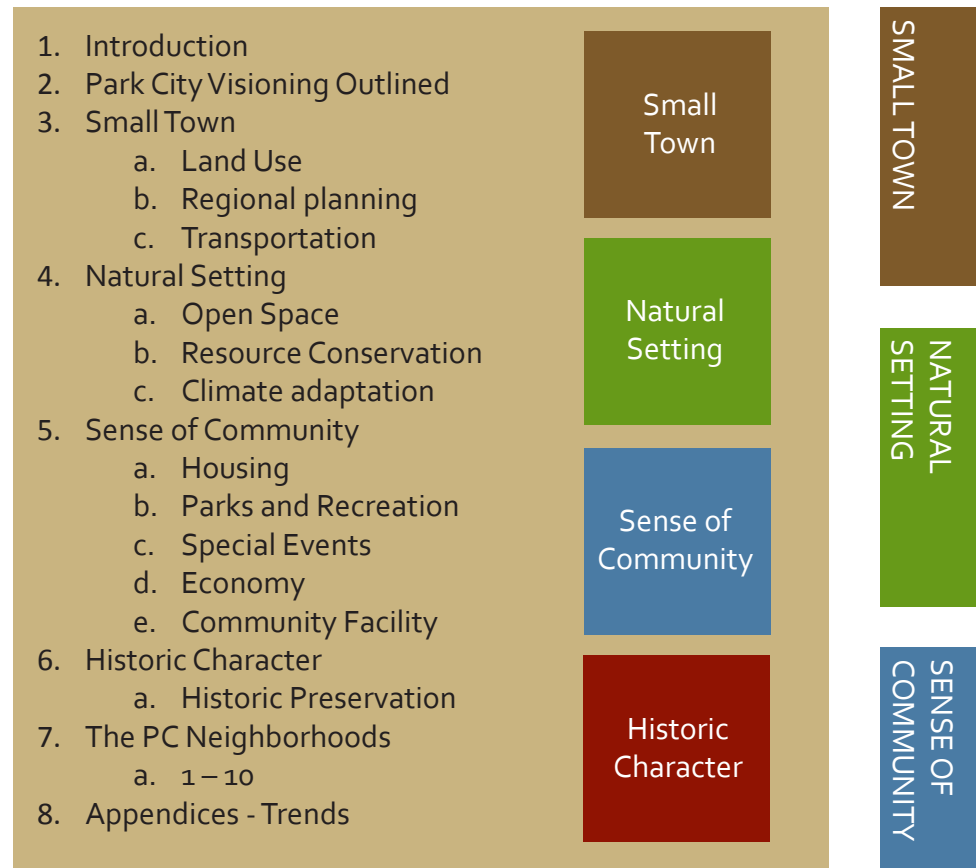


The General Plan: A Reflection of Visioning

The General Plan is a comprehensive, long-range plan that identifies the present trends and future needs of a municipality. The plan is a guiding document utilized by the City to make decisions regarding key elements of the City, including: Land Use, Housing, Transportation, Open Space, Resource Conservation, Parks and Recreation, Historic Preservation, Community Facilities, and Economic Development. Future policies and regulations adopted by the City must reflect the guidance within the General Plan.

Park City’s General Plan is organized around the Core Values of the community identified during the 2009 Community Vision, including Small Town, Natural Setting, Sense of Community, and Historic Character. The individual elements of the General Plan are included within the relative core value with specific goals, objectives and strategies. The strategies have passed the filter test to “keep Park City, Park City” through preservation of the Core Values and building upon the Unique Attributes.

The General Plan implements a Neighborhood Portfolio approach realizing that a one size fits all approach to long range planning for an entire City would be misguided. A Neighborhood Portfolio approach recognizes that each neighborhood plays a unique function within the City and respects the interdependency of the parts. As in any system, the City’s overall health is dependent on how the neighborhoods work together. If one part of the system is not functioning properly it can negatively impact another system overtime. The individual neighborhoods must complement each other to ensure citywide balance and health.



The outline above illustrates the overall layout for this General Plan. While most plans for a community are compartmentalized via elements (e.g. Transportation, Land Use, Sustainability, etc.), this General Plan takes a more holistic approach and utilizes the four Core Values of the City’s Visioning process. This allows for the cross-over between/among elements that is more accurate in assessing where the community is in terms of planning as well as outlining the City’s future goals.

