

# MOUNTAIN RECREATION STRATEGIC ACTION PLAN

JULY 2013





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# ACKNOWLEDGEMENTS

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# EXECUTIVE SUMMARY

The **Mountain Recreation Strategic Action Plan** (Action Plan) addresses the prioritization of recreation facilities in the Park City and Snyderville Basin (the Basin) areas of Summit County, Utah. The plan builds upon the work completed in the **Recreation Facility Demand Study 2011** (Demand Study) and the **Community Interest and Opinion Survey 2012** (Opinion Survey), and is another hallmark of the legacy of cooperation that exists between Snyderville Basin Special Recreation District (Basin Recreation), Park City Recreation and Park City School District over the years. This unique relationship allows more facilities and programs to be offered and the allocated resources to be better maximized.

The immediate purpose of the Action Plan is to make recommendations for prioritizing future facilities and programs during the next 4-5 years. The long-term role of the Action Plan is to serve as a “living document” that will allow future priorities to be established once the 4-5 year plan period is complete. In addition to establishing priorities, the Action Plan also addresses potential locations of improvements and funding opportunities.

The planning process began with an analysis of existing park, recreation, trail and open space facilities in the Basin and Park City, including detailed analyses of future opportunities for improvements and/or expansion. Some of the other key elements that were documented and analyzed include the following:

- Project Jurisdictions
- Sensitive Lands
- Land Ownership (sites owned by Basin Recreation and Park City Recreation received special attention)
- Park City School District Land

The plan incorporated a thorough public involvement process, beginning with a series of three meetings that were held on a single day at three recreation facility locations in Park City and the Basin. Each meeting was conducted as an open house, which included a display with a series of charts and maps that summarized major findings and ideas. A project website and Facebook page were also used to facilitate input and enhance public participation and awareness of the project. In general, public interest was quite high, as was the level of input and the quality of responses that were received. Once this input had been taken into account and preliminary results established, a second public meeting was held to present a working version of the Action Plan. The public input process also included the guidance of an advisory group called the Plan Committee, which provided direction throughout the process.

The prioritization process was criteria-based, incorporating matrices with potential recreational facilities/projects located on the X-axis that were scored against seventeen separate criteria on the Y-axis. The criteria are shown below:

1. Seasons Served
2. Potential Partnering/Co-Location Opportunity Between City/Basin/School District
3. Potential Partnering/Funding Opportunity Between City/Basin/School District
4. Potential Partnering Private Entity
5. Demand Study Results
6. Opinion Survey Results
7. Multiple Uses – Local/Recreational
8. Multiple Uses – National/International/Elite
9. Land Availability – City/Basin/School District Ownership
10. Improvements/Expansion Already Planned/Committed
11. Potential for Economic Benefit
12. Enhances Tourism
13. Available Elsewhere in the Region
14. Funding Availability
15. Operations and Maintenance Requirements
16. Flexibility
17. Cost

The various facilities/projects were evaluated against each criteria, receiving a score from 0 to 18 according to the standards established in the “Criteria Definitions.” During the earliest stages of the project, the focus was placed on the **combined priorities** for Basin Recreation and Park City Recreation. Once public input was received, however, efforts were broadened to include the **individual priorities** of Basin Recreation and Park City Recreation as well.

The final results of the prioritization process indicate a high level of consistency and agreement among the participants, and correlation with the two previous studies. This is particularly true with the top-ranked facilities, which were supported by both Park City Recreation and Basin Recreation participants. The following is a summary of the key results.

### **Top 3 Projects/Facilities (Combined) (see pages 19, 21, and 23)**

The Ice Arena, Indoor Aquatic Center and Multi-purpose Indoor Fields were consistently ranked in the top three positions. Because of the cost and scale of these facilities and the large number of individuals they will serve, it was

suggested that voter-approved bonds might be the most realistic and timely method to fund these facilities.

### **Top 10 Projects/Facilities (Separated) (see pages 19, 21, and 23)**

Slight differences in priorities emerged for Basin Recreation and Park City Recreation once the Top 3 were accounted for. It was therefore suggested that each entity focus on implementing their individual Top 10 list of projects/amenities as part of major planning and implementation efforts. Based on the cost and complexity of implementation, it was suggested that some of these efforts may be achievable using existing funding sources, while others may require partnerships, grants, special assessments, or a combination of sources.

### **“Low Hanging Fruit” (Combined) (see page 25)**

Several projects that are generally fundable with existing resources were noted for both entities. It was suggested that these “Low Hanging Fruit” should be explored as short-term implementation projects as funds become available. Many of these projects are already planned and are considered continuations of existing programs and facilities.





# 1 INTRODUCTION

## PURPOSE AND INTENT OF THE PLAN

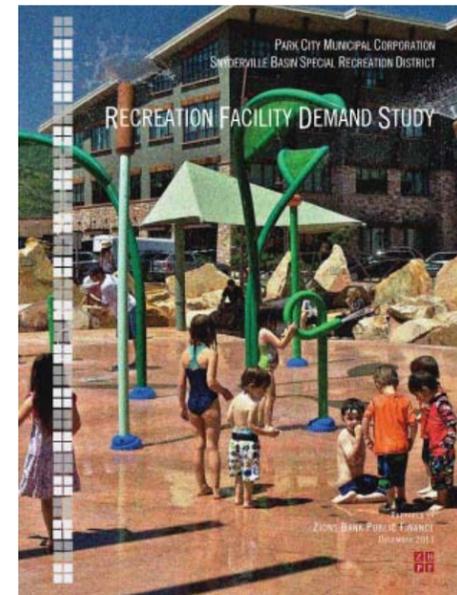
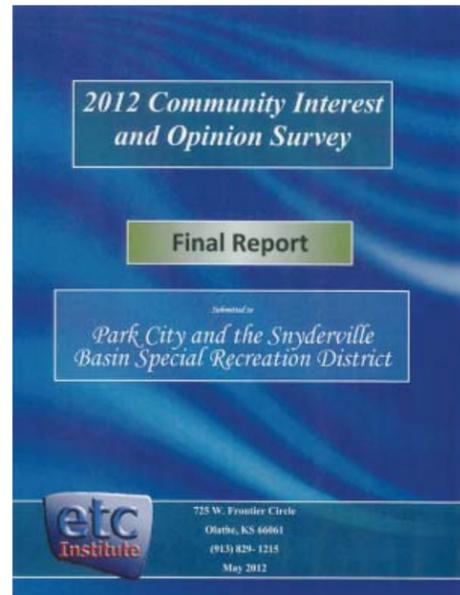
Basin Recreation and Park City Recreation jointly completed the Demand Study<sup>1</sup> and the Opinion Survey<sup>2</sup> in 2011 and 2012 respectively, in an effort to understand residents' needs and desires for recreation facilities and programs. The findings of these two important studies provide critical information about a broad range of recreation interests and establish a preliminary list of existing and potential recreation facility and program needs.

Building on those previous studies, both Basin Recreation and Park City Recreation wish to organize and prioritize recreation initiatives and resources to achieve definitive goals within a specific period of time, looking to both short and long-range decision-making. The result is this Action Plan – the third inter-related study which addresses the prioritization of recreation facilities. The Action Plan was developed using the data contained in the previous studies, supplemented by additional information gathered during several public workshops and meetings, and with the participation of Basin Recreation and Park City Recreation Staff and the Plan Committee.

## HISTORY

Parks, recreation, open space and trails are highly valued in the Basin and Park City, building on a long-held tradition of active living. Park City first began providing recreation services in the 1970's, primarily in the form of adult softball and basketball leagues. With the appearance of larger numbers of children in Park City and the Basin in the 1980's, Park City and Summit County formed the Western Summit County Youth Sports Program, which provided opportunities for City and County residents to play in the same youth sports programs for the same fee.

Several other major Park City milestones followed in the late 1980's and 1990's, including the purchase of a foreclosed privately-owned tennis facility by Park City and passage of a \$1.4 million bond to improve it. In 1998 Park City passed a \$10 million open space bond, and since then several similar milestones have been established, beginning in 2001 with the passage of a \$2 million bond for an ice facility and \$2 million for parks. In 2002, Park City residents approved



another \$10 million open space bond. Other key enhancements during this period include the opening of the Dirt Jump Park in 2005, the opening of the Ice Arena and Park City Sports Complex, passage of a \$20 million Open Space Bond and a \$15 million Walkability Bond by Park City. One of the most recent milestones is the opening of the Park City Municipal Athletic & Recreation Center (PC MARC) at site of the old Racquet Club in 2011.

Basin Recreation was established in 1986 by the Summit County Board of Commissioners as a Special Service District to provide recreation facilities and services to residents of the western end of the County. It originally included Park City, but the City withdrew its participation in 1993, leaving the boundaries as unincorporated Summit County between Morgan County in the north, Salt Lake County to the west, and Wasatch County and Park City to the south. One of the first actions of the newly-formed district was signing a 30-year agreement for Joint Use of Facilities for Recreation with Park City School District, similar to an agreement established between the School District and Park City the previous year.

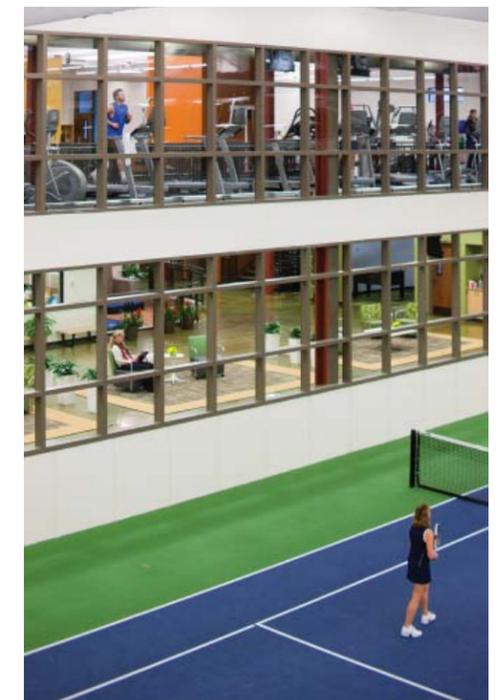
In 1995 Basin residents approved a \$7.5 million bond and property tax levy to fund the operation of Basin Recreation's facilities and programs. Following completion of the *Snyderville Basin Recreation and Trails Master Plan*, the bond funds were used to acquire and build Trailside Park, construct fields and enhancements to the Aquatic Center at Ecker Hill Middle School, and begin implementation of a community-wide trail system. A Needs Assessment completed in 2000 and updated in 2003 helped Basin Recreation prioritize development of a phased recreation center, a jointly-built ice rink, and additional trails. A successful 2004 bond election for \$11

million helped continue trail and trailhead development, begin construction on the Basin Recreation Fieldhouse at Kimball Junction (2004) and, in cooperation with Park City, establish the Ice Arena at Quinn's Junction (2006).

Open space has always been highly valued in the Basin and Park City, so subsequent bond funds were also used to purchase several recreational open space parcels, including the 219-acre Rasmussen property near Jeremy Ranch and the 2,100-acre Hi-Ute Ranch property adjacent to I-80. In 2003 the Basin Open Space Advisory Committee (BOSAC) was formed by the County Commission to identify and protect important open spaces for hiking, biking and limited recreational development. With the \$10 million bond in 2004, additional open spaces were purchased, protected from development, and made available for public recreational use.

Willow Creek Park is the result of a development agreement with local developers for an 86-acre land dedication in 2001. Twenty acres of the property were developed for traditional year-round park uses, while the remaining acreage remains undeveloped. Since that time, Basin Recreation and Park City Recreation have continued to add parks, open spaces, trails and trailheads, and to upgrade and improve existing facilities for the benefit of residents of the City and County.

Completion of the Demand Study and the Opinion Survey continues a legacy of reaching out to residents to gauge recreational interests, establish priorities, and set goals for future recreational opportunities. With future population expected to grow from 31,578 persons in 2010 to over 47,000<sup>3</sup> people during the upcoming 10-year planning horizon, the Action Plan will help organize and prioritize recreation initiatives and resources, ensuring that services are not unduly replicated between Park City Recreation and Basin Recreation.



<sup>1</sup> Zion's Bank Public Finance, December 2011.  
<sup>2</sup> Leisure Vision/ETC Institute, May 2012.

<sup>3</sup> Recreation Facility Demand Study, Zions Bank Public Finance, December 2011.

## 2 BACKGROUND - PREVIOUS STUDIES

### A LEGACY OF COOPERATION AND SHARED INTERESTS

Basin Recreation, Park City Recreation, and Park City School District have engaged in many cooperative projects from which each entity receives benefit and support. The three entities all have common goals to provide top quality, well-maintained, and diverse recreational programs and facilities. As such, the entities have created and entered into a series of Interlocal Cooperative Agreements that recognize the value of committing resources to construct, maintain and operate recreational facilities for the benefit of residents and visitors.

By pooling resources, more facilities and programs are available for residents to enjoy, and the resources allocated are maximized. Past agreements have involved one entity utilizing resources to construct a facility while another entity assumes maintenance and management responsibilities, or programs the facilities for recreational use. Similarly, off-peak times at schools allow residents to use school-related and located facilities for recreational activities. The number and quality of these joint development and management agreements is impressive indeed, and is an example to other communities across the country.

The unique mountain setting and natural open spaces add an additional layer of interest and concern -- to incorporate recreation facilities into the highly-valued natural mountain environment in ways that sustain and protect sensitive landscapes, wildlife and visual resources.

Many passive, recreational open spaces are protected into perpetuity through either Conservation Easements or out-right purchases, effectively limiting the growth of sprawl development and the expense of public services.

Together, the agencies involved have effectively cooperated to create a vision and plan for parks and recreation resources that provides the best quality facilities and programs to promote healthy lifestyles and communities.

The Action Plan builds on the work completed in the Demand Study and the Opinion Survey. The results of these two studies are supplemented with additional information received during public meetings and workshops. The results of the Demand Study and Opinion Survey are summarized below. Additional information can be obtained by viewing the documents in their entirety. The documents can be accessed online at both the Basin Recreation ([www.basinrecreation.org](http://www.basinrecreation.org)) and Park City ([www.parkcity.org](http://www.parkcity.org)) websites.

### RECREATION FACILITY DEMAND STUDY

The Demand Study was an inventory and analysis of existing facilities, and an evaluation and determination of need. To determine need, facility standards were developed based on comparing the population and number of facilities in Park City and the Basin to other Mountain Resort Communities. A Level of Service (LOS) was determined for each of the other communities and then compared to the existing LOS for Basin Recreation and Park City Recreation for each type of facility. Based on the compared levels of service, recommendations for additional facilities and programs were presented. The results are summarized below, which identify Immediate Needs – facilities with very high demand that should be developed as soon as possible; and other facilities where some demand or desire was expressed that would provide an additional layer of recreational opportunity.

#### Facilities with an “Immediate Need”

- Full service fitness facility,
- Gymnasiums with indoor basketball and volleyball courts,
- Ice rink,
- Indoor and outdoor multi-purpose fields,
- Indoor tennis courts,
- Outdoor basketball courts, and
- Pool – indoor aquatic center.

#### Other Facilities that are Demanded or Desired

- Baseball/softball fields,
- Bike park,
- Climbing areas,
- Equestrian centers,
- Golf training facility and driving range,
- Indoor jogging,
- Large group pavilions,
- Park and trails, and
- Playgrounds.

### COMMUNITY INTEREST AND OPINION SURVEY

The Opinion Survey was initiated to help determine priorities for recreation facilities and programs in Park City and the Basin. It was conducted both on-line and as a 7-page mail-back survey. The survey was mailed to all 13,412 full-time, registered households in Park City and the Basin, of which 2,284 were completed, returned, and analyzed. The survey results have a confidence level of 95 percent with a margin of error of +/- 2.1 percent. The key findings are summarized in Table 1 where the percentage of respondents identifying a specific facility/program is shown.

*Table 1 - Percent of Respondents Identifying a Specific Facility/Program as Needed*

<p><b>Need for Recreation Facilities:</b></p> <p>64% - indoor fitness space (weights and cardio)</p> <p>54% - indoor walking/jogging track</p> <p>49% - outdoor swimming pool</p> <p>46% - indoor group fitness studios</p>	<p><b>Most Important Recreation Facilities:</b></p> <p>34% - indoor fitness space</p> <p>21% - outdoor swimming pool</p> <p>21% - off-leash dog areas</p> <p>20% - indoor walking/jogging track</p> <p>19% - indoor group fitness studios</p>
<p><b>Need for Recreation Programs:</b></p> <p>46% - adult fitness programs</p> <p>41% - Nordic programs</p> <p>32% - youth sports leagues and programs</p> <p>30% - youth sports specialty camps</p>	<p><b>Most Important Recreation Programs:</b></p> <p>22% - Nordic programs</p> <p>14% - youth sports leagues and programs</p> <p>12% - golf lessons</p>
<p><b>Basin Recreation Fieldhouse Improvements:</b></p> <p>35% - expanded weight room/cardio equipment</p> <p>34% - group fitness class studios</p> <p>21% - climbing wall</p> <p>19% - additional indoor field</p> <p>14% - gymnasium</p>	<p><b>Park City Aquatic Center Improvements:</b></p> <p>40% - indoor lap lanes</p> <p>35% - indoor leisure pool</p> <p>20% - indoor 50-meter lap/competition pool</p> <p>18% - water aerobics</p>
<p><b>Types of Trails Used Most:</b></p> <p>89% - soft surface, multi-use</p> <p>86% - hard surface, multi-use</p> <p>69% - backcountry single-track</p> <p>52% - mountain biking flow trails</p> <p>33% - downhill mountain biking</p> <p>25% - specialized bike park/pump track areas</p>	

The Opinion Survey also analyzed the results in terms of their Importance and Unmet Need. The results are displayed on a scatter diagram with four quadrants (see Figure 1.) Facilities and programs located in the top right quadrant are rated the “Top Priorities” for improvement as they have both high levels of importance and high levels of unmet need. Secondary priorities for improvement – “Priorities for Specific Market Segments” occur in the upper left quadrant and have lower importance but a high unmet need. The lower right quadrant -- “Continued Emphasis” addresses facilities and programs with high importance and low unmet need; and the lower left quadrant – “Exceeding Expectations” identifies the lowest priority for improvement for facilities and programs with lower importance and low unmet need.

The analysis was conducted with results from Park City and the Basin combined, and for Park City and the Basin separately. Those facilities/ programs with the highest importance/highest unmet need that occurred in the “Top Priority” quadrant for Park City and Basin Recreation together are shown in Table 2. Tables 3 and 4 show the “Top Priority” results separately for Park City and Basin Recreation.

**Table 2- Highest Importance/Highest Unmet Need – Park City and Snyderville Basin Special Recreation District**

Facilities	Programs
Indoor aquatics (leisure pool and lap lanes)	Adult fitness programs
Indoor fitness space (weight/cardio)	Adult swim programs
Indoor group fitness studios	Adult water fitness programs
Off-leash dog areas	Community wellness programs
Outdoor swimming pool	Golf lessons
Second public golf course	Nordic programs
	Senior fitness programs
	Team sport programs (indoor practice)

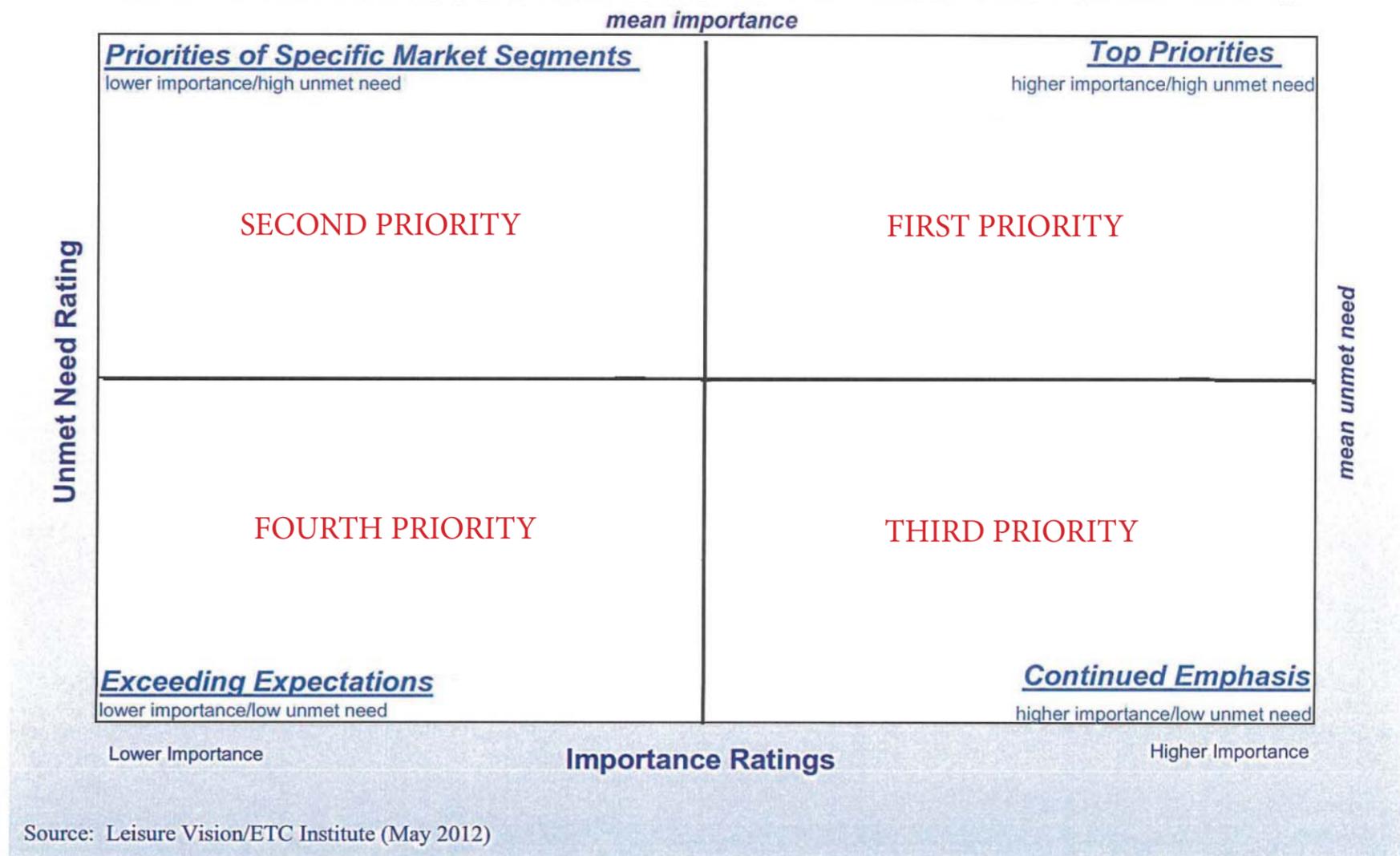
**Table 3 - Highest Importance/Highest Unmet Need – Park City**

Facilities	Programs
Indoor aquatics (lap lanes)	Adult swim programs
Indoor aquatics (leisure pool)	Adult water fitness programs
Indoor group fitness studios	Community wellness programs
Off-leash dog areas	Golf lessons
Outdoor golf learning center	Golf tournaments
Outdoor swimming pool	Nordic programs
Second public golf course	Senior fitness programs

**Table 4 - Highest Importance/Highest Unmet Need - Snyderville Basin Special Recreation District**

Facilities	Programs
Indoor aquatics (lap lanes)	Adult fitness programs
Indoor group fitness studios	Adult swim programs
Indoor aquatics (leisure pool)	Adult water fitness programs
Indoor fitness (weights/cardio)	Community wellness programs
Off-leash dog areas	Golf lessons
Outdoor swimming pool	Nordic programs
Second public golf course	Team sport programs (indoor practice)
	Youth learn to swim programs
	Youth sports specialty camps

**Figure 1 - Blank Scatter Diagram**



# 3 PARK & RECREATION FACILITIES & SITE ASSESSMENTS

## PROJECT JURISDICTIONS

Map 1 shows the boundaries of Basin Recreation and Park City Municipal Corporation. Basin Recreation encompasses land areas that extend beyond I-80 in the north to the Park City limits in the south, with the slopes of the Wasatch Mountain range forming the western extents of the district, and the rolling hillsides east of Highway 40 defining the eastern edges. The Basin includes a range of landforms, including flat meadows and fields in the lower elevations to rolling hillsides and steep mountain slopes that dominate the Basin edges. The Basin encompasses a range of land uses, although low-density residential neighborhoods interspersed by various parks and open spaces dominate the man-made uses.

Park City is located near the southern extents of the Basin Recreation area, encompassing an area less than 1/5 the size of the Basin. Like Basin Recreation, Park City Municipal boundaries encompass a wide range of land forms, including steep mountain slopes and deep canyons as well as rolling hillsides and flat meadow and fields. Land uses are dominated by residential uses interspersed by parks and open spaces, although the built form is generally more urban in comparison to the Basin, particularly as one approaches the historic Old Town core.

## Ownership

As illustrated on Map 1, the majority of land in the Park City Recreation and Basin Recreation boundaries is privately owned. National Forest land is extensive in the Wasatch Mountains to the west, although only small portions of these lands are located within the study area boundaries. Small parcels of public land are found within the Basin and Park City boundaries, the largest of which is owned by the State Institutional Trust Lands Administration (SITLA). Other public lands in the study area include parcels owned by the Bureau of Land Management (BLM) and U.S. Military/U.S. Army Corps of Engineers.

## PARKS, RECREATION, TRAILS, AND OPEN SPACE FACILITIES

Two full days were spent touring recreation facilities, parks, trails and trailheads. The purpose was to analyze existing facilities, discuss with managers how they function and at what capacity, and to determine if there are opportunities for improvements and/or expansion at each facility. The results of that analysis are summarized in Table 5, which identifies the facility and its ownership/management, briefly describes the existing facilities, identifies potential expansion opportunities, and any needs associated with the facility. Those facilities for which there are no opportunities or very limited opportunity for expansion/improvement are shown in Table 6.



Existing recreation facilities, parks, trails and trailheads, and open spaces are shown on Map 2. This map identifies the jurisdictional boundaries of Basin Recreation and Park City, and the surrounding context.

The number of parks, recreation facilities and open spaces is extensive and varied, reflecting the important role they play in the daily life of local residents. As illustrated on Map 2, 50 public facilities have been identified, encompassing various parks, open spaces, recreation centers and sports facilities. The open space system is particularly diverse, encompassing designated open spaces, land protected through conservation easements, the Swaner Nature Preserve, and open spaces located on federal and state lands.

## Trail Facilities

The Park City Recreation and Basin Recreation trail systems are extensive, illustrating the importance of trails to the daily life of local residents and as attractors to visitors and tourists. Map 2 illustrates more than thirty major trailheads, including those with facilities and parking-only trailheads. The trail system is divided into three main categories: Backcountry; Soft-surface/Multi-use (soft); and Paved/Multi-use Path (hard). The map also indicates other trail facilities that help to form a complete and interconnected system, including sponsored trails and loop connectors, roadway underpasses, sidewalks, stairs and bike lanes. Proposed future trails are also indicated on the map.

## SENSITIVE LANDS

During any project planning process, special consideration should be taken to address sensitive lands, including but not limited to, wetlands, steep slopes, stream corridors, critical wildlife habitat and environmental conditions prior to any project implementation. Any proposed development within these areas should be addressed appropriately to best mitigate any negative impacts.

## AVAILABLE LAND OPPORTUNITIES FOR RECREATIONAL GROWTH AND EXPANSION

Map 3 illustrates the land that is currently owned by Basin Recreation, Park City and Park City School District, as well as future private development projects such as Silver Creek Village where development approval will require the dedication of land for future parks, open space and recreation facilities. These lands have the greatest potential for the expansion of existing facilities and the creation of new facilities. The intent was to establish an inventory of possible sites where future recreation facilities might be established or expanded.

## Land Owned by Basin Recreation and Park City Recreation

As illustrated in Map 3, the land owned by these entities is diverse and varied, encompassing the Basin Recreation Fieldhouse, PC MARC and Park City Sports Complex, large and small parks and athletic fields, an under-utilized Park and Ride lot, and various trails and trailheads. As described in Table 5, many of the existing properties are built-out, while others have limited expansion and improvement opportunities. Other properties, such as the “Triangle Parcel,” the “Pace Parcels,” and the “IHC Lot 5” parcels have opportunities for new recreational development. Some trails and trailheads also occur on land owned by Summit County, the Utah Department of Transportation, and others.

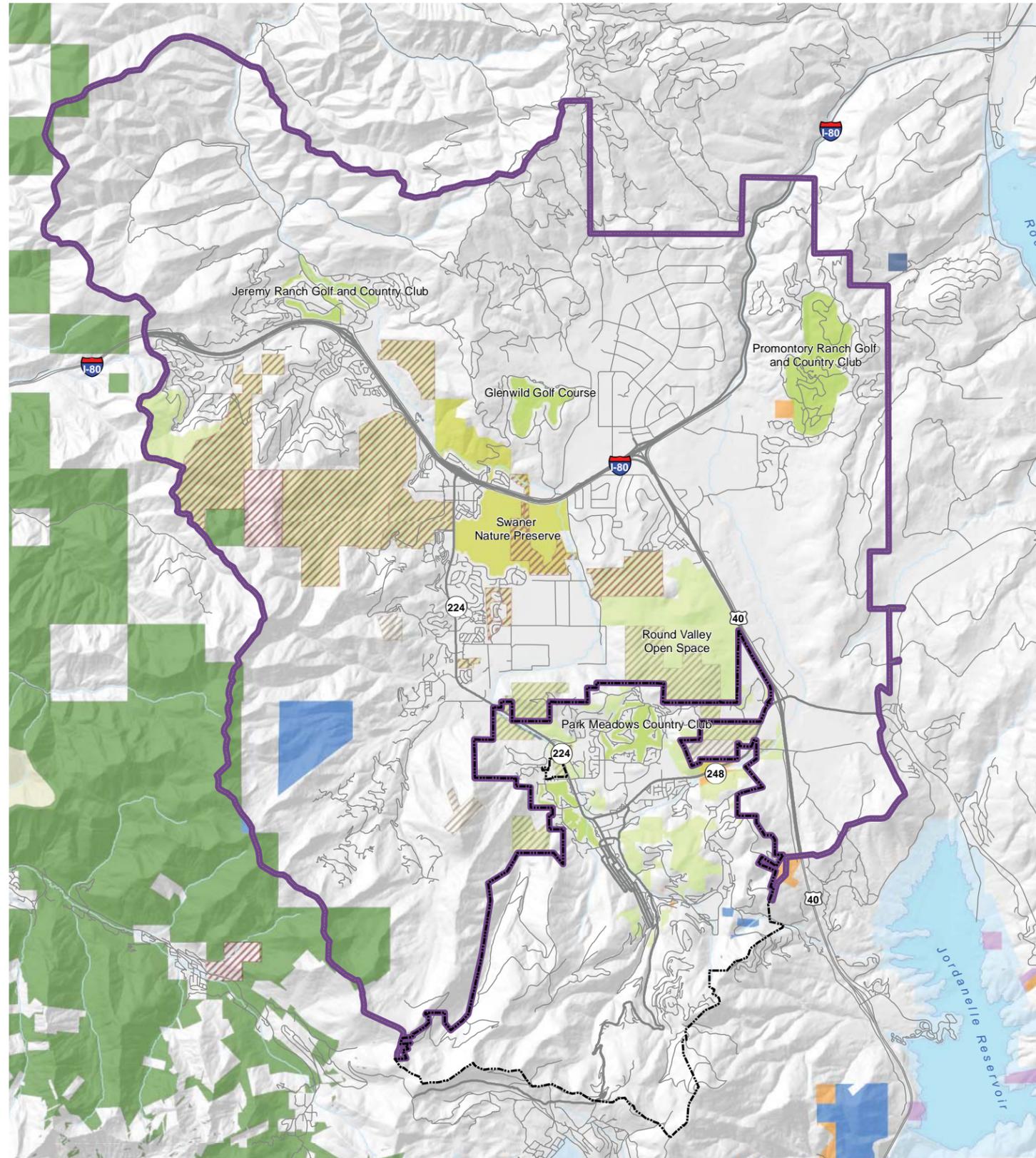
## Park City School District Land

A high level of cooperation exists between Park City Recreation, Basin Recreation and the Park City School District as part of providing parks and recreation facilities while avoiding replication of services. Key examples include cooperative efforts used to facilitate the development of the Ecker Hill Aquatic Center, and the location, development and use of school fields.

## Other Future Recreation Sites

Future developments in the area, such as Silver Creek Village and Park City Heights are likely to incorporate future parks and recreation needs, and to be preserved as dedicated open spaces including trails and trailheads. There are also several parcels of vacant school land in the Basin which have the potential to be converted to recreational uses.

Map 1 - Ownership, Open Space Facilities, and Conservation Easements



Mountain Recreation Strategic Action Plan

Open Space and Golf Course Facilities

- Utah Open Lands Conservation Easement
- Summit Land Conservancy Easement
- Designated Open Space
- Swaner Nature Preserve
- Golf Courses

Ownership

- Bureau of Land Management
- Bureau of Reclamation
- Military Reservations and Corps of Engineers
- National Forest
- National Wilderness Area
- State Parks and Recreation
- State Trust Lands
- State Wildlife Reserve/Management Area

- Park City Boundary
- Basin Recreation Boundary

- Waterbody
- Stream
- Major Road
- Road



July 2013



Map 1: Ownership, Open Space, and Conservation Easements

**Table 5 - Existing and Future Facilities with Possible Expansion/  
Improvement Opportunities**

MAP NUMBER	FACILITY	OWNERSHIP/ MANAGEMENT	EXISTING OPPORTUNITIES	POSSIBLE EXPANSION OPPORTUNITIES	NEEDS
1	Aerie/Lost Prospector	Park City	12 miles of trail forms a complete loop.	Trails and public park expansions.	
2	Aquatic Center (Ecker)	School District in cooperation with Basin Recreation.	Limited public pool access; primarily used by schools; 15-foot diving tank.	50 meter pool; bleacher seating; storage/locker rooms; party room; more parking.	Lap pool, high altitude training facility; space for summer camps and swim meets; therapy pool.
3	Armstrong Open Space	Park City/Conservation Easement	Open space; trail connector from Silver Star to Mid-Mountain and beyond.	None	
4	City Park	Park City	Skate park; sound garden; restrooms; large pavilion; band stand/movies; park building with day camps (underutilized); playgrounds; 4 sand volleyball courts (2 lighted ) basketball courts (lighted); softball/multi use field (lighted); 3 tennis courts (lighted); Miners Hospital	Small strip between sound garden and condo - have discussed public art walk, sand volleyball, or outdoor fitness equipment in the area. Limited expansion	
5	Creekside Park	Park City	Playgrounds; restrooms; dirt jump; trail connections to McLoed Creek trail.	Needs shade; sledding area on hill; expanded bike park	Additional Bike Park
6	East Canyon Creek Trailhead	Basin Recreation	Trailhead	Add restrooms.	
7	Ecker Hill Complex	Basin Recreation	Groomed trail (summer and winter); baseball and playing fields, pavilion, open space connection to Hi-Ute Ranch and 5k loop; trail parking on tubing hill; difficult access.	Additional parking;	Inadequate parking
8	Basin Recreation Fieldhouse	Basin Recreation	Indoor artificial turf for multiple uses; indoor running track for winter sports; dry land training; outdoor multi-purpose field.	Phase II to be built this summer: Additional fitness/training and party/meeting rooms, gym (weights and cardio space). Phase III is designed: Larger gym area for volleyball/basketball/multi-use community building.	Additional storage; identified in expansion opportunities.
9	Gillmor Open Space (Stone Ridge)	Park City/Conservation easement	Dedicated open space for future trails.	Trails to connect to Round Valley more extensively to the City and Basin.	Open Space support infrastructure
10	Highland Trailhead	Basin Recreation/Water Reclamation District	Trailhead	Parking to be paved this year.	
11	Hi-Ute Open Space	Basin Recreation	2100 ac. Open space; currently no public access.	Undeveloped open space and trails; possible reuse of buildings.	
12	IHC Parcel	Park City	15 acre parcel between ice arena & Center of Excellence; undeveloped; no deed restrictions	Ice sheet; indoor facility; playing fields; indoor aquatics	See expansion opportunities
13	Jeremy Ranch Elementary Field/East Canyon Trailhead	Basin Recreation and School District	Joint use of fields with School District. Trailhead on Water Reclamation District land accesses 35 miles of trail; two other access points (Spring Creek and Summit Center); small pump track.	East Canyon Trail north of creek; negotiating with 5 property owners to extend trail.	
14	Kimball Junction Open Space/Olympic Parkway Trailhead	Basin Recreation	Hiking/mountain biking and cross country ski trails; unpaved trailhead; open space with development restrictions.	Possible pedestrian overpass over 224 at Bear Hollow Drive.	
15	Main Street Park	Park City	At top of Main Street between existing homes with access between homes; pavilion, footbridge, and landscaping. Under utilized.	Potential connection to the north to Main Street.	

**Table 5 (cont'd) - Existing and Future Facilities with Possible Expansion/  
Improvement Opportunities**

MAP NUMBER	FACILITY	OWNERSHIP/ MANAGEMENT	EXISTING OPPORTUNITIES	POSSIBLE EXPANSION OPPORTUNITIES	NEEDS
16	McPolin Open Space	Park City	25k groomed winter trails; underpass	Regional Trail connections	Designated parking, more parking, trail connections through gaps.
17	North 40/Treasure Mt. Middle School Fields	Park City School District	1 Full Sixe baseball field; 2 little league fields; restrooms; large grass area on N40 for 2 full size soccer fields	Have to remove playing fields	Indoor field complex
18	North Library Field	Park City	Open field space; sledding; unofficial off leash area	formalize off-leash area; tennis courts; playground	
19	Old Ranch Road	Park City	Unpaved trailhead.	Expand trailhead, regional multiseasonal trail connections to Round Valley and McLoed Creek	
20	Pace Parcel	Park City	110 acres; undeveloped	Golf Course; Fields; Recreation Facility; park	Possible soils issues/open space
21	Park and Ride Land near Quinn's	City (10 ac.)/ County/Talisker	Vacant and ride lot.	Sports fields; kite boarding	Development restrictions
22	Park City Heights	Park City	24 acre dedicated for park space - currently unplanned.	Future park; kite boarding	playing fields; pavillion; x-country skiing
23	Park City High School Fields	Park City School District	Full size baseball field; little league field; softball field; restroom and concession building	Limited without removing fields	
24	Park City Ice Arena	Park City	Curling; figure skating; hockey and sled hockey; speed skating; lessons; party room.	Additional ice sheet or aquatics. 15 acres to the north for an additional ice sheet.	Off-ice conditioning space for 15-40; space for equipment (sled hockey, speed skating, curling), classrooms, training space including aerial exercise space; additional ice space with storage; additional seating; party rooms; rental space and space for custom orders and skate sharpening; more space for coaches and staff.
25	Park City Sports Complex (Quinn's)	Park City/Deed Restricted	Ice sheet complex; sports fields	Possible Phase III Sports Complex expansion adjacent to NAC. Special Event Infrastructure	
26	PC MARC	Park City	Pool (with outdoor lap and leisure swimming) day care (climbing wall, games), gym (volleyball, basketball, soccer), group fitness, tennis (indoor 4; outdoor 7 with 3 in bubble; outdoor kids court. Pickleball courts being installed.	Second gym, indoor aquatics, multi-purpose space, or tennis courts (in much demand) north of current facility.	Additional recreation space.
27	Quarry Mountain Open Space	Park City	Trails & Open Space	Limited trail expansion opportunities.	
28	Rasmussen Open Space	Basin Recreation	Trails and trailhead	Field space behind school	
29	Round Valley Open Space	Park City/Conservation Easements	Trails & Open Space	Expansion of non-motorized multiseasonal recreation	
30	Triangle Parcel	Summit County & Park City	111 acres jointly owned by Summit County & Park City; Used for Lama grazing	Fields; rec facility; public works; park; trailhead & trails	Competing uses with other city/county/PRI needs

**Table 5 (cont'd) - Existing and Future Facilities with Possible Expansion/  
Improvement Opportunities**

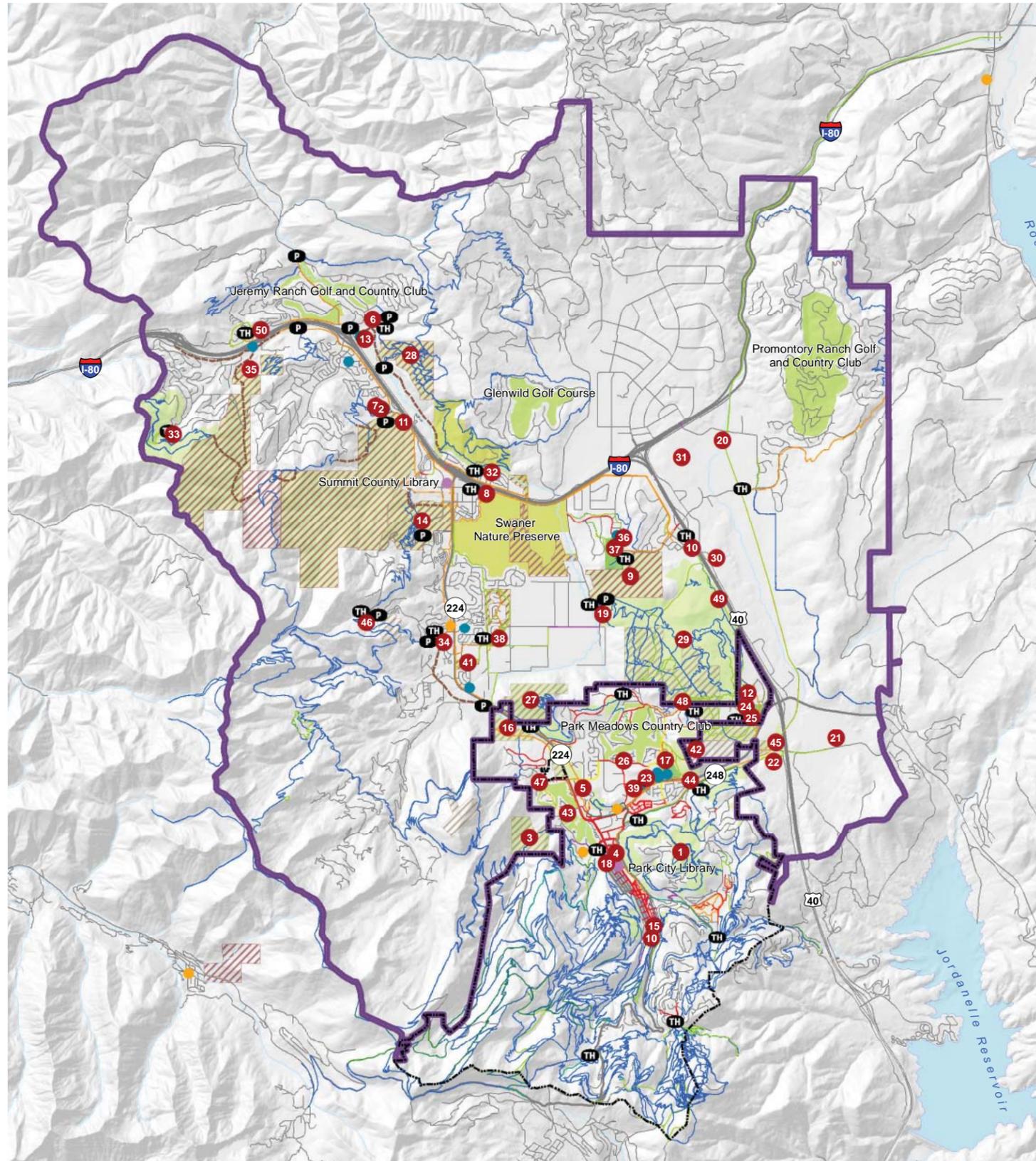
MAP NUMBER	FACILITY	OWNERSHIP/ MANAGEMENT	EXISTING OPPORTUNITIES	POSSIBLE EXPANSION OPPORTUNITIES	NEEDS
31	Silver Creek Village	Basin Recreation	Planned community with preliminary proposals for open space and recreation facilities. 47 acres dedicated for park/recreation space by developer	Future basin community park. Can be programmed now.	
32	Spring Creek Trailhead	Basin Recreation	Pavilion; Pony Express Monument; connection to hiking/biking trail; restroom.	Considering a pedestrian bridge over the creek due to pedestrian/vehicle conflicts; may add small skills park. Vacant parcel to the south is zoned for recreation and owned by Basin Recreation.	Dog-friendly facilities in some places along the creek.
33	Summit Park Trailhead	Basin Recreation	Trailhead	Parking	
34	Sun Peak Trailhead	Basin Recreation	Parking at nearby church and recreation center.	More Parking	More Parking
35	Toll Canyon Open Space	Basin Recreation	Recreational lease effective 2014.	Trail planning underway.	Identification and improvements of trailheads and trails.
36	Trailside Elementary School	School District	Playing fields and developable land.	Additional playing fields.	
37	Trailside Park	Basin Recreation	Outdoor sports fields; hard and soft surface trails; biking skills park and bike park; fitness classes; restrooms; meeting space; tennis courts; play products; dog park; tennis courts (2); pavilion.	Additional trails; completion of bike park; sand volleyball courts will be replaced by tennis courts.	Expanded maintenance facility.
38	Willow Creek Park	Basin Recreation	Multi-use playing fields (3 fields that can be split); 2 tennis courts; basketball and volleyball courts; pavilion, restrooms, 2 playgrounds; pond/ice skating; open space, trails and trailhead parking for winter and summer use; dog park (2013).	Parking and three acres to north for field space (no structures); 2 acre expansion of dog park.	Parking.

**Table 6 - Existing Facilities with No Possible Expansion/  
Improvement Opportunities**

MAP NUMBER	FACILITY	OWNERSHIP/MANAGEMENT	EXISTING OPPORTUNITIES	POSSIBLE EXPANSION OPPORTUNITIES	NEEDS
39	Dozier Field	Park City School District	Artificial turf field owned and operated by School District. City programs after-school hours.	None	
40	Empire/Daly Canyon	Park City	Trails south of town.	Improved Trailhead	
41	Matt Knoop Memorial Park	Basin Recreation	20 acres; 10 acres undeveloped except for trails and community garden; artificial turf field; playground, water play feature; pavilion.	None	
42	Osguthorpe Farm Trail	Steve Osguthorpe/Park City	Nordic program (Land of Oz)/PC Hill trail	None	
43	Park City Golf Club	Park City	18 hole public Golf Course; Groomed cross country ski trails; driving range; Pro-Shop and Nordic Center	None	
44	Prospector Park	Park City	Trailhead for Rail Trail and Lost Prospector Open space, playground, sledding hill.	None	
45	Rail Trail	State Parks	Managed by Mountain Trails	None	
46	Rob's Trailhead	Park City	Parking along road shoulder. Heavily used because of quick access to recreation in the aspens.	None	
47	Rotary Park	Park City	Pavilion, footbridges, outdoor grill/bar area, unpaved parking.	None	Formalize and pave parking.
48	Round Valley Way Trailhead	Park City	Neighborhood trail access not shown on most maps. City has added multiple trailheads to access this space to disperse impact to neighborhoods.	None	
49	Silver Quinn Trail	Park City	Connects Highland Drive Trailhead to Quinn's along Highway 40. Possible underpass at Highway 40 connects to future Silver Creek Village.	Regional Trail connections	
50	Woods at Parley's Trailhead	Basin Recreation	Trailhead and small grass field; restroom; one mile of groomed winter trail; four miles of crushed gravel and natural surface loop.	None	

Map 2 - Existing and Proposed Parks, Recreation, and Trails Facilities

Mountain Recreation Strategic Action Plan



Code	Facility
1	Aerie/Lost Prospector Open Space
2	Aquatic Center (Ecker)
3	Armstrong Open Space
4	City Park
5	Creekside Park
6	East Canyon Creek Trailhead
7	Ecker Hill Complex
8	Basin Recreation Fieldhouse
9	Gillmor Open Space (Stone Ridge)
10	Highland Trailhead
10	Empire/Daly Canyon
11	Hi-Ute Open Space
12	IHC Parcel
13	Jeremy Ranch Elementary Field/East Canyon Trailhead
14	Kimball Junction Open Space/Olympic Park Trailhead
15	Main Street Park
16	McPolin Open Space
17	North 40 Fields/Treasure Mountain Middle School
18	North Library Field
19	Old Ranch Road Trailhead
20	Pace Parcel
21	Park and Ride Lot near Quinn's
22	Park City Heights
23	Park City High School Fields
24	Park City Ice Arena
25	Park City Sports Complex (Quinn's)
26	PC MARC
27	Quarry Mountain Open Space
28	Rasmussen Open Space
29	Round Valley Open Space
30	Triangle Parcel
31	Silver Creek Village
32	Spring Creek Trailhead
33	Summit Park Trailhead
34	Sun Peak Trailhead
35	Toll Canyon Open Space
36	Trailside Elementary Field
37	Trailside Park
38	Willow Creek Park
39	Dozier Field
41	Matt Knoop Memorial Park and Open Space
42	Osguthorpe Farm Trail
43	Park City Golf Club
44	Prospector Park
45	Rail Trail
46	Rob's Trailhead
47	Rotary Park
48	Round Valley Way Trailhead
49	Silver Quinn Trail
50	Woods at Parley's Trailhead

Trail Facilities

- TH** Trailhead
- P** Trailhead - Parking Only
- Backcountry
- Soft-Surface/Multi-Use Path (Soft)
- Paved/Multi-Use Path (Hard)
- Sponsor
- Loop Connector
- Underpass
- Sidewalk
- Stairs
- Other
- Bike Lane
- Proposed Trail\*

Park and Open Space Facilities

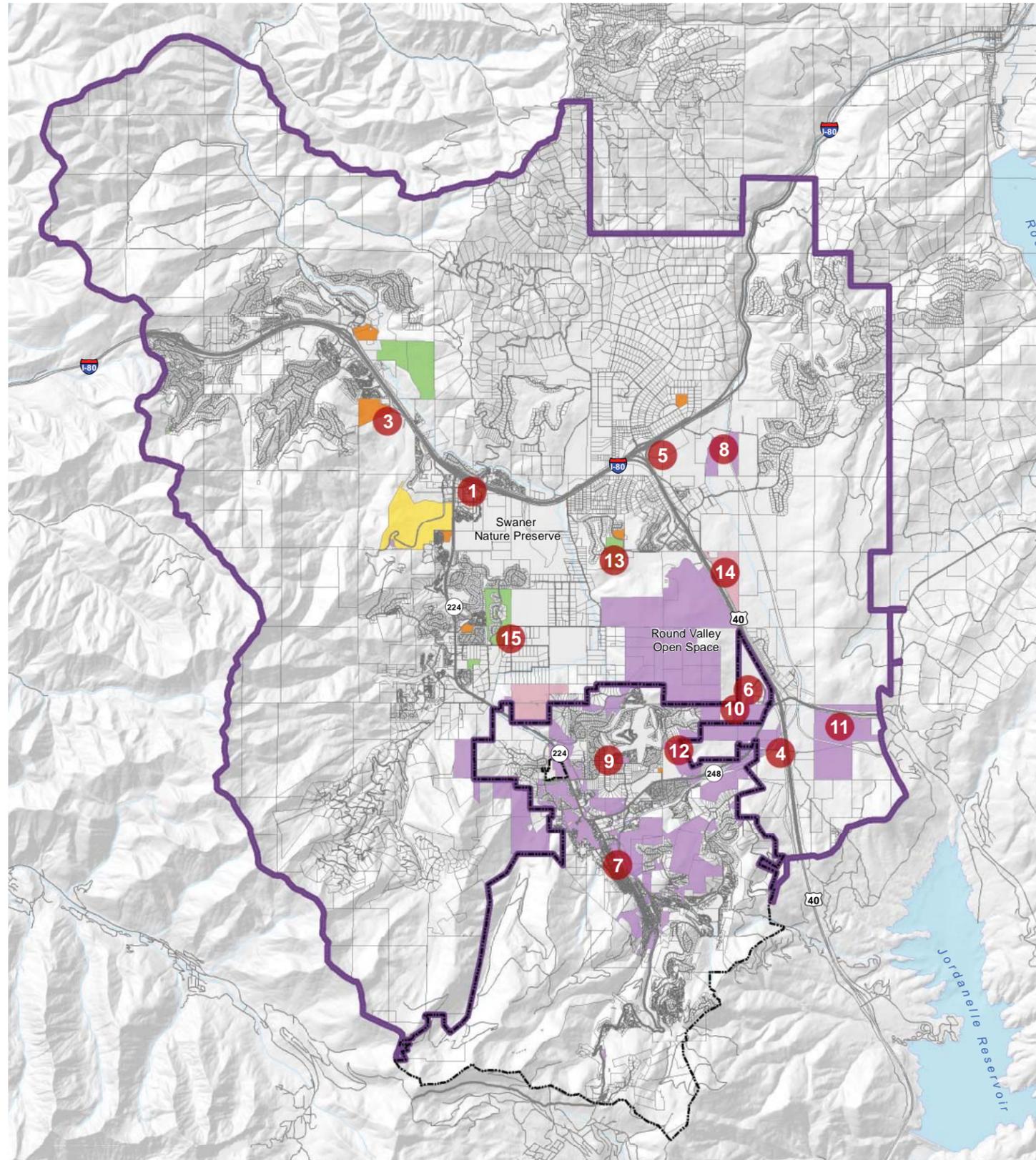
- Utah Open Lands Conservation Easement
- Summit Land Conservancy Easement
- Designated Open Space
- Swamer Nature Preserve
- Golf Courses
- Parks
- Parks, Recreation, Trails, or Open Space Facilities
- Cemetery
- Library
- School
- Park City Boundary
- Basin Recreation Boundary
- Waterbody
- Stream
- Major Road
- Road

\*Future trail development depends on several factors. Being that the majority of the land in Snyderville Basin is privately owned, much of the future trail development will depend on collaborative efforts with land owners. Sometimes it takes years to work through private property ownership issues. In open space parcels there are other land values that need to be identified and are taken into consideration in the planning of trails. This process takes some time to work through. Much of the time plans are on hold until an opportunity arises that allows a plan to materialize. Even though funding may be available the above factors determine the timing of new trail development.



Map 2: Existing and Proposed Parks, Recreation, Trails, and Open Space

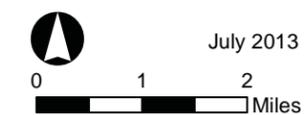
Map 5 - Land Available for New Facilities or Expansion of Existing Facilities



Code	Name
1	Basin Recreation Fieldhouse
2	City Park
3	Ecker Hill Complex
4	Future Park City Heights
5	Future Silver Creek Village
6	IHC Lot 5
7	North Library
8	Pace Parcels
9	Park City MARC
10	Park City Sports Complex
11	Richardson Flats/Park and Ride
12	School District Fields
13	Trailside
14	Triangle Parcel
15	Willow Creek Park

Mountain Recreation Strategic Action Plan

- Land Available for New Recreation Facilities or Programs or Expansion of Existing Recreation Facilities or Programs
- Land Owned by Basin Recreation
- Land Owned by Park City Municipal Corporation
- Land Owned by Park City School District
- Land Jointly-Owned by Basin Recreation and Summit County
- Land Jointly-Owned by Park City Municipal Corporation and Summit County
- Park City Boundary
- Basin Recreation Boundary
- Waterbody
- Stream
- Major Road
- Road



July 2013



Map 3: Land Available for New Facilities or Expansion of Existing Facilities

# 4 INPUT FROM PUBLIC & COMMITTEE

## PUBLIC INPUT SESSIONS

The first series of meetings was held on May 1, 2013 in three locations – the Basin Recreation Fieldhouse at Kimball Junction, the Park City Municipal Athletic and Recreation Center (PC MARC) in Park City, and the Park City Ice Arena and Park City Sports Complex – at three different times. Each meeting was conducted as an open house where charts and maps were displayed, staff and planners were available to answer questions and take comment, and comment forms were distributed that could be filled-out either on-site or through the website. A series of charts and maps were displayed to summarize the major findings of the previous studies, and to present a preliminary matrix of potential recreation programs and facilities and evaluation criteria to help begin the process of prioritization. Attendees were asked to comment on the facilities and the appropriateness of the criteria. Approximately 139 individuals signed-in at the meetings, 73 persons submitted comment forms, and 26 provided comments that were documented on large pads at the meeting. Over 220<sup>1</sup> comments were received via email and through the website.



Information obtained during these meetings generally confirmed the findings of the Demand Study and Opinion Survey. All of the important facilities and programs identified in those reports received support from those attending the meetings and providing comments. Additionally, some new facilities/programs were identified, including:

- Additional full-service recreation center
- Centralized sports complex
- Indoor multi-use space/special events center
- Outdoor exercise facilities/gym
- Outdoor shooting facility
- Platform Tennis
- Solar Surf (outdoor surf complex)
- Velodrome (indoor cycling track)
- Women's only fitness areas

Comments received regarding the criteria include some new criteria for consideration as well as refinements to existing criteria. These included:

- A public facility typically provided by the private sector
- Age groups served; prioritize youth
- Community engagement (especially youth and teens)
- Cost/benefit
- Environmental responsibility/sustainability
- Facility usefulness in relation to age
- Healthy lifestyles
- Land grants
- Number of users at a facility; it is at capacity
- Number of users; percentage of population requesting the use
- Potential growth areas

Additional comments suggested that the Demand Study and Opinion Survey should be the primary determinant of priority; some wondered whether or not Summit and Wasatch Counties should have a partnership role; and others commented that recreation programming should take place by sport or facility rather than by asset. Some wondered if taxes would go up; some commented on the meetings themselves and suggested they be held in the evening and be more interactive, and they wanted to be able to rank priorities on-line; and others wanted to be sure the priorities were based on an objective process and not popularity. All of the comments were taken into consideration as the plan and presentation materials were revised for the second public meeting.



The second public meeting was held on May 29, 2013 at the Basin Recreation Trailside Conference Room from 6:00 to 8:00 p.m. The purpose of the meeting was to review the results of the previous public input sessions, and to present a draft version of how the Action Plan was developing. Again, the results of the meeting indicate that the facilities identified, the criteria used during the evaluations and prioritizations, and the resulting priorities are consistent with expectations. Verbal comments strongly supported the aquatic center specifically, with recognition that budget considerations are always an issue, and that decision-makers need to make decisions based on the best interests of the community.

## PLAN COMMITTEE

A Plan Committee was also formed, comprised of representatives and staff from all of the major recreation facilities within Basin Recreation and Park City Recreation, and members of the public. The Plan Committee met regularly to review information and public comment, presentation materials and to provide direction regarding the Action Plan's process and development.

All materials, meeting notes, announcements, flyers, comment forms, etc. were available on the website; and meetings were announced and discussed through local media sources including radio and print media.

## HOW THE INPUT HAS BEEN USED

The comments were compared with results from the previous studies, and the Opinion Survey in particular. As mentioned above, the comments generally confirmed the findings of the Demand Study and the Opinion Survey.

Input regarding additional criteria to be considered was reviewed with the Plan Committee as part of refining the matrices. In general, these were found to be represented in the existing criteria, or to be beyond the scope of this project. Additional comments were used to further evaluate the criteria. For example, several comments suggested that the results of the Survey should have higher consideration in the matrix, which was eventually reflected in the scoring process.

<sup>1</sup> Received during the comment period May 2-8, 2013.

# 5 RECREATION PRIORITIZATION PROCESS

## CRITERIA

The recreation prioritization process was criteria-based. Criteria were refined with comment received during the public process. Table 7 describes the 17 criteria that were used to prioritize potential projects and facilities.

Table 7 - Criteria

CRITERIA	POINTS			
	0	3	6	9
Seasons served	One season	2 Seasons	3 Seasons	Year round
Potential partnering/co-location opportunity between city/basin/school district	No	Less likely - small project.	More likely - moderate sized project.	Most likely - larger project likely to involve multi-agency.
Potential partnering/funding opportunity between city/basin/school district	No	Less likely - small project.	More likely - moderate sized project.	Most likely - larger project likely to involve multi-agency.
Potential partnering/private entity	No	Low potential	Moderate potential	Yes - high potential
Demand Study results	Not mentioned	Mentioned	Not essential, but helpful	Immediate beneficial
<b>Opinion Survey results</b> (Score is doubled for this criteria to place a higher importance on public feedback)	<b>Less Important (Low importance/low unmet need) or not mentioned</b> <b>0 POINTS</b>	<b>Opportunities for Improvement (Low importance/ high unmet need)</b> <b>6 POINTS</b>	<b>Special Needs (High importance, low unmet need)</b> <b>12 POINTS</b>	<b>Top Priorities (High importance/ high unmet need) 18 POINTS</b>
Multiple uses - local/recreational	Accommodates a single activity	Accommodate 2 activities	Accommodates 3 activities	Accommodates 4+ activities
Uses - national/international/elite	No potential	Unlikely to accommodate or neutral	Has potential to accommodate	Can accommodate
Land availability - city/basin/school district ownership	Not currently available	Limited possibility for acquisition	Available for possible acquisition	Yes, city/basin/school district owned
Improvements/expansion already planned/committed	Nothing planned/committed	Improvements/ expansion possible	Improvements/ expansion planned	Improvements/ expansion funded
Potential for economic benefit	No benefit	Low potential to benefit economy	Moderate potential to benefit economy	High potential to benefit economy
Enhances tourism	No enhancement	Low potential to enhance tourism	Moderate potential to enhance tourism	High potential to enhance tourism
Available elsewhere in region	Already available within Basin Recreation or Park City	Yes, within 15 miles	Unavailable within 15 miles	Not currently available in region
Funding availability	Requires bonding by Basin Recreation and Park City and School District	Requires bonding by Basin Recreation or Park City or School District	Requires multiple funding sources (grants)	Possible within existing budgets
Operations and maintenance requirements	High Maintenance Cost (indoor facility)	Moderate maintenance cost (park/fields)	Low maintenance cost (open space/trails, etc.)	No maintenance or maintenance costs by others
Flexibility	None	Low potential - very small project	Moderate potential - larger project	High potential - Can accommodate numerous unrelated, non-recreational
Cost	More than \$20 million	Between \$5-\$20 million	Between \$2-\$5 million	Less than \$1 million

### **Detailed Description of the Criteria**

While Table 7 provides a summary of the criteria and how they were scored, the following is a detailed description of each criteria. These were referred to throughout the scoring process in order to maintain a level of consistency and objectivity to the highest degree possible.

#### **Criteria 1: Seasons Served**

The temperate climate requires that some recreational activities be limited to warmer times of the year unless indoor facilities are available to facilitate winter use. Projects received higher scores if they had the potential to serve the community during more seasons of the year, making better use of the public investment required. Projects serving the community for one season received 0 points, two seasons received 3 points, 3 seasons received 6 points, and a project that serves the community year round received 9 points.

#### **Criteria 2: Potential Partnering/Co-Location Opportunity Between City/Basin/School District**

Basin Recreation, Park City Recreation and the Park City School District have a successful track-record of collaborating on recreation facilities and programs, such as the Aquatic Center at Ecker Hill and the School District playing fields. This criteria examined the potential for partnering between any of the three agencies for co-location of new recreational facilities. For example, one of the agencies may be able to provide the land for a facility that is funded or operated by another agency or by several agencies, while another may be responsible for development or on-going maintenance. Projects received 0 points if partnering was not a possibility; 3 points if partnering was less likely, typically smaller-sized or specialized projects; 6 points if partnering was more likely, as with moderate-sized projects; and projects that were most likely to allow partnering on location received 9 points, which were typically considered to be larger projects requiring the involvement of multiple agencies.

#### **Criteria 3: Potential Partnering/Funding Opportunity Between City/Basin/School District**

This criteria evaluated whether the agencies can build upon their successful partnership by continuing to team up on funding recreation facilities and programs. Projects were evaluated based on their likelihood for partnering on funding. Projects with no likelihood received 0 points; those with less likelihood received 3 points (smaller-sized projects); those with more likelihood received 6 points (moderate-sized facilities); and projects with a high potential for partnering on funding received 9 points, such as higher cost facilities that require cooperation of multiple agencies.

#### **Criteria 4: Potential Partnering Private Entity**

Some recreation facilities and programs are more suitable for partnering with private entities. Factors that were considered included variables such as the availability of facilities within the region, and the potential return on investment for private investors and associated industries. Projects that

did not lend themselves to partnerships with private entities received 0 points, facilities with low potential received 3 points, facilities with moderate potential received 6 points, and facilities that lent themselves to a high potential of partnership with private entities received 9 points.

#### **Criteria 5: Demand Study Results**

The Demand Study examined the needs of recreation facilities in the agencies' service areas, detailing which facilities were being used at or beyond capacity, and making recommendations for future facilities. Projects received no points if they were not mentioned in the Demand Study; 3 points if they were mentioned in the Demand Study but did not receive recommendations for providing additional facilities; 6 points if the Demand Study stated that they were not essential but would be helpful in alleviating pressures on that facility type; and 9 points if the Demand Study stated that additional facilities would be immediately beneficial.



#### **Criteria 6: Opinion Survey Results**

The Opinion Survey examined the desires of residents within the agencies' service areas. Based in large part on the public input during this project, it was decided that greater emphasis should be placed on this criteria, since it expresses the desires and the perceived needs of the people. Therefore, the value of this criteria was doubled, with the scores based on the ranking of projects in the Opinion Survey. Projects that were ranked as Less Important (Low Importance/Low Unmet Need) or were not mentioned at all in the survey received 0 points; projects that were ranked as Opportunities for Improvement (Low Importance/High Unmet Need) were given 6 points; those which were ranked as Special Needs (High Importance/Low Unmet

Need) were given 12 points; and projects ranked as Top Priorities (High Importance/High Unmet Need) were given 18 points.

#### **Criteria 7: Multiple Uses – Local/Recreational**

This criteria addresses the potential of projects to serve multiple needs or uses for local residents for recreational purposes. Projects that accommodate a single activity for locals were given 0 points; those that provide two activities received 3 points; those providing three activities received 6 points; and those projects that provide four or more activities received 9 points.

#### **Criteria 8: Uses – National/International/Elite**

Certain projects may serve the training and competition needs of national, international and elite athletes. This criteria addresses the potential of projects to provide multiple uses for this user group. Projects that have no potential to accommodate national, international, or elite athletes were given 0 points; those that were unlikely or neutral in their ability to accommodate this user group received 3 points; those that had the potential to accommodate this user group received 6 points; and those projects that could definitely accommodate the needs of and attract national, international, and elite athletes received 9 points.

#### **Criteria 9: Land Availability – City/Basin/School District Ownership**

Projects were evaluated for their ability and/or likelihood to be located on land already owned by the Basin Recreation, Park City Recreation or the School District. If land was not currently available for a specific project, it was given 0 points; if there was limited possibility for acquisition to accommodate a project it was given 3 points; if public land was available for possible use it was given 6 points, and if one of the agencies already owned land that could accommodate the facility then the project was given 9 points.

#### **Criteria 10: Improvements/Expansion Already Planned/Committed**

Basin Recreation, Park City Recreation, and the Park City School District have existing projects in various stages of planning and development. This criteria evaluated whether projects were already “on the boards” or committed for development. Projects which were not part of a planned or committed improvement were assigned 0 points; those associated with possible improvements or the expansion of existing facilities were assigned 3 points; projects associated with planned expansion or improvements of existing facilities were assigned 6 points; and those associated with expansion or improvements of existing facilities that are already funded were assigned 9 points.

**Criteria 11: Potential for Economic Benefit**

Recreation facilities can benefit the local economy by enhancing the quality of life for existing residents, encouraging the support of local businesses, creating a healthier community, providing desirable facilities and programs for residents, and contributing to the image of Park City and the Basin as communities which place a high degree of importance on providing recreation facilities and amenities. Projects with no potential economic benefit were given 0 points; those with low potential to benefit the local economy were given 3 points; those with moderate potential to benefit the local economy were given 6 points; and those projects with high potential to benefit the local economy were given 9 points.

**Criteria 12: Enhances Tourism**

Projects that improve the image of Park City and the Basin as centers for recreation of interest to outside users; that provide a unique use or world-class facility that attracts users from beyond the local region; that appeal to national and international users; and which help enhance tourism for the area were addressed through this criteria. Projects that have little or no potential to enhance tourism received 0 points; those with a low potential to enhance tourism received 3 points; projects with a moderate potential to enhance tourism received 6 points; and those with a high potential to enhance tourism received 9 points.

**Criteria 13: Available Elsewhere in the Region**

Some recreation needs of residents are currently met by facilities in the surrounding region. Projects that are already available within the Basin or Park City were assigned a score of 0 points; those available within 15 miles of the Basin or Park City were assigned a score of 3 points; those unavailable within 15 miles were assigned a score of 6 points; and projects not available within the region were assigned a score of 9 points.

**Criteria 14: Funding Availability**

The ability of Basin Recreation and Park City Recreation to construct and implement new recreation facilities depends on the availability of funds. It is generally assumed that larger projects with higher costs will require joint bonding or similar funding by Basin Recreation, Park City Recreation and/or the Park City School District, and these projects were given 0 points; those requiring bonding by one of the entities (Basin Recreation, Park City or Park City School District) were given 3 points; those likely to require less expensive funding resources such as grants or other special funding mechanisms were given 6 points; while projects that can be planned and developed using existing and future funding resources of the agencies were given 9 points.

**Criteria 15: Operations and Maintenance Requirements**

Ongoing Operations and Maintenance (O&M) costs of facilities can place a significant demand on existing budgets, not only through facility maintenance and upkeep, but through utility and staffing costs. Projects

with high O&M costs, such as indoor facilities and those with high energy costs, received 0 points; those with moderate O&M costs, such as parks and fields, received 3 points; those with low O&M costs, such as open space or trails, received 6 points; and those with no O&M costs or where the costs are covered by other means, received 9 points.

**Criteria 16: Flexibility**

Park City and the Basin attract many large, high-profile events to the region, such as the Sundance Film Festival and various sporting tournaments throughout the year. Often times these events make use of facilities that have a level of flexibility built into how they can be utilized. Recreation projects with no flexibility in their use were assigned 0 points; small projects with a low potential for flexibility were assigned 3 points; larger projects with a moderate potential for flexibility were assigned 6 points; and projects with a high potential for flexibility to accommodate numerous, unrelated, non-recreational uses were assigned 9 points.

**Criteria 17: Cost**

The planning and construction cost of a facility, which is related to the Funding Availability and the Operations and Maintenance Requirements criteria above, is one of the most critical factors affecting the timing and phasing of project implementation. This criteria excludes the cost of land due to the numerous factors which can influence the cost of land acquisition. Projects that are expected to cost over \$20 million to implement were given 0 points; projects with likely costs between \$5-\$20 million were given 3 points, projects with likely costs between \$2-\$5 million were given 6 points, and those which are likely to cost less than \$1 million were given 9 points.

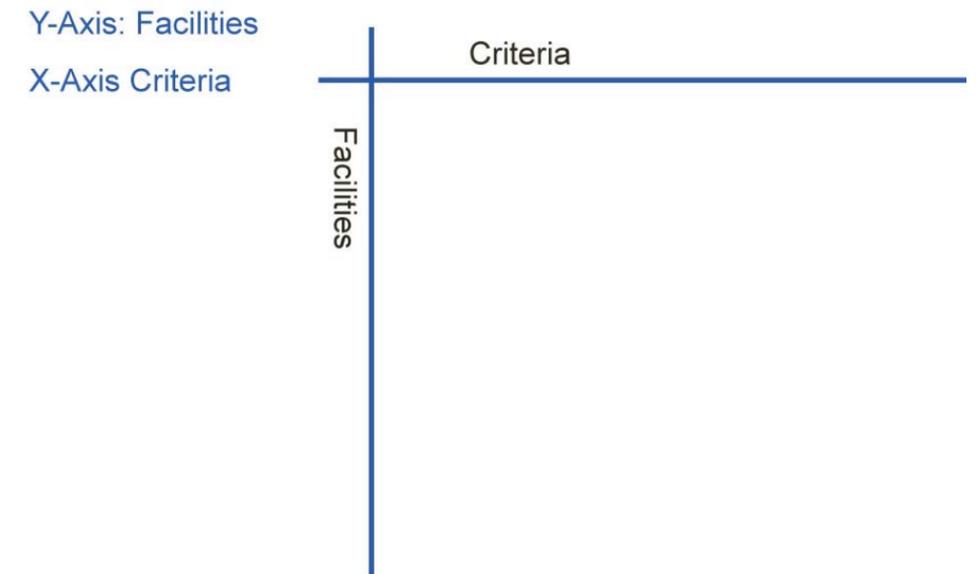
**Using a Matrix to Prioritize the Projects**

As illustrated in Figure 2, a simple matrix was used to rank potential projects. As detailed below, the potential projects located on the X-Axis were evaluated against the seventeen criteria on the Y-Axis.

**X-Axis – The Projects**

The Facilities/Projects were identified through the Demand Study which are expressed as Needs or Desires; through the Opinion Survey which are expressed as Desires/Wants; through input from the agencies involved including Staff and others from Park City, Basin Recreation and the Plan Committee; and through suggestions made during the public input process.

Figure 2 - Matrix Axes Diagram



**Y-Axis – How Facilities Were Identified**

Initial criteria were established by the Planning Team and later refined through input and scrutiny provided by Basin Recreation and Park City Recreation Staff and the Plan Committee. Additional refinement occurred in response to public input that was received.

**How Criteria Were Applied to Facilities**

Facilities were evaluated for every criteria receiving a score from 0 to 18 according to the standards established in the “Criteria Definitions.” Matrix scores were assigned by the Planning Team, and reviewed by Basin Recreation and Park City Recreation Staff, the Plan Committee, and by the general public during the public meetings. Matrix scores were then sorted by total score, resulting in a preliminary prioritization ranking.

**PRELIMINARY PRIORITIZATION**

In the earliest stages of the project, the focus was placed on the combined priorities for Basin Recreation and Park City Recreation. The lists of facilities and the prioritization criteria were adjusted and revised throughout this period, incorporating input from Basin Recreation and Park City Recreation Staff and members of the Plan Committee.

In the end, more than 20 versions were tested as part of creating the three matrices that are presented in this Plan. Once public input was received, efforts focused on addressing the individual priorities of Basin Recreation and Park City Recreation, as well as their combined priorities. Versions prepared at this stage addressed the importance of certain criteria (the Opinion Survey results were doubled, as suggested by members of the public and the Plan Committee.) Some criteria were consolidated, redundant

criteria were eliminated, missing criteria were added, and the range of scores was increased from 1-3 to 0-18 in order to better clarify the tiering of results.

Three final matrices were developed:

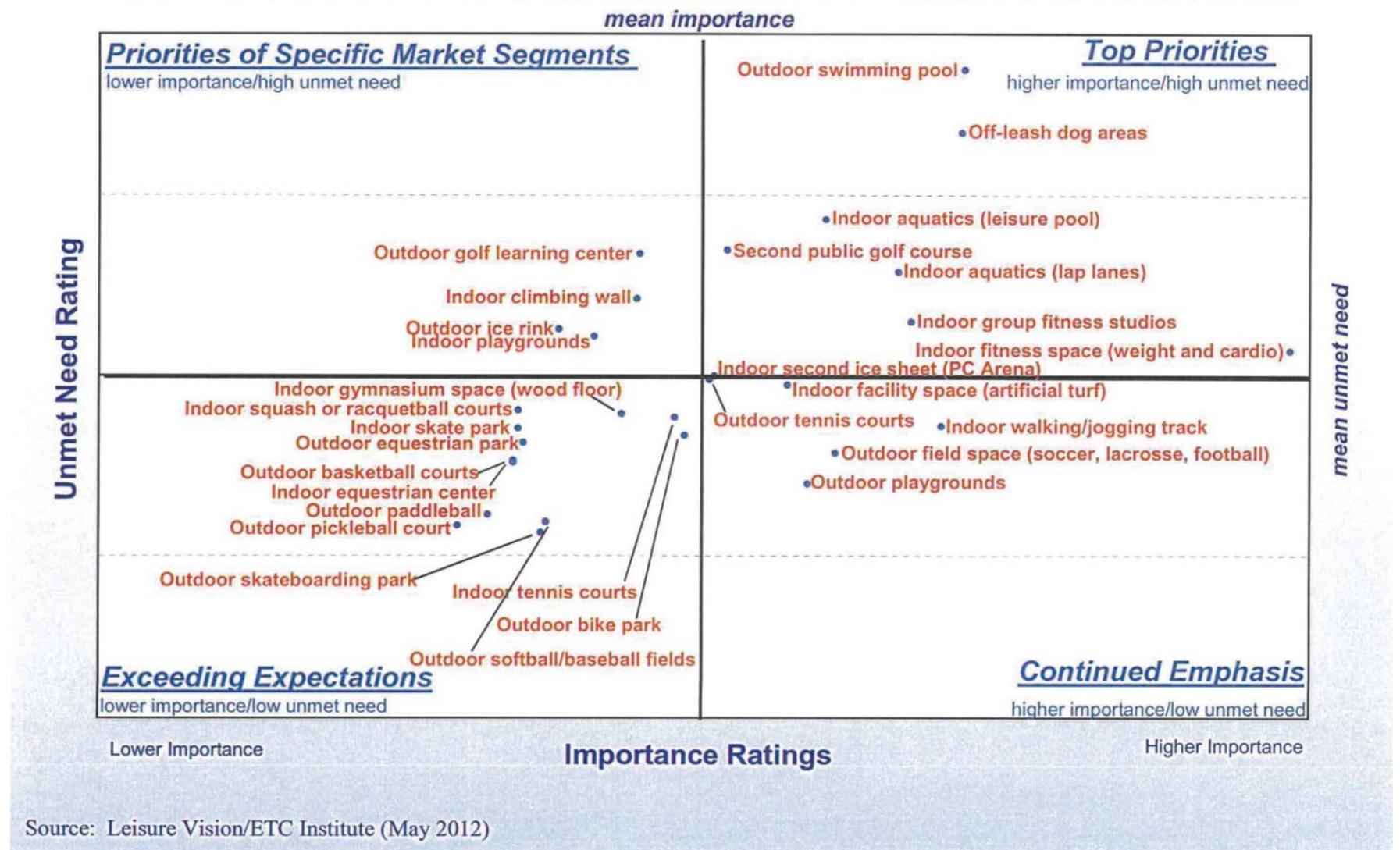
1. **Combined:** based on the combined Opinion Survey results for both Basin Recreation and Park City.
2. **Basin Recreation:** based on the Opinion Survey results for the Basin only, and
3. **Park City Recreation:** based on the Opinion Survey results for Park City only.

In the following figures and tables, the Importance/Unmet Needs diagrams from the Opinion Survey results and final matrices are shown for the Combined results, and for Basin Recreation and Park City Recreation separately.

Figure 3 – Opinion Survey Scatter Diagram  
(Combined Basin Recreation and Park City Recreation)

## Importance-Unmet Need Assessment Matrix for Park City & Snyderville Basin Special Recreation District Parks and Recreation Facilities

(points on the graph show deviations from the mean importance and unmet need ratings given by respondents to the survey)



**Table 8 – Project Priorities Matrix  
(Combined Basin Recreation and Park City Recreation)**

PRIORITIES (COMBINED) - WEIGHTED (SURVEY DOUBLED)																				
FACILITY	EVALUATION CRITERIA																	TOTAL SCORE	Total Needs Now (2011 Demand Study)	Notes from Demand Study
	Seasons served	Potential partnering/co-location opportunity	Potential partnering/funding opportunity	Potential partnering/private entities	Demand Study Results	Survey Results	Multiple uses - local/recreational	Uses - national/international/elite	Land availability - city/basin/school district owned	Improvements/expansion planned/committed	Potential economic benefit	Enhances tourism	Available elsewhere in the region	Funding ability	Operations and maintenance requirements	Flexibility	Cost			
Ice Rink - Indoor	9	9	9	6	9	18	9	9	9	6	9	6	0	3	0	6	3	120	2	Doesn't specify indoor or outdoor
Aquatic Center - Indoor Leisure/Lap Lanes	9	9	9	0	9	18	9	9	9	6	9	6	0	3	0	6	3	114	2	
Multi-Purpose Fields - Indoor	9	6	6	6	9	6	9	9	9	6	9	6	0	3	3	9	3	108	2	
Fitness facilities - Indoor Cardio/Weights	9	6	6	0	9	18	9	6	9	9	3	3	0	6	0	9	3	105	2	2 fitness/exercise facilities
Fitness facilities - Indoor Group Fitness Studio	9	6	6	0	9	18	9	6	9	9	3	3	0	6	0	9	3	105	2	2 fitness/exercise facilities
Trails - Mountain Biking/Hiking/Winter Recreation	9	3	3	0	3	0	9	9	9	9	9	0	9	6	6	9	9	102	n/a	Not analyzed
Multi-Purpose Fields - Outdoor	6	6	6	0	9	6	9	6	9	6	9	6	0	6	3	9	6	102	25	20 soccer (full-size)/lacrosse, 4 soccer (U10), 1 soccer (U8)
Aquatic Center - Outdoor General use	0	9	9	3	3	18	9	9	9	3	9	6	0	3	0	6	3	99	2	
Trails and Trailheads - Soft Urban	9	3	3	3	3	0	9	6	9	9	6	6	0	9	6	6	9	96	n/a	Not analyzed
Courts/Gymnasium) - Indoor	9	6	6	3	9	0	9	6	9	6	6	3	0	6	3	9	6	96	6	Basketball and volleyball
Dog Park/Off-Leash Areas	9	6	3	0	6	18	0	0	9	9	3	3	0	9	9	0	9	93	2	Only mentions Dog Park, not off-leash areas
Fitness facilities - Indoor Walking/Jogging Track	9	6	6	0	9	6	9	6	9	9	3	3	0	6	0	9	3	93	2	
Golf Course - with Winter Nordic Use	9	9	9	6	3	18	9	3	3	0	9	9	0	3	0	3	0	93	2	
Soft Trails to Hard Surface	9	3	3	9	6	0	6	3	9	9	3	3	0	9	6	3	9	90	n/a	Not analyzed
Golf Learning Center	6	9	9	6	6	12	3	0	6	0	6	6	9	0	0	6	3	87	n/a	Not specified
Tennis Courts - Indoor	9	6	6	0	9	0	3	3	9	6	6	6	0	6	3	6	6	84	9	
Equestrian Facilities - Multi-Use	6	9	9	6	6	0	3	3	6	0	6	6	9	3	0	6	3	81	n/a	Not specified
Trails and Trailheads - Hard Surface	9	3	3	0	6	0	6	0	9	9	0	3	0	9	6	3	9	75	n/a	Not analyzed
Tennis Courts - Outdoor	6	3	3	0	6	6	6	0	9	6	3	3	0	9	3	0	9	72	13	
Pickleball - Outdoor	6	3	3	6	0	0	0	3	6	0	3	3	9	9	6	0	9	66	n/a	Not analyzed
Climbing Wall/Area - Indoor	9	3	3	3	6	12	0	0	6	3	3	3	6	6	0	0	3	66	4	
Bike Park - Outdoor	6	3	3	0	0	0	0	0	9	6	6	6	0	9	3	0	9	60	2	
Playgrounds - Indoor	9	3	3	0	6	12	3	0	9	3	0	0	0	6	0	0	6	60	n/a	Not analyzed
Pavilions	6	3	3	0	6	0	3	0	9	3	0	0	0	9	3	3	9	57	17	
Playgrounds - Outdoor	6	3	3	0	6	6	3	0	9	3	0	0	0	6	3	0	9	57	10	Doesn't specify indoor or outdoor
Ice Rink - Outdoor	0	3	3	3	0	12	3	0	9	3	3	3	0	3	3	0	6	54	2	Doesn't specify indoor or outdoor
Softball/Baseball Fields - Outdoor	6	6	6	0	6	0	0	0	9	3	3	3	0	3	3	0	6	54	9	8 softball 1 baseball
Basketball Courts - Outdoor	6	3	3	0	9	0	0	0	9	3	0	0	0	6	3	0	9	51	5	
Skate Park - Outdoor	6	3	3	0	0	0	3	3	9	3	3	3	0	6	3	0	6	51	2	Doesn't specify indoor or outdoor
Squash or Racquetball Courts - Indoor	9	3	3	0	0	0	3	0	9	0	0	0	9	6	3	0	6	51	n/a	Not analyzed
Paddleball - Outdoor	6	0	0	0	0	0	3	0	9	0	0	0	9	9	3	0	9	48	n/a	Not analyzed
Volleyball - Outdoor/Sand	6	3	3	0	3	0	3	0	6	0	3	3	3	3	3	0	9	48	8	
Skate Park - Indoor	9	3	3	0	0	0	3	0	3	0	3	3	9	3	0	0	6	45	2	Doesn't specify indoor or outdoor



Table 9 – Project Priorities Matrix (Basin Recreation)

PRIORITIES (BASIN RECREATION) - WEIGHTED (SURVEY DOUBLED)																				
FACILITY	EVALUATION CRITERIA															TOTAL SCORE	Total Needs Now (2011 Demand Study)	Notes from Demand Study		
	Seasons served	Potential partnering/co-location opportunity	Potential partnering/funding opportunity	Potential partnering/private entities	Demand Study Results	Survey Results	Multiple uses - local/recreational	Uses - national/international/elite	Land availability - city/basin/school district owned	Improvements/expansion planned/committed	Potential economic benefit	Enhances tourism	Available elsewhere in the region	Funding ability	Operations and maintenance requirements				Flexibility	Cost
Aquatic Center - Indoor Leisure/Lap Lanes	9	9	9	0	9	18	9	9	9	6	9	6	0	3	0	6	3	114	2	
Multi-Purpose Fields - Indoor	9	6	6	6	9	6	9	9	6	9	6	0	3	3	9	3	108	2		
Fitness facilities - Indoor Cardio/Weights	9	6	6	0	9	18	9	6	9	3	3	0	6	0	9	3	105	2	2 fitness/exercise facilities	
Fitness facilities - Indoor Group Fitness Studio	9	6	6	0	9	18	9	6	9	3	3	0	6	0	9	3	105	2	2 fitness/exercise facilities	
Ice Rink - Indoor	9	9	9	6	9	0	9	9	9	6	9	6	0	3	0	6	3	102	2	Doesn't specify indoor or outdoor
Multi-Purpose Fields - Outdoor	6	6	6	0	9	6	9	6	9	6	9	6	0	6	3	9	6	102	25	20 soccer (full-size)/lacrosse, 4 soccer (U10), 1 soccer (U8)
Trails - Mountain Biking/Hiking/Winter Recreation	9	3	3	0	3	0	9	9	9	9	9	0	9	6	6	9	102	n/a	Not analyzed	
Aquatic Center - Outdoor General use	0	9	9	3	3	18	9	9	9	3	9	6	0	3	0	6	3	99	2	
Trails and Trailheads - Soft Urban	9	3	3	3	3	0	9	6	9	9	6	6	0	9	6	6	9	96	n/a	Not analyzed
Courts/Gymnasium) - Indoor	9	6	6	3	9	0	9	6	9	6	6	3	0	6	3	9	6	96	6	Basketball and volleyball
Dog Park/Off-Leash Areas	9	6	3	0	6	18	0	0	9	9	3	3	0	9	9	0	9	93	2	Only mentions Dog Park, not off-leash areas
Fitness facilities - Indoor Walking/Jogging Track	9	6	6	0	9	6	9	6	9	9	3	3	0	6	0	9	3	93	2	
Golf Course - with Winter Nordic Use	9	9	9	6	3	18	9	3	3	0	9	9	0	3	0	3	0	93	2	
Soft Trails to Hard Surface	9	3	3	9	6	0	6	3	9	9	3	3	0	9	6	3	9	90	n/a	Not analyzed
Golf Learning Center	6	9	9	6	6	12	3	0	6	0	6	6	9	0	0	6	3	87	n/a	Not specified
Tennis Courts - Indoor	9	6	6	0	9	0	3	3	9	6	6	6	0	6	3	6	6	84	9	
Equestrian Facilities - Multi-Use	6	9	9	6	6	0	3	3	6	0	6	6	9	3	0	6	3	81	n/a	Not specified
Trails and Trailheads - Hard Surface	9	3	3	0	6	0	6	0	9	9	0	3	0	9	6	3	9	75	n/a	Not analyzed
Tennis Courts - Outdoor	6	3	3	0	6	6	6	0	9	6	3	3	0	9	3	0	9	72	13	
Pickleball - Outdoor	6	3	3	6	0	0	0	3	6	0	3	3	9	9	6	0	9	66	n/a	Not analyzed
Climbing Wall/Area - Indoor	9	3	3	3	6	12	0	0	6	3	3	3	6	6	0	0	3	66	4	
Bike Park - Outdoor	6	3	3	0	0	0	0	0	9	6	6	6	0	9	3	0	9	60	2	
Playgrounds - Indoor	9	3	3	0	6	12	3	0	9	3	0	0	0	6	0	0	6	60	n/a	Not analyzed
Pavilions	6	3	3	0	6	0	3	0	9	3	0	0	0	9	3	3	9	57	17	
Playgrounds - Outdoor	6	3	3	0	6	6	3	0	9	3	0	0	0	6	3	0	9	57	10	Doesn't specify indoor or outdoor
Ice Rink - Outdoor	0	3	3	3	0	12	3	0	9	3	3	3	0	3	3	0	6	54	2	Doesn't specify indoor or outdoor
Softball/Baseball Fields - Outdoor	6	6	6	0	6	0	0	0	9	3	3	3	0	3	3	0	6	54	9	8 softball 1 baseball
Basketball Courts - Outdoor	6	3	3	0	9	0	0	0	9	3	0	0	0	6	3	0	9	51	5	
Skate Park - Outdoor	6	3	3	0	0	0	3	3	9	3	3	3	0	6	3	0	6	51	2	Doesn't specify indoor or outdoor
Squash or Racquetball Courts - Indoor	9	3	3	0	0	0	3	0	9	0	0	0	9	6	3	0	6	51	n/a	Not analyzed
Paddleball - Outdoor	6	0	0	0	0	0	3	0	9	0	0	0	9	9	3	0	9	48	n/a	Not analyzed
Volleyball - Outdoor/Sand	6	3	3	0	3	0	3	0	6	0	3	3	3	3	3	0	9	48	8	
Skate Park - Indoor	9	3	3	0	0	0	3	0	3	0	3	3	9	3	0	0	6	45	2	Doesn't specify indoor or outdoor

Figure 5 – Opinion Survey Scatter Diagram  
(Park City Recreation)

## Importance-Unmet Need Assessment Matrix for Park City Parks and Recreation Facilities

(points on the graph show deviations from the mean importance and unmet need ratings given by respondents to the survey)

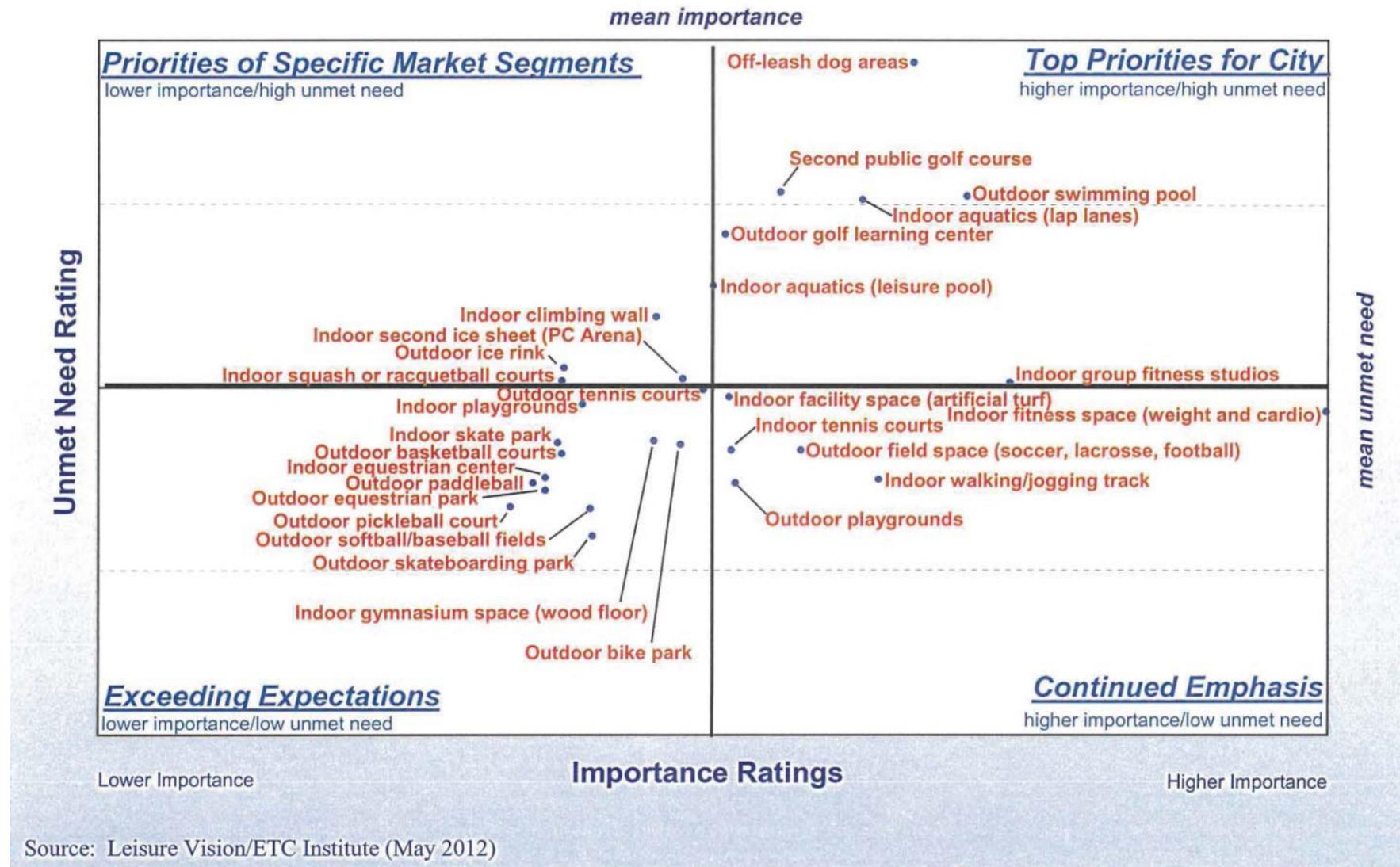


Table 10 – Project Priorities Matrix (Park City Recreation)

PRIORITIES (PARK CITY) - WEIGHTED (SURVEY DOUBLED)																				
FACILITY	EVALUATION CRITERIA																	TOTAL SCORE	Total Needs Now (2011 Demand Study)	Notes from Demand Study
	Seasons served	Potential partnering/co-location opportunity	Potential partnering/funding opportunity	Potential partnering/private entities	Demand Study Results	Survey Results	Multiple uses - local/recreational	Uses - national/international/elite	Land availability - city/basin/school district owned	Improvements/expansion planned/committed	Potential economic benefit	Enhances tourism	Available elsewhere in the region	Funding ability	Operations and maintenance requirements	Flexibility	Cost			
Aquatic Center - Indoor Leisure/Lap Lanes	9	9	9	0	9	18	9	9	9	6	9	6	0	3	0	6	3	114	2	
Ice Rink - Indoor	9	9	9	6	9	12	9	9	9	6	9	6	0	3	0	6	3	114	2	Doesn't specify indoor or outdoor
Multi-Purpose Fields - Indoor	9	6	6	6	9	6	9	9	9	6	9	6	0	3	3	9	3	108	2	
Fitness facilities - Indoor Group Fitness Studio	9	6	6	0	9	18	9	6	9	9	3	3	0	6	0	9	3	105	2	2 fitness/exercise facilities
Multi-Purpose Fields - Outdoor	6	6	6	0	9	6	9	6	9	6	9	6	0	6	3	9	6	102	25	20 soccer (full-size)/lacrosse, 4 soccer (U10), 1 soccer (U8,
Trails - Mountain Biking/Hiking/Winter Recreation	9	3	3	0	3	0	9	9	9	9	9	9	0	9	6	6	9	102	n/a	Not analyzed
Aquatic Center - Outdoor General use	0	9	9	3	3	18	9	9	9	3	9	6	0	3	0	6	3	99	2	
Courts/Gymnasium) - Indoor	9	6	6	3	9	0	9	6	9	6	6	3	0	6	3	9	6	96	6	Basketball and volleyball
Trails and Trailheads - Soft Urban	9	3	3	3	3	0	9	6	9	9	6	6	0	9	6	6	9	96	n/a	Not analyzed
Dog Park/Off-Leash Areas	9	6	3	0	6	18	0	0	9	9	3	3	0	9	9	0	9	93	2	Only mentions Dog Park, not off-leash areas
Fitness facilities - Indoor Cardio/Weights	9	6	6	0	9	6	9	6	9	9	3	3	0	6	0	9	3	93	2	2 fitness/exercise facilities
Fitness facilities - Indoor Walking/Jogging Track	9	6	6	0	9	6	9	6	9	9	3	3	0	6	0	9	3	93	2	
Golf Course - with Winter Nordic Use	9	9	9	6	3	18	9	3	3	0	9	9	0	3	0	3	0	93	2	
Golf Learning Center	6	9	9	6	6	18	3	0	6	0	6	6	9	0	0	6	3	93	n/a	Not specified
Soft Trails to Hard Surface	9	3	3	9	6	0	6	3	9	9	3	3	0	9	6	3	9	90	n/a	Not analyzed
Tennis Courts - Indoor	9	6	6	0	9	6	3	3	9	6	6	6	0	6	3	6	6	90	9	
Equestrian Facilities - Multi-Use	6	9	9	6	6	0	3	3	6	0	6	6	9	3	0	6	3	81	n/a	Not specified
Trails and Trailheads - Hard Surface	9	3	3	0	6	0	6	0	9	9	0	3	0	9	6	3	9	75	n/a	Not analyzed
Climbing Wall/Area - Indoor	9	3	3	3	6	12	0	0	6	3	3	3	6	6	0	0	3	66	4	
Pickleball - Outdoor	6	3	3	6	0	0	0	3	6	0	3	3	9	9	6	0	9	66	n/a	Not analyzed
Tennis Courts - Outdoor	6	3	3	0	6	0	6	0	9	6	3	3	0	9	3	0	9	66	13	
Squash or Racquetball Courts - Indoor	9	3	3	0	0	12	3	0	9	0	0	0	9	6	3	0	6	63	n/a	Not analyzed
Bike Park - Outdoor	6	3	3	0	0	0	0	0	9	6	6	6	0	9	3	0	9	60	2	
Pavilions	6	3	3	0	6	0	3	0	9	3	0	0	0	9	3	3	9	57	17	
Playgrounds - Outdoor	6	3	3	0	6	6	3	0	9	3	0	0	0	6	3	0	9	57	10	Doesn't specify indoor or outdoor
Ice Rink - Outdoor	0	3	3	3	0	12	3	0	9	3	3	3	0	3	3	0	6	54	2	Doesn't specify indoor or outdoor
Softball/Baseball Fields - Outdoor	6	6	6	0	6	0	0	0	9	3	3	3	0	3	3	0	6	54	9	8 softball 1 baseball
Basketball Courts - Outdoor	6	3	3	0	9	0	0	0	9	3	0	0	0	6	3	0	9	51	5	
Skate Park - Outdoor	6	3	3	0	0	0	3	3	9	3	3	3	0	6	3	0	6	51	2	Doesn't specify indoor or outdoor
Paddleball - Outdoor	6	0	0	0	0	0	3	0	9	0	0	0	9	9	3	0	9	48	n/a	Not analyzed
Playgrounds - Indoor	9	3	3	0	6	0	3	0	9	3	0	0	0	6	0	0	6	48	n/a	Not analyzed
Volleyball - Outdoor/Sand	6	3	3	0	3	0	3	0	6	0	3	3	3	3	3	0	9	48	8	
Skate Park - Indoor	9	3	3	0	0	0	3	0	3	0	3	3	9	3	0	0	6	45	2	Doesn't specify indoor or outdoor

Table 11 – Additional Projects Identified by the Public or the Committee

PRIORITIES (ADDITIONAL PROJECTS - COMBINED) - WEIGHTED (SURVEY DOUBLED)																		
FACILITY	EVALUATION CRITERIA																	
	Seasons served	Potential partnering/co-location opportunity	Potential partnering/funding opportunity	Potential partnering/private entities	Demand Study Results	Survey Results	Multiple uses - local/recreational	Uses - national/international/elite	Land availability - city/basin/school district owned	Improvements/expansion planned/committed	Potential economic benefit	Enhances tourism	Available elsewhere in the region	Funding ability	Operations and maintenance requirements	Flexibility	Cost	TOTAL SCORE
Centralized Sports Complex at Quinn's/Richardson Flats	9	9	9	9	0	0	9	9	6	3	6	6	9	0	0	6	0	90
Indoor Multi-Use Space/Special Events Center	9	9	9	9	0	0	9	3	0	0	6	6	6	0	0	9	3	78
Outdoor Exercise Facilities (Vita Course)	6	3	3	0	0	0	9	3	9	0	0	0	6	9	6	0	9	63
Platform Tennis - Indoor	9	3	3	3	0	0	0	3	3	0	3	3	9	9	0	3	9	60
Voice control designated trail areas (dogs on trails)	9	3	3	0	0	0	3	0	9	0	0	0	6	9	6	3	9	60
Outdoor Shooting Facility (Trap, Skeet, and Possibly Rifle)	9	3	3	3	0	0	3	3	3	0	3	3	6	6	3	0	6	54
Women Only Indoor Fitness Areas	9	6	6	3	0	0	9	3	0	0	3	0	6	3	0	6	3	57
Solar Wave - Indoor	9	9	9	6	0	0	0	3	0	0	3	6	9	3	0	0	0	57
Velodrome (Indoor Cycling Track)	9	6	6	6	0	0	0	3	0	0	3	3	9	3	0	0	3	51
Full Service Fitness/Rec Center	9	0	9	0	0	0	9	3	3	0	3	3	0	3	0	6	3	51
Kite Board Area	0	0	0	3	0	0	0	3	0	0	3	3	3	6	9	3	9	42

**RESULTS AND IMPLICATIONS**

Overall, there was a high level of consistency and agreement among participants in this prioritization process, and with the two previously completed studies. This is particularly true with the top-ranked facilities which were supported by both Park City and Basin Recreation participants. Some variation occurred with other facilities and programs revealing that Park City and Basin Recreation have similar, but not identical needs and desires. Results are summarized in the following.

**Top 3 (Combined)**

The ice arena, indoor aquatic center and multi-purpose indoor fields were consistently ranked in the top three positions (see Table 12), and should be the focus of combined implementation efforts to be explored by Park City

Recreation, Basin Recreation and their partners. Because of the cost and scale of these types of facilities, and the large number of individuals they will serve from both the Basin and Park City, a bond issue is the most realistic and timely method of funding. The timing for securing support for a bond should begin as soon as possible.

Table 12 – Top 3 Project Priorities (Combined Basin Recreation and Park City Recreation)

Ice Rink - Indoor	120
Aquatic Center - Indoor Leisure/Lap Lanes	114
Multi-Purpose Fields - Indoor	108

**Top 10 (Separated)**

Slight differences in priorities emerged for Basin Recreation and Park City residents (see Tables 13 and 14) when Opinion Survey results were analyzed separately. Each entity should focus on implementing its individual Top 10 list as part of major planning and implementation efforts. Timing and funding should be explored as soon as possible. Some priorities may be achievable with existing funding sources, but others may require partnerships, grants, special assessments, or a combination of sources.

Table 12 – Top 10 Project Priorities (Basin Recreation)

Aquatic Center - Indoor Leisure/Lap Lanes	114
Multi-Purpose Fields - Indoor	108
Fitness facilities - Indoor Cardio/Weights	105
Fitness facilities - Indoor Group Fitness Studio	105
Ice Rink - Indoor	102
Multi-Purpose Fields - Outdoor	102
Trails - Mountain Biking/Hiking/Winter Recreation	102
Aquatic Center - Outdoor General use	99
Trails and Trailheads - Soft Urban	96
Courts/Gymnasium) - Indoor	96
Dog Park/Off-Leash Areas	93
Fitness facilities - Indoor Walking/Jogging Track	93
Golf Course - with Winter Nordic Use	93

Table 13 – Top 10 Project Priorities (Park City Recreation)

Aquatic Center - Indoor Leisure/Lap Lanes	114
Ice Rink - Indoor	114
Multi-Purpose Fields - Indoor	108
Fitness facilities - Indoor Group Fitness Studio	105
Multi-Purpose Fields - Outdoor	102
Trails - Mountain Biking/Hiking/Winter Recreation	102
Aquatic Center - Outdoor General use	99
Courts/Gymnasium) - Indoor	96
Trails and Trailheads - Soft Urban	96
Dog Park/Off-Leash Areas	93
Fitness facilities - Indoor Cardio/Weights	93
Fitness facilities - Indoor Walking/Jogging Track	93
Golf Course - with Winter Nordic Use	93

It is important to note that the PC MARC opened on December 30, 2011 and the Opinion Survey was conducted in April 2012. The outdoor pools at the PC MARC had been closed from July 2010 and had not been reopened by the time the survey was completed. While under construction the City operated a smaller temporary facility that had less fitness space. This may have had an influence on the results of the Opinion Survey for residents and the City

# 6 ACTION PLAN

should do further research on the need for these facilities before investing in additional outdoor aquatic facilities and indoor fitness space.

## “Low Hanging Fruit” (Combined)

Several amenities with potential for easy implementation and that are generally fundable with existing resources were noted for both entities. These “Low Hanging Fruit” (see Table 15) should be explored as potential projects to be accomplished in the short term as funds become available. Some of these projects are already planned and are considered continuations of existing programs and facilities.

**Table 15 – “Low Hanging Fruit”**

Trails - Mountain Biking/Hiking/Winter Recreation	102
Trails and Trailheads - Soft Urban	93
Dog Park/Off-Leash Areas	93
Soft Trails to Hard Surface	90
Trails and Trailheads - Hard Surface	75
Pickleball - Outdoor	66
Tennis Courts - Outdoor	66
Bike Park - Outdoor	60
Pavilions	57
Playgrounds - Outdoor	57
Volleyball - Outdoor/Sand	48

Projects that do not fall within the ranks of the Top 3 for Basin Recreation and Park City Recreation combined, the Top 10 for Basin Recreation or Park City Recreation, or the “Low Hanging Fruit” should remain on the radar for Basin Recreation and Park City Recreation, but will likely not be given high priority within the next 5-year planning period due to their low rankings through the scoring process. They should remain on the project list, and be considered as uncompleted projects. The same applies to the projects located in the gray matrix (see Table 11), that were identified by residents during the public input process and by the Plan Committee.

The immediate purpose of the Action Plan is to make recommendations for prioritizing future facilities and programs during the next 4-5 years that ensure the most effective and efficient use of public tax dollars. The long-term role of the Action Plan is to serve as a “living document” to evaluate future priorities once the 4-5 year plan period is complete, and as projects are implemented. In addition to establishing priorities, the Action Plan also addresses potential locations of improvements and funding opportunities.

Once several projects have been implemented, the agencies should re-evaluate the remaining projects and any new or additional projects that have been proposed or suggested. The agencies may even consider re-convening the Plan Committee which guided the development of this Plan every couple of years to maintain an up-to-date list of priorities.

## PROJECT IMPLEMENTATION

Table 16 illustrates the implementation of the top projects/facilities and the potential funding sources required. The Top 3 projects for combined Basin Recreation and Park City Recreation are all large, expensive facilities, and all three may require bonding by Park City Recreation and Basin Recreation, with possible contributions by other partners, such as the Park City School District, and other entities. It is important for Basin Recreation and Park City Recreation to coordinate their bonding processes.

Basin Recreation has several improvements already planned for some of the projects in their Top 10 list, and those projects are shown in light purple, indicating the implementation phase which includes planning and construction. Other facilities such as trails and dog parks also fall in the initial sort for “Low Hanging Fruit,” so their implementation can be ongoing using existing resources. Other, larger facilities will require grants or other special funding sources, and this special funding phase is shown in tan.

Park City Recreation has several projects in its Top 10 that are also “Low Hanging Fruit,” and they can continue with implementation throughout this planning window. Other projects in Park City’s Top 10 list will require special funding such as grants, and this funding window is indicated in tan, followed by an implementation phase shown in light purple.

The initial sort of the “Low Hanging Fruit” list included a couple of projects that are already addressed in the Top 10 Projects for Basin Recreation and Park City Recreation, such as trails and dog parks. The projects that are considered to be “Low Hanging Fruit” are under \$1 million for planning and construction costs, and can be implemented on an on-going basis using the existing resources of the agencies, and can be implemented by each agency on its own timeline.

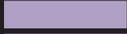
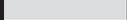
Table 16 - Implementation Plan

TOP 3 - COMBINED BASIN RECREATION AND PARK CITY RECREATION					
PROJECT	2013	2014	2015	2016	2017
Ice Rink - Indoor					
Aquatic Center - Indoor Leisure/Lap Lanes					
Multi-Purpose Fields - Indoor					

TOP 10 BASIN RECREATION					
PROJECT	2013	2014	2015	2016	2017
Fitness facilities - Indoor Cardio/Weights					
Fitness facilities - Indoor Group Fitness Studio					
Trails - Mountain Biking/Hiking/Winter Recreation					
Multi-Purpose Fields - Outdoor					
Aquatic Center - Outdoor General use					
Trails and Trailheads - Soft Urban					
Courts/Gymnasium - Indoor					
Dog Park/Off-Leash Areas					
Fitness facilities - Indoor Walking/Jogging Track					
Golf Course - with Winter Nordic Use					

TOP 10 PARK CITY RECREATION					
PROJECT	2013	2014	2015	2016	2017
Fitness facilities - Indoor Group Fitness Studio					
Multi-Purpose Fields - Outdoor					
Trails - Mountain Biking/Hiking/Winter Recreation					
Aquatic Center - Outdoor General use					
Courts/Gymnasium - Indoor					
Trails and Trailheads - Soft Urban					
Dog Park/Off-Leash Areas					
Fitness facilities - Indoor Cardio/Weights					
Fitness facilities - Indoor Walking/Jogging Track					
Golf Course - with Winter Nordic Use					

"LOW HANGING FRUIT"					
PROJECT	2013	2014	2015	2016	2017
Bike Park - Outdoor					
Dog Park/Off-Leash Areas					
Pavilions					
Pickleball - Outdoor					
Playgrounds - Outdoor					
Soft Trails to Hard Surface					
Tennis Courts - Outdoor					
Trails and Trailheads - Hard Surface					
Trails and Trailheads - Soft Urban					
Trails - Mountain Biking/Hiking/Winter Recreation					
Volleyball - Outdoor/Sand					

Funding Phase - Bonding	
Funding Phase - Grants or Other Special Funding Source	
Implementation Phase - Design, Construction, etc.	
Possible Funding & Construction On-Going Using Existing Resources	
No Activity/Project Complete	

**PROGRAM NEEDS**

The Demand Study identified the following program needs: adult fitness programs, adult swim programs, golf lessons, golf tournaments, Nordic programs (biathlon), senior programs, tennis lessons, wellness programs, youth specialty camps (day camps, before and/or after school), youth sports programs (teams/leagues), and youth swim programs (lessons).

**LOCATION RECOMMENDATIONS**

Existing facilities have been mapped and potential new sites for future locations identified where possible. Selecting preferred locations will require additional review and negotiations between Park City Recreation, Basin Recreation, Park City School District, and others. Table 17 summarizes potential locations for new or additional facilities and programs. Figures 6 and 7 illustrate two general concepts that may be considered when selecting sites for future recreational facilities. Other concepts should also be considered. Pros and cons of each concept are discussed on the maps.

Table 17 - Potential Locations for Projects and Programs

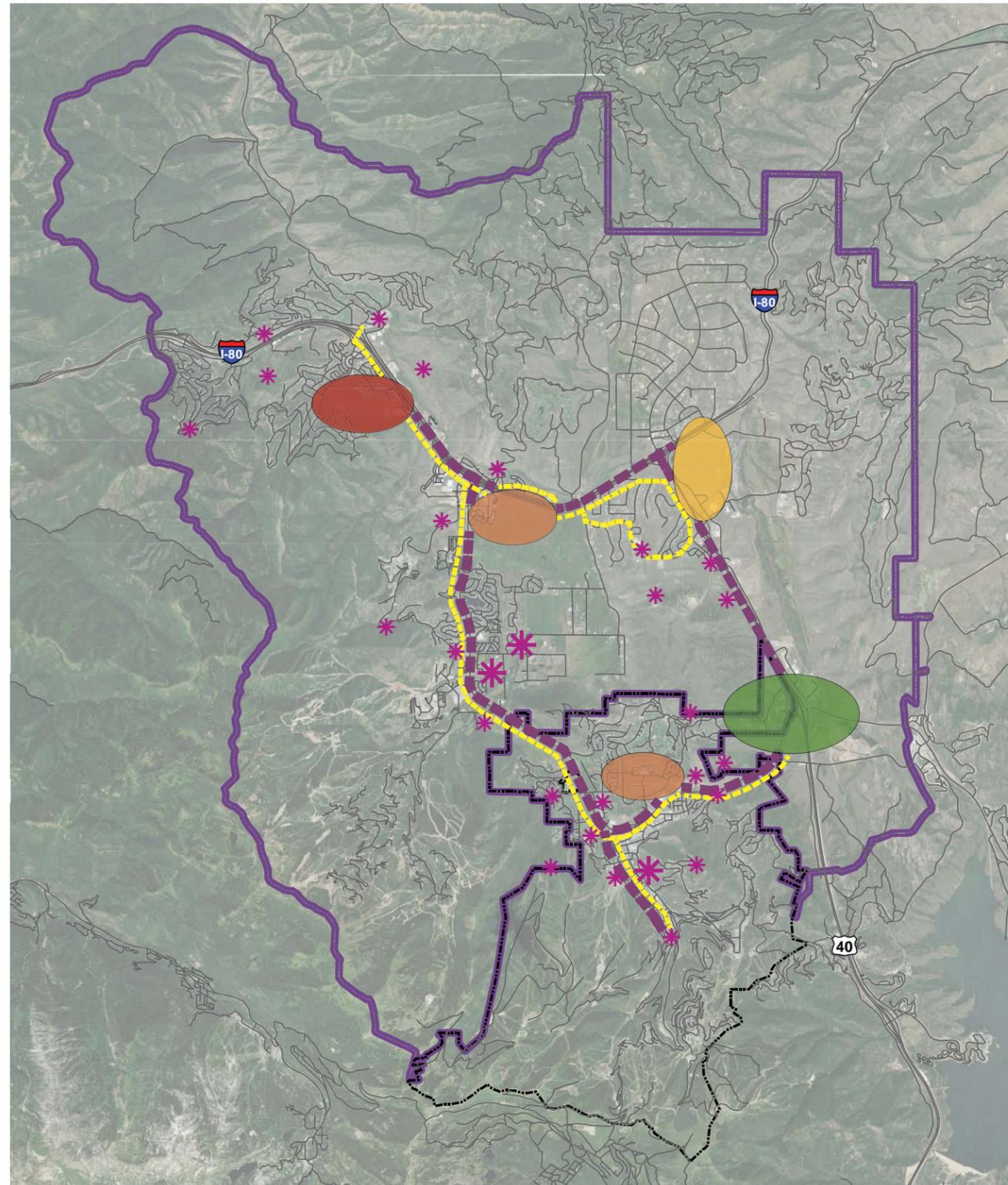
Facility (From Demand Study and Survey)	Ecker Hill Complex	Basin Recreation Fieldhouse	City Park	IHC 15 Acre	MARC	North Library Lot	Pace Parcel	Park City Heights	Park City Sports Complex	Richardson Flats/Park and Ride	School District Fields	Silver Creek Village	Trailside	Triangle Parcel	Willow Creek Park	Other
Aquatic Center - Indoor Leisure/Lap Lanes	•			•	•		•		•			•		•		
Aquatic Center - Outdoor General use	•			•	•		•		•			•		•		
Basketball Courts - Outdoor				•		•	•	•	•				•	•		Most park sites
Bike Park - Outdoor				•			•						•			
Climbing Wall/Area - Indoor	•			•	•		•		•			•		•		
Courts/Gymnasium - Indoor		•		•	•		•		•			•		•		
Dog Park/Off-Leash Areas				•		•	•	•					•	•	•	Other future acquired properties
Equestrian Facilities - Multi-Use							•							•		Future acquired property only
Fitness facilities - Indoor Cardio/Weights		•		•	•		•		•			•		•		
Fitness facilities - Indoor Group Fitness Studio		•		•	•		•		•			•		•		
Fitness facilities - Indoor Walking/Jogging Track				•	•		•		•			•		•		
Golf Course - with Winter Nordic Use							•									
Golf Learning Center							•							•		
Ice Rink - Indoor	•			•			•		•					•		
Ice Rink - Outdoor				•			•		•	•				•	•	
Multi-Purpose Fields - Indoor		•		•	•		•		•					•		
Multi-Purpose Fields - Outdoor				•		•	•	•	•	•	•			•	•	
Paddleball - Outdoor		•		•	•		•	•	•			•		•		
Pavilions				•		•	•	•	•					•	•	Most park sites
Pickleball - Outdoor		•		•	•		•	•	•			•		•	•	
Playgrounds - Indoor				•	•		•		•					•		
Playgrounds - Outdoor				•		•	•	•	•					•		Most park sites
Skate Park - Indoor				•	•		•		•					•		
Skate Park - Outdoor				•		•	•	•	•					•		
Soft Trails to Hard Surface												•	•		•	
Softball/Baseball Fields - Outdoor				•			•	•	•			•		•		
Squash or Racquetball Courts - Indoor		•		•	•		•		•			•		•		
Tennis Courts - Indoor				•	•		•		•					•		
Tennis Courts - Outdoor				•	•	•	•	•	•			•	•	•	•	
Trails - Mountain Biking/Hiking/Winter Recreation				•			•						•	•		Armstrong Open Space, Gillmor (Stone Ridge) Open Space, Hi-Ute Open Space, East Canyon Trail, McPolin Open Space, North 40 Trailhead, Old Ranch Road, Toll Canyon Open Space
Trails and Trailheads - Hard Surface							•					•		•		Main Street Park connection to the north to Main Street
Trails and Trailheads - Soft Urban												•			•	
Volleyball - Outdoor/Sand				•			•	•	•					•		

Table 17 (cont'd) - Potential Locations for Projects and Programs

Facility (From Public or Committee)	Ecker Hill Complex	Basin Recreation Fieldhouse	City Park	IHC 15 Acre	MARC	North Library Lot	Pace Parcel	Park City Heights	Park City Sports Complex	Richardson Flats/Park and Ride	School District Fields	Silver Creek Village	Trailside	Triangle Parcel	Willow Creek Park	Other
Centralized Sports Complex at Quinn's/Richardson Flats				•					•							
Full Service Fitness/Rec Center				•			•					•		•		
Indoor Multi-Use Space/Special Events Center				•			•		•					•		
Kite Board Area							•							•		
Outdoor Exercise Facilities (Vita Course)			•	•	•	•	•	•	•					•		PCMC-owned land south of Sound Garden
Outdoor Shooting Facility (Trap, Skeet, and Possibly Rifle)							•							•		
Platform Tennis - Indoor		•		•	•		•	•	•			•		•		
Solar Wave - Indoor							•		•					•		
Velodrome (Indoor Cycling Track)							•		•					•		
Voice control designated trail areas (dogs on trails)							•							•		
Women Only Indoor Fitness Areas		•		•	•		•		•			•		•		

Program (From Demand Study)	Ecker Hill Complex	Basin Recreation Fieldhouse	City Park	IHC 15 Acre	MARC	North Library Lot	Pace Parcel	Park City Heights	Park City Sports Complex	Richardson Flats/Park and Ride	School District Fields	Silver Creek Village	Trailside	Triangle Parcel	Willow Creek Park	Other
Adult Fitness Programs		•		•	•		•	•	•			•		•		
Adult Swim Programs	•			•	•		•		•			•				
Golf Lessons				•			•									Existing public/private courses, undetermined location for new Golf Learning Center
Golf Tournaments							•									Existing Public/private courses
Nordic Programs (Biathlon)				•			•		•			•				Basin Nordic 5K
Senior Programs		•		•	•	•	•	•	•			•	•			
Tennis Lessons				•	•	•	•	•	•			•	•		•	
Wellness Programs		•		•	•	•	•	•	•			•				
Youth Specialty Camps (day camps; before/after school)	•	•		•	•		•		•			•	•			
Youth Sports Programs (teams/leagues)		•		•	•	•	•	•	•			•				Most park sites
Youth Swim Programs (lessons)	•			•	•		•		•			•				

Figure 6 - Recreation Facility Location Concept 1



### CONCEPT 1: Recreational Super Centers

- Swim Center (Ecker Hill)
- Training Centers (PC MARC & Basin Fieldhouse)
- Undetermined Recreation Facilities (Future Silver Creek Village)
- Super Complex (Richardson Flats Area/Park City Sports Complex)
- Major Automobile Transportation Connections
- Regular Bus Route Connections
- Basin Recreation Boundary
- Park City Boundary
- \* Other Recreational Facilities

#### PROS

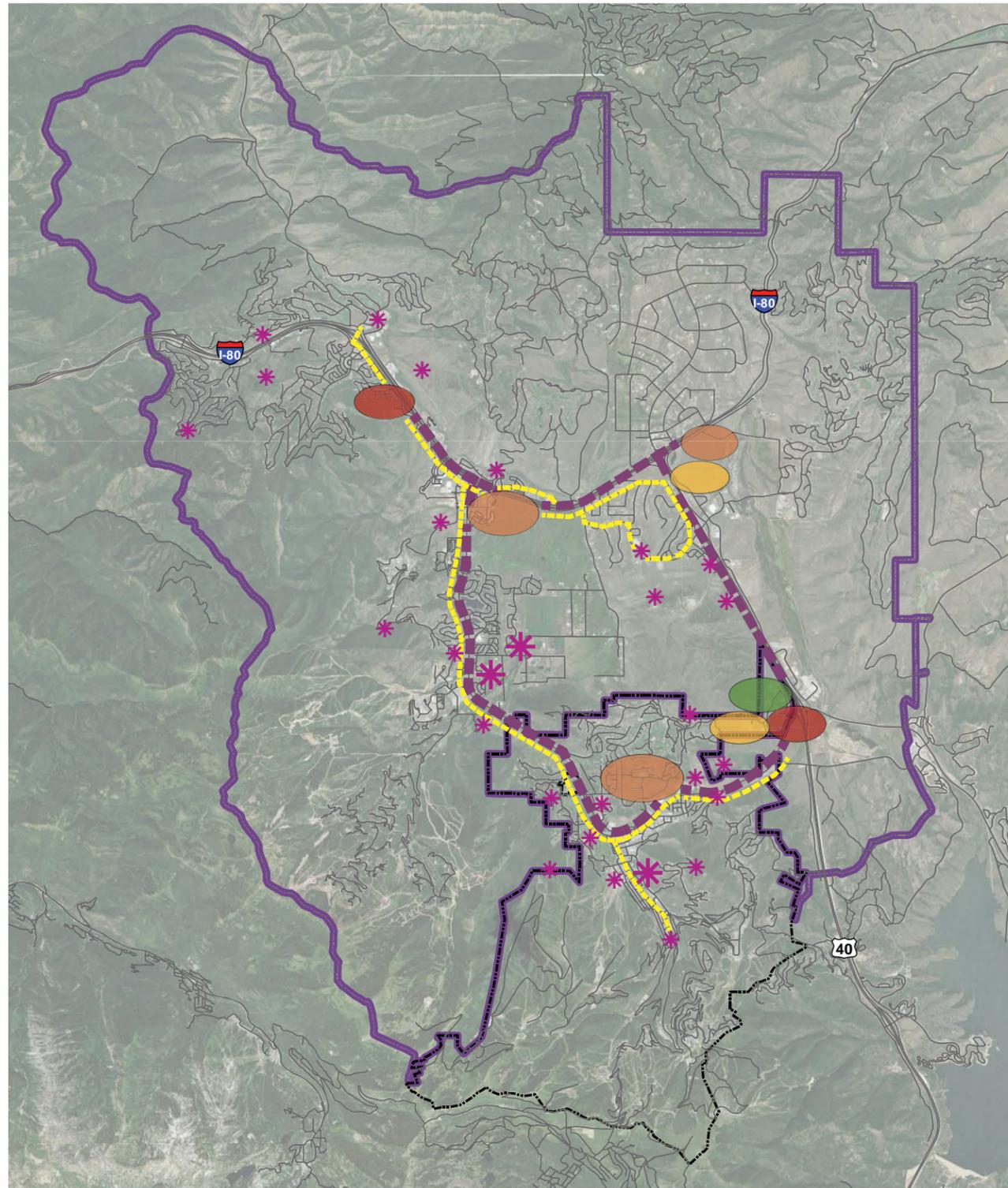
- Creates identifiable associations between place and activity
- Creates strong district identities
- Ability to tie into infrastructure and equipment at existing sites with similar uses (cost efficiency)
- Utilizes staff at existing site
- Concentrates travel for tournaments or large events
- Creates strong sense of entry and gateways to the community

#### CONS

- Some users may need to travel longer distances to get to facilities
- Particular areas may be heavily impacted during tournaments or large events



Figure 7 - Recreation Facility Location Concept 2



### CONCEPT 2: Dispersed Recreation

- Swim Center (Ecker Hill and Park City Sports Complex)
- Training Centers (PC MARC, Basin Fieldhouse, and Silver Creek Village)
- Undetermined Recreation Facilities (Future Silver Creek Village and Park City Sports Complex)
- Ice (Park City Sports Complex)
- Major Automobile Transportation Connections
- Regular Bus Route Connections
- Basin Recreation Boundary
- Park City Boundary
- \* Other Recreational Facilities

#### PROS

- Disperses facilities for shorter travel times and easier access to a broader population
- Creates strong neighborhood identities
- Impacts during tournaments or large events are more dispersed

#### CONS

- Requires new infrastructure and equipment (cost impact)
- Requires additional staff for additional locations
- Requires more travel for large tournaments or events



# 7 FUNDING OPPORTUNITIES

Consultation with legal counsel is recommended before pursuing any of these options.

## FOR LARGER PROJECTS

### General Obligation Bonds

#### Overview of General Obligation Bonds

The lowest interest cost financing for any local government is typically through the levying of taxes through the issuance of General Obligation bonds. General Obligation bonds, commonly referred to as “G.O. bonds,” are secured by the unlimited pledge of the taxing ability of the District, sometimes called a “full faith and credit” pledge. Because G.O. bonds are secured by and repaid from property taxes, they are generally viewed as the lowest credit risk to bond investors. This low risk usually translates into the lowest interest rates of any municipal bond structure.

Under the Utah State Constitution, any bonded indebtedness secured by property tax levies must be approved by a majority of voters in a bond election called for that purpose. Currently, bond elections may only be held twice each year; either on the third Tuesday following the third Monday in June (the date of any primary elections) or on the November general election date.

If the recreation improvements being considered for funding through the G.O. bond have broad appeal to the public and proponents are willing to assist in the promotional efforts, G.O. bonds for recreation projects can meet with public approval. However, due to the fact that some constituents may not view them as essential-purpose facilities for a local government or may view the government as competing with the private sector, obtaining positive voter approval may be a challenge.

Also, it should be noted that a G.O. bond election, if successful, would only cover the financing of capital expenditures for the facility. Either facility revenues or other City or Basin funds would still be needed to pay for the operational and maintenance expenses of the facility.

State law limitations on the amount of General Obligation indebtedness for this type of facility are quite high with the limit being four percent of the entities taxable value. Pursuant to state law the debt must be structured to mature in forty years or less, but practically the entity would not want to structure the debt to exceed the useful life of the facility.



#### Advantages of G.O. bonds:

- Lowest interest rates
- Lowest bond issuance costs
- If approved, a new ‘revenue’ is identified to pay for the capital cost

#### Disadvantages of G.O. bonds:

- Timing issues; limited dates to hold required G.O. election
- Risk of a “no” vote while still incurring costs of holding a bond election
- Can only raise taxes to finance bonds through election process to pay for physical facilities, not ongoing or additional operation and maintenance expense. This would have to be done through a separate truth-in-taxation tax increase.

### Sales Tax Revenue Bonds (Park City Only)

#### Overview of Sales Tax Revenue Bonds

Several years ago Utah state law was amended to allow municipalities/ counties to issue debt secured by a pledge of their sales tax receipts. Sales tax revenue bonds have been well received in the markets and may be used for a wide variety of municipal capital projects, including recreation facilities. State law limits the amount of sales tax revenue bonds that may be issued by a community. Under current law, the total annual debt service on all sales tax revenue bonds issued by an entity may not exceed 80 percent of the sales tax revenues received by the entity in the preceding fiscal year. Also, due to the facts that (i) most entities rely heavily on their sales tax revenues for their operations; and (ii) local governments have very little control over the sales

tax revenue source; the financial markets will typically only allow an issuer to utilize approximately one-half of the revenues available as a pledge toward debt service as they require minimum debt service coverage covenants of two times revenues to debt costs.

Additionally, due to most local government’s reliance on sales tax revenues for general operations, unless the entity has additional revenue sources that can be devoted to repayment of the bonds, or is anticipating a spike in sales tax revenues due to new large retail businesses locating in the area, existing sales tax revenues would have to be diverted to repay the bonds.

Utah local government sales tax revenue bonds are very well regarded in the bond market and will generally trade within five to fifteen basis points of where General Obligation Bond debt would price.

#### Advantages of Sales Tax Revenue Bonds:

- Relatively low interest rates
- No vote required

#### Disadvantages of Sales Tax Revenue Bonds:

- Utilizes existing funds with no new revenue source identified
- Somewhat higher financing costs than G.O. Bonds

### Special Assessment Areas (Park City Only)

#### Overview of Special Assessment Areas (SAA)

Formerly known as Special Improvement Districts or (SIDs), a Special Assessment Area (SAA) provides a means for a local government to designate an area as benefited by an improvement and levy an assessment to pay for the improvements. The assessment levy is then pledged to retire the debt incurred in constructing the project.

While not subject to a bond election as General Obligation bonds require, SAAs may not, as a matter of law, be created if 50 percent or more of the property owners subject to the assessment, weighted by method of assessment, within the proposed SAA, protest its creation. Politically, most local governments would find it difficult to create an SAA if even 20-30 percent of property owners oppose the SAA. If created, the entity’s ability to levy an assessment within the SAA provides a sound method of financing although it will be at interest rates higher than other types of debt that the entity could consider issuing.

The underlying rationale of an SAA is that those who benefit from the improvements will be assessed for the costs. For a project such as a recreation facility, which by definition is intended to serve all residents of the



community, and in this case possibly serve multiple communities, it would be difficult to make a case for excluding any residential properties from being assessed, although commercial property would have to be evaluated with bond counsel. The ongoing annual administrative obligations related to an SAA would be formidable even though state law allows the entity to assess a fee to cover such administrative costs. Special Assessment notices are mailed out by the entity creating the assessment area and are not included as part of the annual tax notice and collection process conducted by the County.

If an SAA is used, the entity would have to decide on a method of assessment (i.e. per residence, per acre, by front-footage, etc.) which is fair and equitable to both residential and commercial property owners.

This ability to utilize this mechanism by entities joined together under an inter-local cooperative would need to be explored with legal counsel. There are a number of issues that would need to be considered such as ownership of the facility and a local government can only assess property owners within its proper legal boundaries.

**Advantages of SAA Bonds:**

- Assessments provide a ‘new’ revenue source to pay for the capital expense
- No general vote required (but those assessed can challenge the creation)

**Disadvantages of SAA Bonds:**

- Higher financing costs
- Significant administration costs for a Community-Wide Special Assessment area

Due to the costs of administering a Community-Wide SAA and given that special assessments cannot be deducted from income taxes, but property

taxes can, it seems more rational to seek for G.O. election approval rather than form a Community-Wide SAA.

***Creation of a Special Service District***

**Recreation Special Service District**

A city, or several entities via inter-local agreement, can create a Recreation District charged with providing certain services to residents of the area covered by the District. A Special District has the ability to levy a property tax assessment on residents of the District to pay for both the bond debt service and operations and maintenance. It should be noted that the local government already has the ability to levy, subject to a bond election and/or the truth-in-taxation process, property taxes. The creation of a Recreation Special Service District serves to separate its designated functions from those of the government entity by creating a separate entity with its own governing body. However, an additional layer of government may not be the most cost effective.

**Non-Traditional Funding Sources**

Non-traditional sources of funding may be used in order to minimize the amount that needs to be financed via the issuance of debt. The approach should be to utilize community support for fund-raising efforts, innovative sources of grants, utilization of naming rights/donations, and partnership opportunities involving other communities and the private sector, together with cost-sharing arrangements with school districts. To the extent debt must be incurred to complete the financing package, alternative bonding structures, as discussed above, should be evaluated in order to find the optimal structure based on the financial resources of the Entity.

**FOR SMALLER PROJECTS**

***Private Funds***

**Private and Public Partnerships**

A city, agency, or a group of entities acting cooperatively, and a private developer or other government or quasi-government agency may often cooperate on a facility that services the public, yet is also attractive to an entrepreneur or another partner. These partnerships can be effective funding opportunities for special use sports facilities like baseball complexes or soccer complexes; however, they generally are not feasible when the objective is to develop community parks that provide facilities such as playgrounds, informal playing fields, and other recreational opportunities that are generally available to the public free of charge. A recreation center, community center, or swimming/water park is also potentially attractive as a private or public partnership.

**Private Fundraising**

While not addressed as a specific strategy for individual recreation facilities, it is not uncommon for public monies to be leveraged with private donations. Private funds will most likely be attracted to high-profile facilities such as a swimming complex or sports complex, and generally require aggressive promotion and management on behalf of the park and recreation department or city administration.

**Service Organization Partners**

Many service organizations and corporations have funds available for park and recreation facilities. Local Rotary Clubs, Kiwanis Clubs, and other service organizations often combine resources to develop park and recreation facilities. Other for-profit organizations such as Home Depot and Lowes are often willing to partner with local communities in the development of playground and other park and recreation equipment and facilities. Again, the key is a motivated individual or group who can garner the support and funding desired.

**Joint Development Partnerships**

Joint development opportunities may also occur between municipalities and among agencies or departments within a municipality and have been successful between Park City, Basin Recreation, and Park City School District. Cooperative relationships between cities and counties are not uncommon, nor are partnerships between cities and school districts. Often, small cities in a region are able to cooperate and pool resources for recreation projects. There may be other opportunities as well which should be explored whenever possible in order to maximize recreation opportunities and minimize costs. In order to make these kinds of opportunities happen, there must be on-going and constant communication between residents, governments, business interests, and others.

***Local Funding Sources***

**RAP Taxes**

Park City and Summit County have initiated and voted-in a Recreation, Arts, and Parks tax which has been very effective in raising funds to complete parks, recreation, trails, and arts projects. This type of funding is generally administered by a municipality or county, and is distributed based on population.

**Park and Recreation Impact Fees**

Park City and Basin Recreation have impact fee programs for parks and recreation projects which should be re-evaluated and updated periodically. Impact fees can be used by communities to offset the cost of public parks and facilities needed to serve future residents and new development.

Impact fees are especially useful in areas of rapid growth. They help the community to maintain a current level of service as new development

puts strain on existing facilities. It assures that new development pays its proportionate share to maintain quality of life expectations for its residents.

#### Dedications and Development Agreements

The dedication of land for parks, and park development agreements has long been an accepted development requirement and is another valuable tool for implementing parks. The entity can require the dedication of park land through review of projects such as Planned Unit Developments (PUDs). Park City Recreation and Basin Recreation have received park dedications and trails easements in the past and should continue the practice.

#### Special Taxes

Tax revenue collected for special purposes may be earmarked for park development. For instance, the room tax applied to hotel and motel rooms could be earmarked for parks, recreation, and trails development but is generally earmarked for tourism-related projects.

#### Restaurant Tax

This tax is based on a percentage of revenue and can be used to build or enhance recreation projects that have a direct benefit to the restaurants. The money is collected by the State and distributed to the counties. Organizations then apply to the counties for grants funded by the restaurant tax funds.

#### Community Development Block Grants

Community Development Block Grants (CDBG) can be used for park development in areas of the community that qualify as low and moderate income areas. CDBG funds may be used to upgrade parks, purchase new park equipment, and improve accessibility (Americans With Disabilities Act). Additionally, CDBG funds may be used for projects that remove barriers to access for the elderly and for persons with severe disabilities.

#### User Fees

User fees may be charged for reserved rentals on park pavilions and for recreation programs. These fees should be evaluated to determine whether or not they are appropriate. A feasibility study may be needed to acquire the appropriate information before making decisions and changes.

#### Redevelopment Agency Funds (Park City and Summit County)

Generally, Redevelopment Agency (RDA) Funds are available for use in redevelopment areas. As new RDA areas are identified and developed, tax increment funds generated can, at the discretion of the entity, be used to fund park acquisition and development.

#### **State and Federal Programs**

The availability of these funds may change annually depending on budget allocations at the state or federal level. It is important to check with local representatives and administering agencies to find out the current status of



funding. Many of these programs are funded by the Federal government and administered by local State agencies.

#### Land and Water Conservation Fund

This Federal money is made available to States, and in Utah is administered by the Utah State Division of Parks and Recreation. Funds are matched with local funds for acquisition of park and recreation lands, redevelopment of older recreation facilities, trails, improvements to accessibility, and other recreation programs and facilities that provide close-to-home recreation opportunities for youth, adults, senior citizens, and persons with physical and mental disabilities.

#### MAP-21

MAP-21, the Moving Ahead for Progress in the 21st Century Act (P.L. 112-141), was signed into law by President Obama on July 6, 2012. Funding surface transportation programs at over \$105 billion for fiscal years (FY) 2013 and 2014, MAP-21 is the first long-term highway authorization enacted since 2005. By transforming the policy and programmatic framework for investments to guide the system's growth and development, MAP-21 creates a streamlined, performance-based, and multi-modal program to address the many challenges facing the U.S. transportation system. MAP-21 builds on and refines many of the highway, transit, bike, and pedestrian programs and policies established in 1991, and will continue to make progress on transportation options, working closely with stakeholders to ensure that local communities are able to build multi-modal, sustainable projects ranging from passenger rail and transit, to bicycle and pedestrian paths.

The Estimated Apportionment of Federal-aid Highway Program Funds for FY 2014 Authorized Under the Moving Ahead for Progress in the 21st Century Act (MAP-21) for Utah is just under \$314 million.

#### Federal Recreational Trails Program

The Utah Department of Natural Resources, Parks and Recreation Division administers these Federal funds. The funds are available for motorized and non-motorized trail development and maintenance projects, educational programs to promote trail safety, and trail related environmental protection projects. The match is 50 percent, and grants may range from \$10,000 to \$200,000. Projects are awarded in August of each year.

#### Utah Trails and Pathways / Non-Motorized Trails Program

Funds are available for planning, acquisition, and development of recreational trails. The program is administered by the Board of Utah State Parks and Recreation, which awards grants at its fall meeting based on recommendations of the Recreation Trails Advisory Council and Utah State Parks and Recreation. The match is 50 percent, and grants may range from \$5,000 to \$100,000.

#### LeRay McAllister Critical Land Conservation Fund

The fund is administered by the Utah Quality Growth Commission and provided funds each year to preserve or restore critical open or agricultural lands in Utah, and targeted lands deemed important to the community such as agricultural lands, wildlife habitat, watershed protection, and other culturally or historically unique landscapes. In the 2011 session, Utah lawmakers cut off all financing to the fund eliminating the state's only source that qualifies for federal conservation monies. The LeRay McAllister Fund has preserved about 80,000 acres of land, most of it agricultural as well as recreational and archaeological sites. Over the past 10 years, the state pitched in \$20 million that was matched by \$110 million from the federal government and other sources. This program is funded annually by the Utah Legislature and is not always available.

#### In-Kind and Donated Services or Funds

Several options for local initiatives are possible to further the implementation of the Action Plan. These kinds of programs would require the entity to implement a proactive recruiting initiative to generate interest and sponsorship, and may include:

- Adopt-a-park or adopt-a-trail, whereby a service organization or group either raises funds or constructs a given facility with in-kind services;
- Corporate sponsorships, whereby businesses or large corporations provide funding for a particular facility, similar to adopt-a-trail or adopt-a-park; or
- Public trail and park facility construction programs, in which local citizens donate their time and effort to planning and implementing trail projects and park improvements.

## 8 CONCLUSION

The rigorous process used to develop the Action Plan has resulted in a list of prioritized projects that are achievable with taxpayer support and agency collaboration. The list represents projects that have a high level of agreement and concurrence by members of the public, who participated in a process consisting of three separate yet inter-related studies.

As the four tiers of prioritized projects are further evaluated and planned for potential implementation during the next few years, it is hoped that increasing the number of high-quality facilities will continue to set the bar for destination resort communities in the west and beyond.

As the highest priority projects are implemented, it is anticipated that projects which achieved lower priority will be further evaluated to help ensure that the long-term recreational needs of the Basin and Park City are met. In order to ensure that this takes place, it is important for the Action Plan to be reviewed annually by Basin Recreation and Park City Recreation, and the Plan Committee be re-established as necessary to monitor implementation progress and examine future recreation and program needs as they arise.

Finally, as the prioritized projects are implemented, it is hoped that the resulting changes will strengthen the legacy of high-level recreation opportunities which exists, and that the unusually high level of cooperation that exists between Basin Recreation, Park City Recreation and Park City School District will continue to serve as an exemplary model for other places to emulate.

**In the near future, Basin Recreation and Park City Municipal Corporation will be testing the level of public interest in using general obligation bonds to fund implementation of the highest-priority recreation facilities. The design and construction of these facilities depends on support from voters to fund the bonds needed to move forward.**

