

Redevelopment Agency

Staff Report



Subject: Lower Park Avenue RDA Implementation Strategy

- Library Expansion Discussion
- Use of Carl Winters 3rd Floor
- Multi-Generational & Affordable Housing
- Senior and Community Center
- Project Management Assistance
- Comprehensive Needs Assessment & Further Community Stakeholder Engagement

Author: Jonathan Weidenhamer, Economic Development Manager

Department: Sustainability

Date: November 8, 2012

Type of Item: Informational

Summary Recommendations:

Staff recommends Council direct staff to begin steps to implement the approved and funded Lower Park Avenue RDA neighborhood master plan including:

1. Renovation and expansion of the library;
2. Procure Project Management assistance for Woodside/Park Avenue projects implementation;
3. Conduct a comprehensive community engagement process to assess stakeholder needs and priorities;
4. Remodel the 3rd Floor of the Carl Winters Building as a temporary senior center and long-term flexible community space;
5. Take preliminary steps to identify concept scope and cost to design and build:
 - a) Multi-generational and affordable housing;
 - b) A senior and community center.

Background

On July 26, 2012 Council discussed the LPA RDA Master Plan and specific Neighborhood Plan for City owned property (Exhibit I – staff report & meeting minutes). Consistent with the Plan, Council's direction included:

- i. Pursue multigenerational & affordable housing project on city-owned land at the location of the current senior center;
- ii. Explore possible options for expanding the scope of the housing project through a joint venture with an adjacent property owner;
- iii. Pursue temporary relocation of senior services to the 3rd floor of Carl Winters;
- iv. Consider building a senior and community center in the location of the existing fire station;

- v. Explore, through a robust engagement process, community needs and stakeholder priorities;
- vi. Look for efficiencies in programming and use of all city-owned facilities in the neighboring “campus” including Library, City Park and the former fire station;
- vii. Look for efficiencies in construction related activities to anticipated asset and building maintenance needs;
- viii. Further consideration of an expanded library within the context of the rest of the projects; and
- ix. Return with formal recommendations including next steps and a timeline for implementation.

PlanWorks Design (Michael Barille) completed an implementation strategy for City-owned property in the LPA RDA. The strategy was accepted by City Council on January 27, 2011. The following is a site plan:

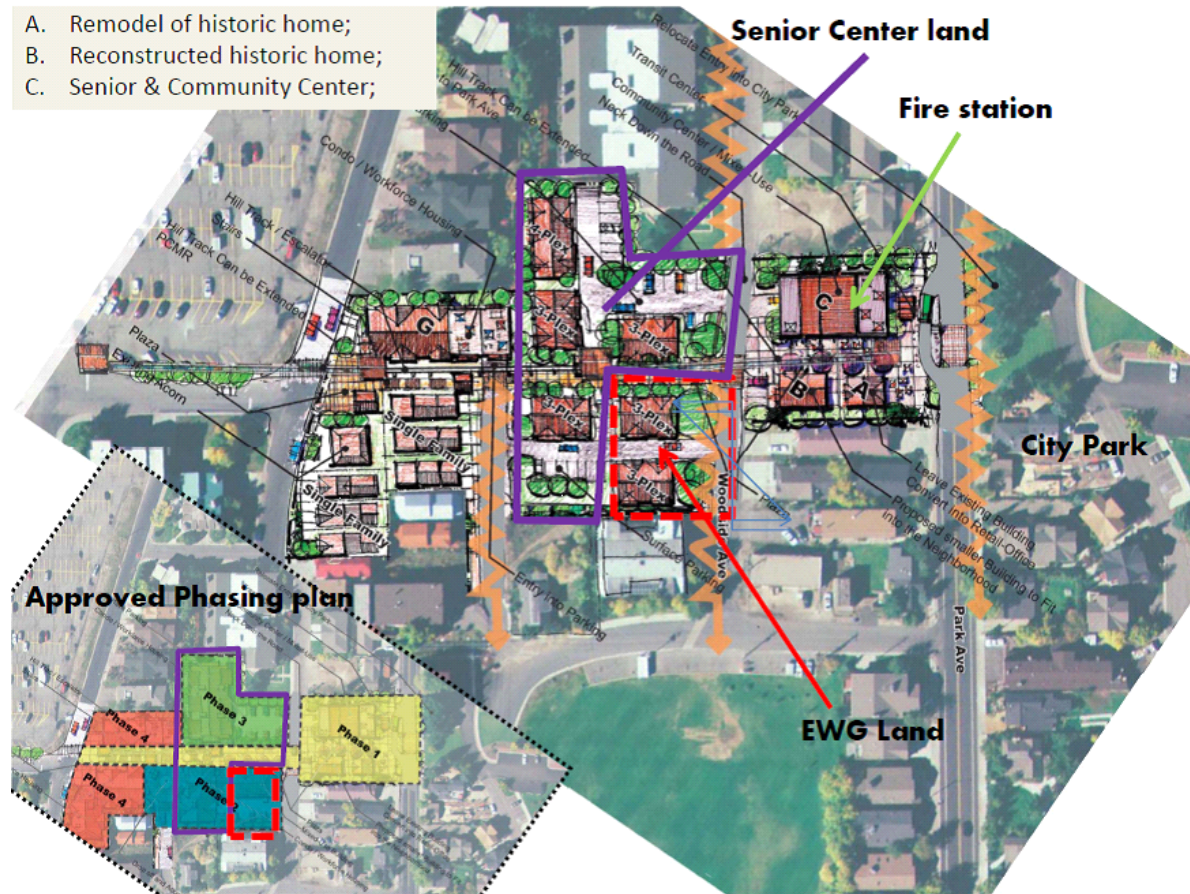


Exhibit H includes a summary of master planning for the LPA RDA, including: the broader plan for the entire district done by Design Workshop and the Jack Johnson Company; the PlanWorks Plan for City property.

Analysis:

The following analysis is broken into sections based on Council's direction to return with recommendations on next steps and a timeline for implementation.

SECTION 1

- i. Pursue multigenerational & affordable housing project on city-owned land at the location of the current senior center;
- ii. Explore possible options for expanding the scope of the housing project through a joint venture with an adjacent property owner;
- iii. Pursue temporary relocation of senior services to the 3rd floor of Carl Winters, and
- iv. Consider building a senior and community center in the location of the existing fire station.

Section 1 Overview - A primary part of the project agreed to on July 26, 2012 was a housing component that includes senior or multi-generational opportunities. Consistent with the preliminary Master Plan done by PlanWorks Design staff has been working with Elliott Work Group (EWG) to create a development approach addressing land owned by EWG at 1321 & 1323 Woodside Avenue, which is adjacent to the current senior center. Creating aging in place housing opportunities is a priority for the community as stated in the 2009 visioning exercise, community surveys, and Council's housing policy. It is also consistent with national trends that seniors would prefer to stay in their own homes, if possible. Those who choose to move are opting for locations close to children, friends, work, public transit and health care. Having a contiguous piece of land this large proximate to multiple services (shopping, transit, City Park) is a unique opportunity.

Section 1 Timing (Exhibit C) – Completion of the Iron Horse Bus Driver Housing project is scheduled for spring 2014. This is a critical domino in the overall timing and phasing plan for the entire RDA. The old fire station on Park Avenue houses multiple year-round transit drivers. As soon as they move to Iron Horse, the building can be torn down.

Staff recommends commencement of construction of the LPA multi-generational housing project in spring of 2014. The fire station and senior center will be demolished at that time, allowing for a permanent senior center to begin construction concurrently with the housing project. A primary driver for this approach are the multiple economies of scale of the adjacent construction projects being designed, bid and built at the same time. Additionally, we believe the overall construction impacts on the neighborhood can be consolidated.

This approach and timeline necessitates relocation of the services currently provided in the senior center. To prepare for a temporary relocation of senior activity after demolition of the senior center in May 2014, we recommend preparation of a flexible community space in the Carl Winters Building that seniors can use in the interim, but could then continue to be programmed by multiple users in the future. Assuming Council is supportive of remodel of the 3rd floor of the Carl Winters Building in summer

of 2013 (see later section) temporary relocation of the senior programming could be limited to about one year.

Section 1 Scope – The space in the Carl Winters Building would include a commercial kitchen and lockable storage for the seniors’ food and programming materials. This space would be reserved for Sundance use during the Festival. It could also be used by the Film Series for pre and post screening functions and, depending on Council direction, could be made available to other community organizations, – particularly as a reception space to be used in conjunction with events at the Jim Santy Auditorium. Council seemed supportive of this strategy in earlier discussions, provided staff began to consider permanent relocation strategies for senior activity.

In discussions with representatives from the senior center, we’ve learned their preference for relocation is into Carl Winters as opposed to Miners because there is a functioning elevator, there would be a commercial kitchen, and most importantly, consolidation of all activity on one floor.

The outcomes and priorities identified through a community stakeholder process would help Council identify future uses for the space (see Section 2).

SECTION 2

- v. Explore, through a robust engagement process, community needs and stakeholder priorities.
- vi. Look for efficiencies in programming and use of all city-owned facilities in the neighboring “campus” including Library, City Park and the former fire station;

Section 2 Overview - CRSA’s drawings were conceptual in scope. Multiple community members have inquired about leasing the space to be vacated by Soaring Wings, including non-profits, existing tenants, child care and artists. Staff recommends a comprehensive community engagement exercise to better understand specific programming needs of each of the existing and potential stakeholder user groups and how those needs might align with Council priorities.

Staff believes we can begin to implement projects such as the library expansion and EWG joint venture affordable housing project concurrently with additional planning and identification of community priorities for future uses of other facilities in the LPA RDA, including Miners Hospital, the adjacent Recreation Building and a possible permanent home for the seniors within a broader shared-use community center.

Section 2 Timing – A charrette is planned for Feb – May 2013. The priority here would be to identify what “permanent” uses and programming the community prioritizes in City facilities. Maximizing efficiencies in how we program and operate these facilities is a stated priority.

SECTION 3

- vii. Look for efficiencies in construction related activities to anticipated asset and building maintenance needs;

Staff's preliminary recommendations begin to identify areas where efficiencies can be recognized in cost of design and construction by grouping projects together. In other cases there are existing facilities that have routine, already-funded asset and building maintenance scheduled that could be incorporated within a broader project scope, with a goal of realizing construction economies (mobilized architect and contractor as well as shortening of the term of impacts to facility users). In the Library's case, specific examples of these type of items are listed as "additive alternates" or "other" to recognize the option of funding through a separate funding source ie HVAC and roof (see Section 4 below).

SECTION 4

- viii. Further consideration of an expanded library within the context of the rest of the projects;

Section 4 Overview: The Carl Winters Building was originally purchased and restored with RDA funding. The 2003 was also funded by the RDA. On January 12, 2012, Library Staff brought a proposed expansion and renovation plan for the library to City Council for discussion. Council did not want to see an isolated library renovation/expansion and directed staff to return with a proposal that considers future plans for the entire Carl Winters Building in the context of the entire RDA and other adjacent City-owned facilities.

During the April 19, 2012 work session, City Council held a comprehensive policy discussion on the future direction of the library, including a discussion on Council's preference for future level of service. Based upon the April 19th meeting, the majority of Council seemed supportive of reinvesting to keep the highest level of service, but was concerned about efficiency and not duplicating services or building or expanding new buildings until existing facilities are being programmed and used to their capacity.

Furthermore, Council expressed a desire to put consideration of a library expansion in context with other goals and facility uses in the neighborhood. Ultimately Council agreed to have staff conduct a high level feasibility analysis that would include details on programming and concept floor plans. That analysis was presented to Council on July 26, 2012. Council was supportive of additional information gathering. The current versus proposed programming and floor plans are attached as Exhibit D. The analysis now includes formal cost estimating conducted by CRSA and Wally Cooper, including cost of renovation of the 3rd floor.

The library is the highest rated community service provided by the City and is an essential element to Park City's small town character and sense of community. In order

to preserve Park City's long tradition of offering top notch library service the facility and services must keep up with current trends and the changing needs of the community by:

- Adding space to optimize technology access;
- Offering the latest innovations in library services;
- Continuing to grow the materials collection;
- Facilitating community gathering ;
- Expanding the children's area with space for early literacy interactive area and a family space;
- Creating a technology hub consisting of a computer and wi-fi area with comfortable seating;
- Reconfiguring vending machines and adding an eating area;
- Improving Park City History Room with oral histories and interactive history features;
- Facilitating more efficient use of study room space (same number, smaller size);
- Ensuring sufficient space for expanded choices in library collection; and
- Establishing more comfortable quiet places to read and study, potentially with window seating and a fireplace.

As part of the annual Library Annual Report given to City Council on November 1, 2012, Council reviewed and discussed trends and use statistics of comparable peer resort libraries (Exhibit E). Furthermore research has identified that many of our peers have made significant investments in combinations of additions, renovation, and new construction, including (Exhibit F):

Town	Size	Cost	Cost/sf
• Steamboat	35,000 sf	\$13M	\$448 per sf;
• Jackson	35,000 sf	\$10M	\$286 per sf;
• Aspen	39,000 sf	\$10M	\$257 per sf; and
• Vail	14,000 sf	\$2.15 M	\$154 per sf)
• <i>Recommended Park City</i>	<i>29,755 sf</i>	<i>\$3M</i>	<i>\$101per sf</i>

The project staff is recommending for our library includes:

1. Reprogramming and renovation of first floor library;
2. Expansion and new programming of library on the second floor; and
3. Renovation of the 3rd floor to create a Community center (commercial kitchen, temporary use for senior programming, pre/post function auditorium space).

Section 4 Timing: There are existing tenants who will be significantly impacted by the library remodel. Leases with the PC COOP and PC Film Series will expire on June 30, 2012. While we believe both parties are considering all options, including relocating, staff recommends Council consider providing alternative spaces for these tenants on City property during any remodel, and consider favorably their return to a comparable or improved tenant space upon completion of construction.

With regard to the concept plans prepared by CRSA, there are two scenarios that were contemplated. Staff recommends holding off detailed discussions until the Community Charrette/ stakeholder input process is completed. For example, It may be easy and convenient to relocate the Film Series to Miner’s during construction. It will not be easy and convenient to do the same with the COOP. The preliminary schedule is built around completion of the 3rd floor remodel, then moving the COOP from the second to the third floor, then completing the second and first floor remodel, but all options should be taken into account moving forward.





SECTION 5

ix. Procuring Project Management assistance.

The scope of the construction, phasing, financing and joint venture opportunities, and overall project and construction management is too large and complex for existing staff to manage, without fully allocating multiple staff, which would preclude them from their day-to-day responsibilities. Staff recommends Council direct staff to secure project management services for this project while not sacrificing existing city service goals. Provided Council is supportive, staff will return with a scope and estimated budget to do so.

Department Review: This report has been reviewed by the Library Division, Sustainability, the Legal Department and the Interim City Manager.

Significant Impacts:

Which Desired Outcomes might the Recommended Action Impact?	<ul style="list-style-type: none"> + Accessible and world-class recreational facilities, parks and programs + Balance between tourism and local quality of life + Accessibility during peak seasonal times + Safe community that is walkable and bike-able + Multi-seasonal destination for recreational opportunities + Internationally recognized & respected brand 	<ul style="list-style-type: none"> + Abundant preserved and publicly-accessible open space - Reduced municipal, business and community carbon footprints <p>(+/-) (Select Desired Outcome)</p> <p>(+/-) (Select Desired Outcome)</p> <p>(+/-) (Select Desired Outcome)</p> <p>(+/-) (Select Desired Outcome)</p> <p>(+/-) (Select Desired Outcome)</p> <p>(+/-) (Select Desired Outcome)</p>	<ul style="list-style-type: none"> + Residents live and work locally + Preserved and celebrated history; protected National Historic District + Diverse population (racially, socially, economically, geographically, etc.) + Part-time residents that invest and engage in the community + Entire population utilizes community amenities + Community gathering spaces and places + Physically and socially connected neighborhoods 	<ul style="list-style-type: none"> + Well-maintained assets and infrastructure <p>(+/-) (Select Desired Outcome)</p> <p>(+/-) (Select Desired Outcome)</p> <p>(+/-) (Select Desired Outcome)</p> <p>(+/-) (Select Desired Outcome)</p> <p>(+/-) (Select Desired Outcome)</p> <p>(+/-) (Select Desired Outcome)</p>
Assessment of Overall Impact on Council Priority (Quality of Life Impact)	Very Positive 	Neutral 	Very Positive 	Positive 

Funding Source

The LPA RDA is the funding source for these projects. The LPA RDA is now generating approximately \$1.2M annually. There is currently \$8 M in uncommitted funds available

in the LPA RDA. The RDA will amass an estimated additional \$4 M more through 2015, and with the extension now through 2030 as much as an additional \$30M or more, depending on growth and tax base through 2030, when it is scheduled to expire. The master plan identifies a placeholder number of \$10-\$15 M for the projects described in this report (Exhibit G).

Ultimately there will be competition for these dollars. Through a non-binding LOI, the RDA has already pledged as much as \$10M to contribute to a transit center and parking garage at the base of PCMR as the focal point of the RDA's master plan. There will be additional competition for dollars in the limited section Bonanza Park included in the RDA (generally the Iron Horse Drive area, but not the proposed relocation area for the substation), the base of PCMR and other ongoing parts of the master plan (exhibit I).

Timing and Next Steps

A primary focus for a new contract project manager (should Council wish to contract for one), and early next steps, will be to put together a comprehensive scope, schedule, and anticipated budget as well as a conceptual structure for a joint venture with EWG.

As discussed earlier in this report, some current user groups/tenants would be significantly affected including relocation or termination.

Recommendation:

Staff recommends Council direct staff to begin steps to implement the approved and funded Lower Park Avenue RDA neighborhood master plan including :

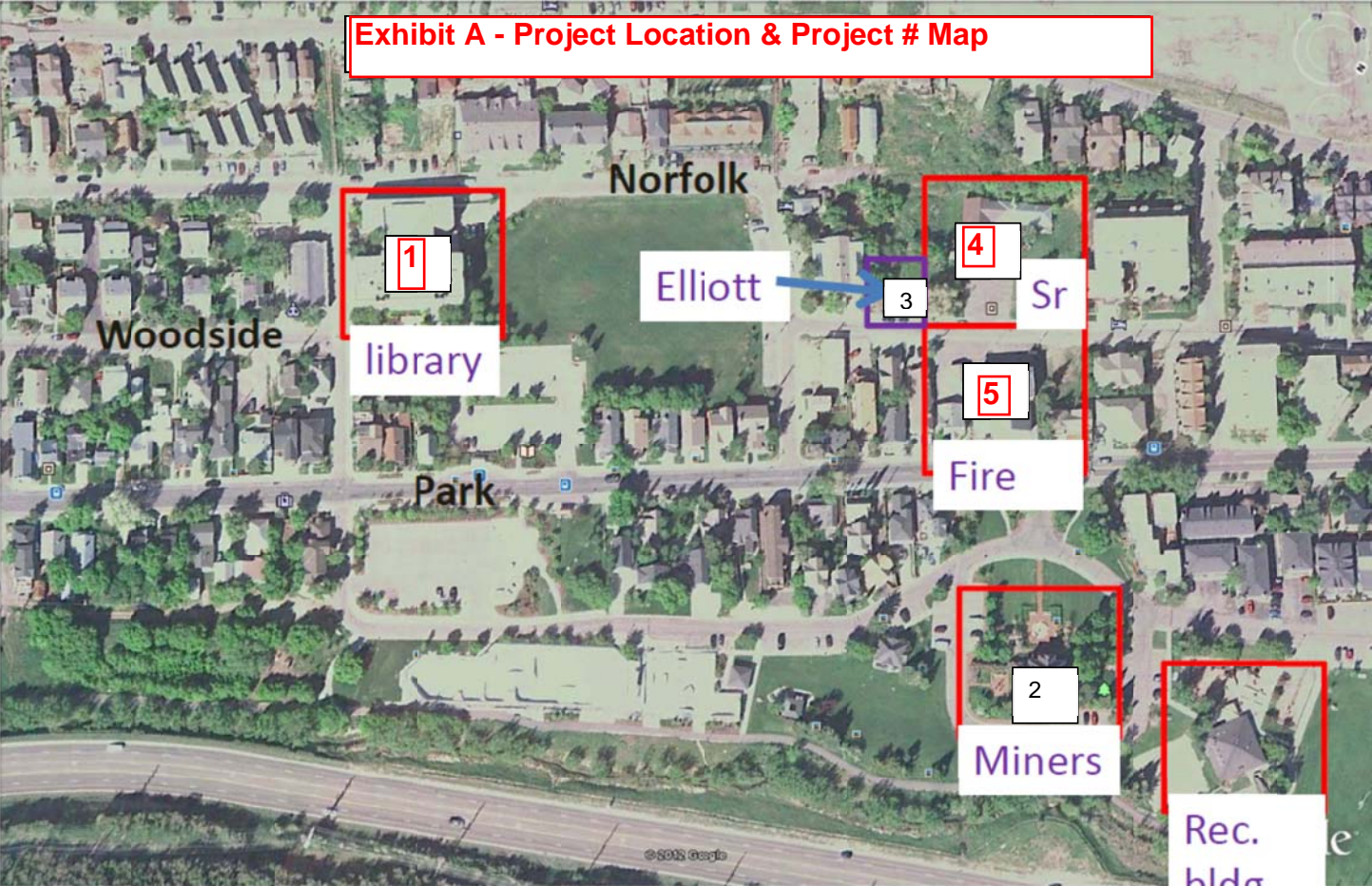
1. Renovation and expansion of the library;
2. Procure Project Management assistance to further 4 and 5 below;
3. Conduct a comprehensive community engagement & non-profit needs assessment to provide context for:
4. Remodel the 3rd Floor of the Carl Winters Building as a temporary senior center and long-term flexible community space;
5. Take preliminary steps to identify concept scope and cost to design and build:
 - a) Multi-generational and affordable housing;
 - b) A senior and community center.

Exhibits

- A. Project Location & Project Number Map
- B. Library LOS Matrix
- C. Timing & Phasing Plan
- D. Library Exhibits
 - I. Cost & Scope Options &
 - II. Floor Plans
 - III. Space Utilization Master Plan -CRSA (Wally Cooper)
- E. Library Peer Comparisons (use stats)
- F. Library Peer Competition (construction comps)
- G. Estimated LPA Projects & Costs

- H. LPA RDA Master Planning & background (available at: <http://www.parkcity.org/Modules/ShowDocument.aspx?documentid=9653>;) includes:
 - I. July 26, 2012 staff report – <http://www.parkcity.org/Modules/ShowDocument.aspx?documentid=9660>
 - July 26, 2012 meeting minutes - <http://www.parkcity.org/Modules/ShowDocument.aspx?documentid=9740>

Exhibit A - Project Location & Project # Map



1

library

Norfolk

Woodside

Elliott

3

4

Sr

Park

5

Fire

2

Miners

Rec.
bldg

Exhibit B - Library Service Level Matrix

	Deteriorating Library (Significantly Reduced Level)	Outdated Library (Projected Level with Business as Usual)	World Class Resort Town Library (Continued Enhanced Level)	World-Class Resort Library & Community Ctr. (Significantly Enhanced Level)
LEVEL OF SERVICE				
National Citizen Survey Rating	30%	75% by 2014	90%	98%
Desired Outcomes				
Connected, Knowledgeable & Engaged Citizens	Distinterested citizens	A portion of the population is engaged	Many connected, knowledgeable & engaged citizens	Many more connected, knowledgeable & engaged citizens
Vibrant Community Gathering Places & Spaces	Uninviting, dilapidated, infrequently used space	Moderately growing level of use, potential decrease if services are not updated	High level of utilization; more than a place to find a book; community spaces of differing sizes	Large percentage of the community utilizes the space; space is utilized for many community happenings; community center of Lower Park
Vibrant Arts & Culture Offerings	No arts & culture offerings	Limited arts and culture offerings	Rotating art displays; better spaces for various sizes of community group meetings & events	Artist talks; partnership with Kimball & Arts Kids;
Level of Service				
Adult Services	None	Book group and occasional programs through partnerships	Small business development area; window seating & a fireplace to create more comfortable spaces; Park City History room with oral histories & interactive history features ; rotating educational & artistic exhibits	Multiple meeting room sizes; reception space outside of Santy; small business development resource area; Coffee bar; Window seating & a fireplace to create more comfortable spaces
Youth & Spanish	No focus on children; no Spanish offerings	Childrens and Spanish areas with limited collection & program space	Early literacy interactive area for children; enhanced Spanish collection & area; family area in children's section	Children's Reading Room; interactive displays; bi-lingual staff; Spanish center
Circulation	no additions to circulation	limited additions to circulation	Maintain current pace of circulation expansion	Expanded circulation
Technical Services	very limited outdated technology; no classes	limited technology; basic services; infrequent classes	Technology hub w/ computer & wifi area; flexible use classrooms; digital media center; Technology expansion at current pace; more frequent classes	Technology hub; digital media center; maintain pace with current technology; expanded class offering; frequent classes
IMPLEMENTATION				
Impacts/Tradeoffs				
Impacts to Current Building	Deterioration of Existing Building over Time	Maintain Existing Building As Is	Expansion to 2nd Floor/Secure Control of 3rd Floor or Move to New Location	Expansion to 2nd & 3rd Floor Immediately or Move to New Building
Building Maintenance	No building maintenance	New Roof	New Roof; New HVAC system	New Roof, New HVAC System; Geothermal & Solar (PV)
Tenants	No Change	No Change	Some Tenants Move	Some Tenants Move
Programs	Elimination of Multiple Programs	Reduction of Some Programs	Some Expansion/Some Reduction	Expansion
Cost				
Capital				
Operating				
Forgone Revenue	Some tenants will eventually move out	none	\$85,000 per year	\$85,000 per year
Time Until Subsequent Renovation	N/A	N/A	10 years	15-20 years

Exhibit C - Timing & Phasing Plan

Current Direction:

- 1) Pursue multigenerational housing at current location of Sr Center;
- 2) need to temporarily relocate sr. center to Carl Winters;
- 3) all options include regularly scheduled b. maint.
- 4) Transit housing completed on Iron Horse/ ok to demo firestation in spring 2014*

* critical dates

Project #	Project	2012					2013					2014					2015													
		July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
	Initial Work Session Discussion																													
	Preliminary discussions with stakeholders																													
	Council Direction																													
	Procure PM					P	P																							
1	Carl Winters 3rd Floor remodel, Roof										Design	bid	Build																	
	Leases end in Carl Winters																													
	COOP summer camp on second floor																													
1	COOP & PC Film move back to Carl Winters 3rd Floor																													
1	Library expansion 2nd Floor																													
	Library 1st Floor (library programming/renovation), HVAC																													
	community planning & stakeholder input charette																													
2	Film series moves to Miners																													
3	Build Senior/ aff. Housing project PH 1 (on Elliott land)																													
4	Build Senior/ aff Housing project PH 2 (@ current sr center)																													
5	Build Permanent Senior & community center on Park ave *completion of Iron Horse Bus Driver Housing																													
5	demolition of existing fire station (bus driver housing complete)																													
3	demo/relocate existing sr center																													
1	Senior activities move into CW 3rd Fl. (temp)																													
5	Relocate Seniors to permanent Center																													

Key	
lease terminates	
community planning & stakeholder input charette	
design	
Procure/bid	
Construction	
Lease & Relocation	
Demolition	D

Exhibit D.I. - Library Cost Estimates & Scope Options

Carl Winters Renovation Cost Estimates

October 31, 2012

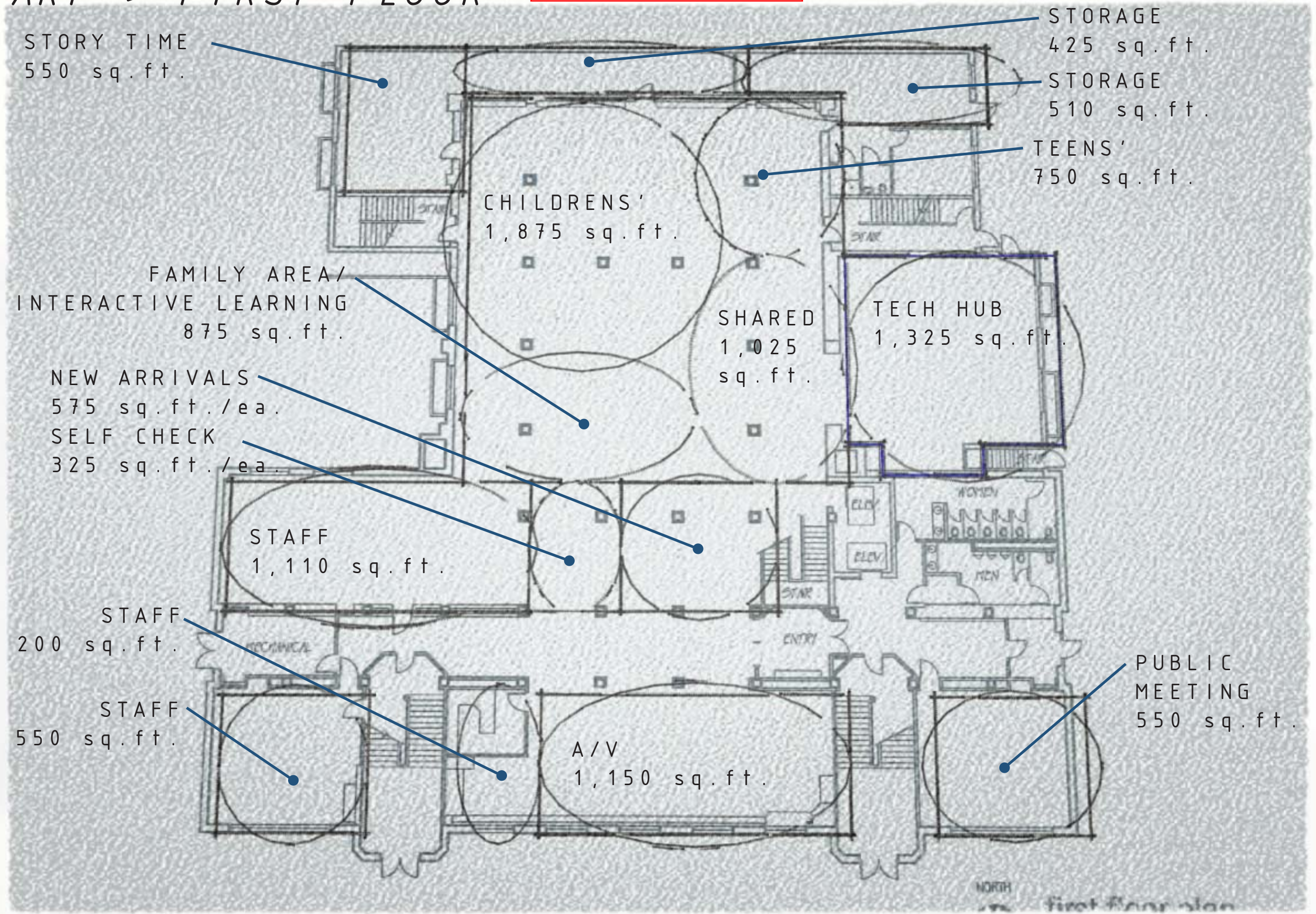
Assumptions:

- Pursue Multigenerational housing at Sr. Center/Elliott
- need to relocate Sr to Carl Winters
- all options include scheduled asset management & building main.

Description	Option 1			Option 2			Option 3		
	SF	Cost / SF	Cost	SF	Cost / SF	Cost	SF	Cost / SF	Cost
Complete renovation including library programming & all 3 floor plans				Different than option 1: No renovation of library programming, add incremental library space on second floor; Temp. sr. center on 3rd			No significant changes to 1st & 2nd fl; Temp. Sr. Center on 3rd;		
Level of Service Outcome	World class resort town library and temp. Sr / community center (enhanced LOS)			Satisfactory Library (continued LOS in short term; another renovation project imminent to remain competitive)			Outdated Library (reduced LOS)		
Hard Costs / Cost of Construction (funding source RDA)									
First Floor Remodel -	12,395			1,500			0		
Paint, Carpet, Ceiling & Lights	11,020	\$40	\$440,800						
Paint (Stairs & Restrooms)	1,375	\$8	\$11,000						
Misc Renovation - Allowance		\$150,000	\$150,000		\$20,000	\$20,000			
Paint - Minimal				1,500	\$8	\$12,000			
Second Floor Library Expansion / Remodel -	10,925			10,925			0		
6 Study Rooms in Lieu of 5 Offices	975	\$100	\$97,500	975	\$100	\$97,500			
1 Study Room in Lieu of 4 Study Rooms	775	\$85	\$65,875	775	\$85	\$65,875			
Collections in Lieu of Classroom & Office	2,210	\$60	\$132,600	2,210	\$60	\$132,600			
Paint, Carpet, Ceiling & Lights	5,590	\$40	\$223,600	5,590	\$40	\$223,600			
Paint (Stairs & Restrooms)	1,375	\$8	\$11,000	1,375	\$8	\$11,000			
Third Floor Remodel -	6,435			6,435			6,435		
Senior / Community Center / Kitchen	2,010	\$110	\$221,100	2,010	\$110	\$221,100	2,010	\$110	\$221,100
Paint, Carpet, Ceiling & Lights	3,050	\$40	\$122,000	3,050	\$40	\$122,000	3,050	\$40	\$122,000
Paint (Stairs & Restrooms)	1,375	\$8	\$11,000	1,375	\$8	\$11,000	1,375	\$12	\$16,500
Coop	1,085			1,085			1,085		
PC Film	840			840			840		
Seniors/Community Ctr	2,010			2,010			2,010		
Commercial Kitchen: Vent/Grease trap	Included Above			Included Above			Included Above		
Circulation	1,125			1,125			1,125		
Restrooms	575			575			575		
Construction Sub Total	29,755		\$1,486,475	18,860		\$916,675	6,435		\$359,600
Contingency (15%)			\$222,971			\$137,501			\$53,940
Art (1%)			\$17,094			\$10,542			\$4,135
Green Elements (4%)			\$69,062			\$42,589			\$16,707
Sub Total			\$309,127			\$190,632			\$74,782
Soft Costs									
Design & Engineering			\$165,000			\$90,000			\$50,000
FF&E			\$75,000			\$20,000			\$35,000
Specialty Consulting			\$10,000			\$2,000			\$2,000
Library Moving & Storage			\$10,000			\$2,000			\$2,000
Relocate Seniors			\$15,000			\$15,000			\$15,000
Relocate Coop			\$5,000			\$5,000			\$0
Testing, Fees, Specialty Inspections			\$5,000			\$5,000			\$5,000
Data & Security			\$30,000			\$15,000			\$15,000
Environmental			\$5,000			\$5,000			\$5,000
Miscellaneous			\$10,000			\$10,000			\$10,000
Soft Costs Sub Total			\$330,000			\$169,000			\$139,000
Total			\$2,125,602			\$1,276,307			\$573,382
Additive Alternates & Required B. Maint. (funding RDA & Asset. Management)									
Design & Engineering			\$75,000			\$45,000			\$40,000
Spanish & Periodical Expansion on 2nd	1350			0			0		
HVAC (partially funded w/ Asset Management)			\$250,000			\$250,000			\$0
Roof (Funded with Asset Management)			\$200,000			\$200,000			\$200,000
Carpet, Paint, Lighting			\$100,000			\$100,000			\$200,000
Geothermal instead of HVAC			\$500,000			\$0			\$0
Sub Total			\$1,125,000			\$595,000			\$440,000
Total			\$3,250,602			\$1,871,307			\$1,013,382

LIBRARY > FIRST FLOOR

Exhibit D.II. - Concept Floor Plans



LIBRARY > SECOND FLOOR

INDIVIDUAL STUDY
85 sq. ft./ea.

MUSEUM STORAGE
550 sq. ft.

PATIO
600 sq. ft.

COLLECTIONS
775 sq. ft.

DIGITAL MEDIA /
RECORDING
100 sq. ft./ea.

NON-FICTION
1,800 sq. ft.

EXHIBITS
1,475 sq. ft.

COLLECTIONS
600 sq. ft.

COLLECTIONS
775 sq. ft.

COLLECTIONS
2,210 sq. ft.

CITY RECORDS ST.
615 sq. ft.

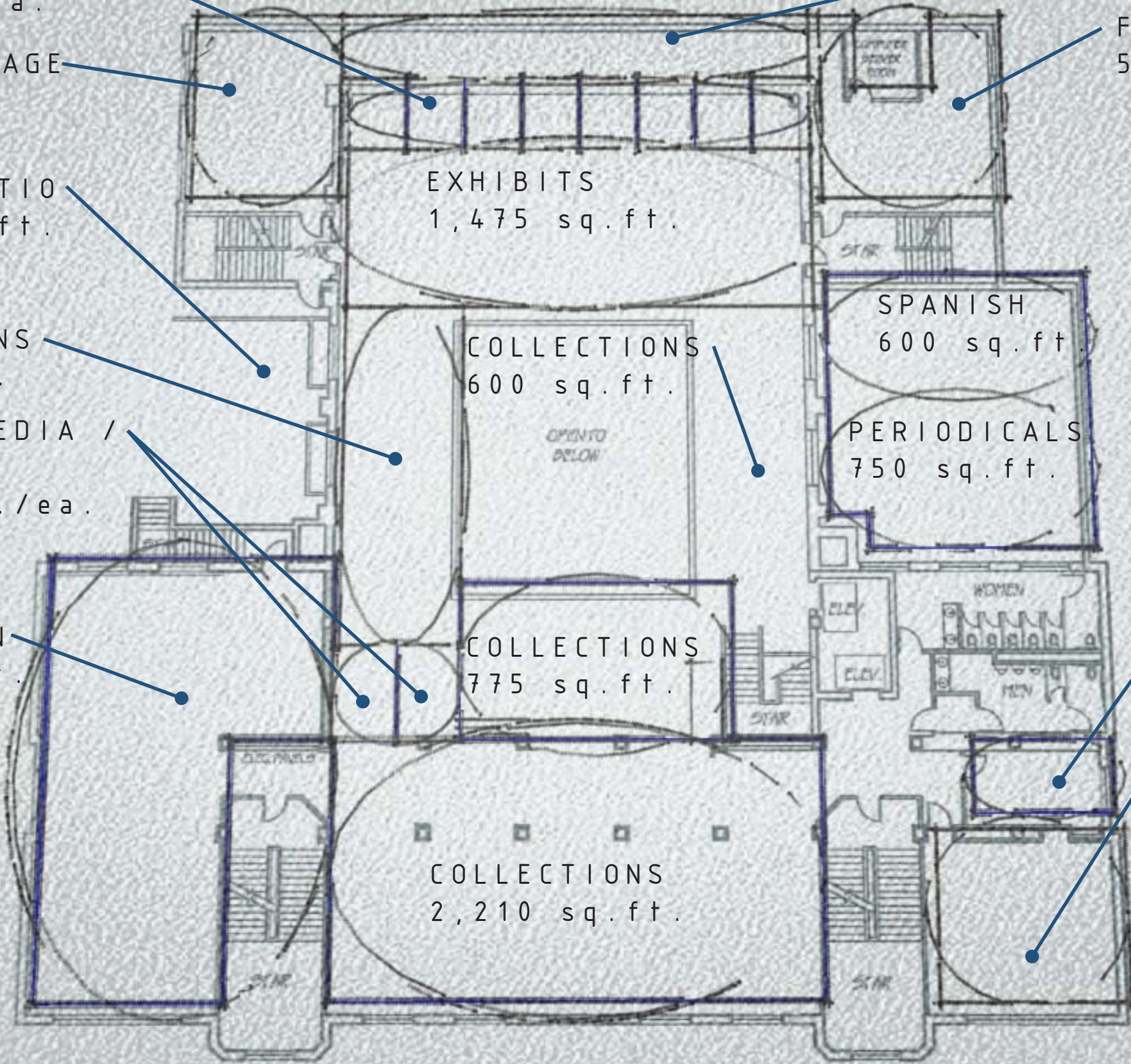
F.O.L. STORAGE
575 sq. ft.

SPANISH
600 sq. ft.

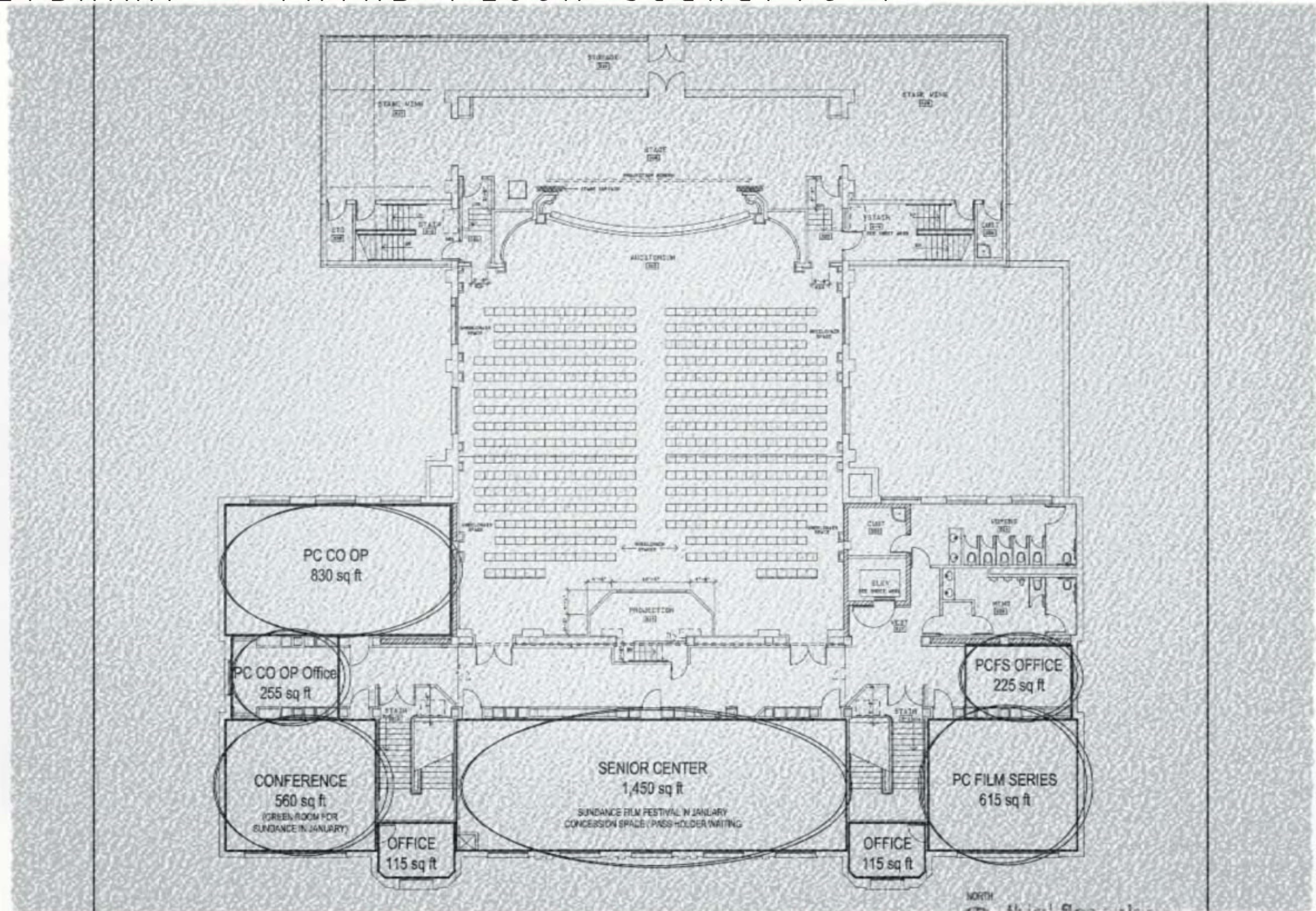
PERIODICALS
750 sq. ft.

CONFERENCE
180 sq. ft.

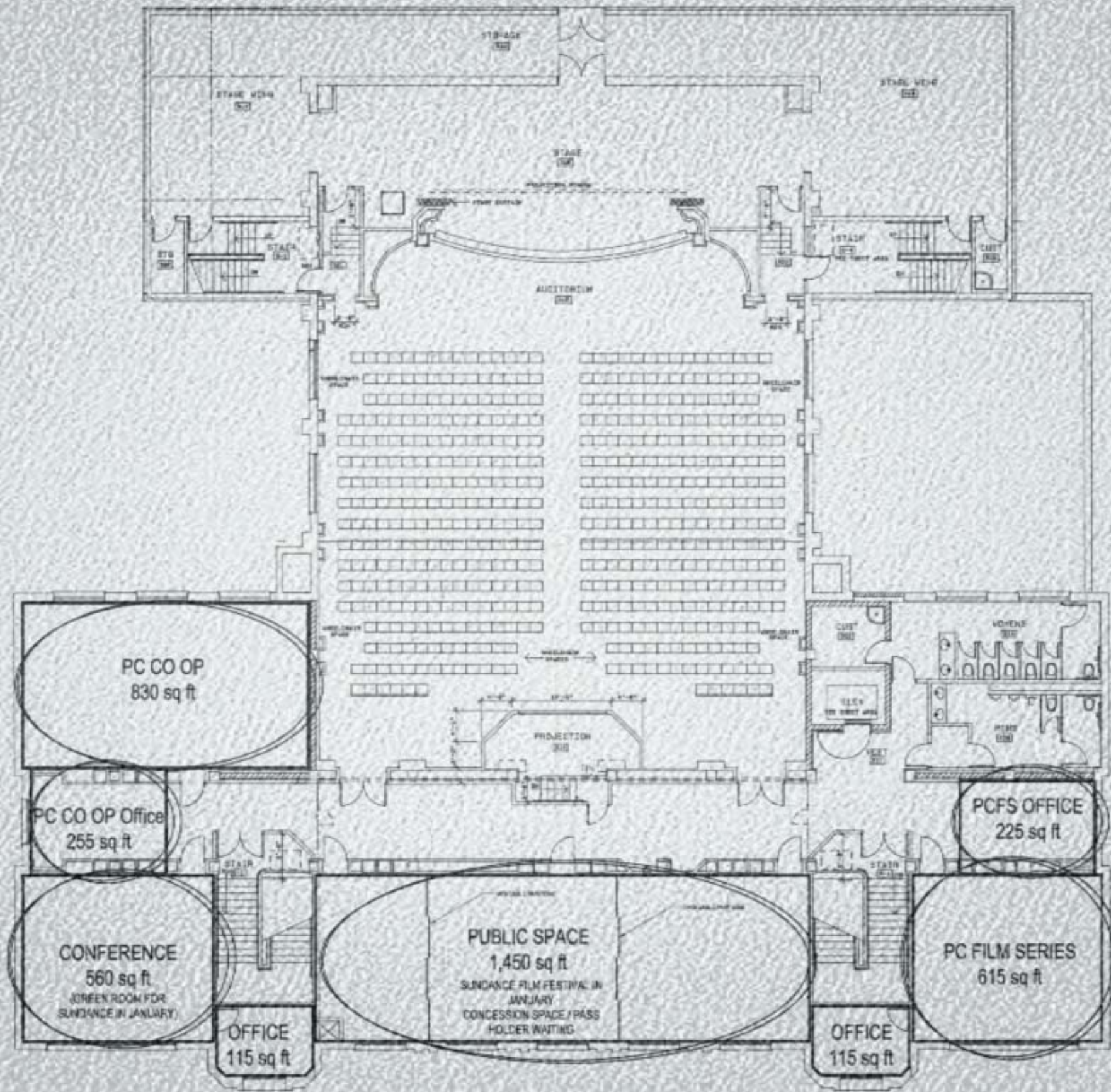
P.C. HISTORY/
READING ROOM
550 sq. ft.



LIBRARY > THIRD FLOOR scenario 1



LIBRARY > THIRD FLOOR scenario 2



**PARK CITY BUILDING AND SPACE UTILIZATION MASTER PLAN
EXECUTIVE SUMMARY – SUBMITTED BY CRSA ARCHITECTS**

It is the intent of this summary to outline possible changes to the uses of the Carl Winter School, the Miner's Hospital, the Recreation Building, the Senior Center and the Fire Station. The need to expand the Park City Library and the relocation of the Montessori School from the third floor of Carl Winters along with the desire to develop the land around the existing fire station led to an overall evaluation of the buildings in question. Not all of the buildings will be discussed in detail. It is assumed that the fire station will be torn down so the property might be developed. It is also assumed that the services provided in the Park City Senior Center will be relocated.

There are issues and opportunities associated with all of the buildings. Some are under utilized and some are in the way of potential development. The issues and possible solutions are the content of this study.

Carl Winters School

Current Use:

Carl Winters School was renovated in 1993. The building was designed for multiple uses. The primary use was and continues to be library. The Park City Library occupies the first and second floor of the old gymnasium. In 2006 the Library was remodeled to include the main hallway and the space across the main hallway to the east on the first floor. The added space became the Children's Area and the existing Children's area was repurposed.

The Co-op currently occupy the south end on the second floor off the main hallway. The rooms along the east side of the second floor are currently vacant and are schedule for public use.

The Montessori School occupies most of the third floor. The PC Film Series is located in Room 301. This entire level with the exception of Room 301 will be available when the Montessori School relocates.

Proposed Use:

There are two scenarios for consideration on this building.

Scenario One: Park City Library, Park City Co-op, PC Film Series, Senior Center, and Sundance.

Park City Library

The Park City Library will remain in its current location but would expand into space vacated by other organizations. The number of Library patrons visiting the library continues to grow. General Services, Spanish Collection, Children's Collection/Services, Adult Fiction and the AV Collection are expanding. Other collections such as Non-fiction and Reference are not growing as rapidly or shrinking. Access to electronic data affected reference material the hardest. Over time other collections may also be affected by electronic access to printed material. The digital media is causing a great deal of uncertainty. No clear direction has emerged. However, no one is predicting the complete demise of libraries or printed material in the near future. Instead the consensus seems to be that libraries will continue to evolve and adapt to the changes in patron usage. Therefore Park City Library needs to expand if it is to remain the highest rated community service for Park City citizens and continue to provide the same excellent levels of service.

With growing demand on the general collection, the increase in services provided along with increased visitation the Park City Library needs additional space. There is no room on the first floor to expand. The Children's Area is too small for the collection and the demand for seating being experienced. There is no room to spread out and be on the floor or in child size seating. Storytime is held in a small room at the southwest corner of the first floor that is part of a divided classroom.

The only potential for expansion is on the second floor. Expansion to the east is possible by removing the walls of the main hallway as was done on the first floor. This would make the entire second floor available. The library can also use additional rooms on the north end and south end of the second floor. Additional space for expansion might also exist to the north on the roof of the old boiler plant. A structural investigation would be required to confirm the possibility. The space could easily be enclosed since three walls and the floor structure already exist. Another possibility exists on the south side. Should the Co-op leave the Co-op playground would be available as an out door reading area. This would be a type of space that currently does not exist for patrons. In conjunction with the library personnel, a concept diagram has been completed showing the possibilities for expansion.

Senior Center

Using the third floor for the Park City Senior Center has been suggested. The space is large and essentially equal to the space currently occupied by the Senior Center without all of the amenities.

Several questions must be answered for the space to be successfully used. Can space be dedicated to the seniors? Can we create the same down home charm, comfort and ownership in Carl Winters? Will the current seniors be willing to use the third floor of the Carl Winters School whereas they are currently on the ground floor? Will accessibility both actual and perceived be an issue?

If those questions can be answered the Carl Winters School would accommodate the senior center with little difficulty. The entire third floor minus the space occupied by the relocated Co-op and the PC Film Series would be available. The exact configuration of the third floor would depend on needs of the seniors and their program.

Parking is already available although there are times when the parking lot is full.

Park City Co-op

The Park City Co-op would relocate from the second Level to the third level directly above their current location. The Co-op would have access to the playground via the stair from the southwest classroom.

PC Film Series

The PC Film Series would remain in their current location. At times they would share the facility with the senior center. For the most part their evening events should be compatible with senior activities.

Sundance:

Sundance Film Festival currently uses the third floor during January for the Sundance Film Festival. How much space they need and how that would impact use by the Senior Center and the PC Film Series has not been determined.

Scheduling would be critical since multiple entities would be using a limited amount of space. The seniors would be required to share their space for the PC Film Series and Sundance when those entities held their events. Obviously some inconvenience would be experienced for all entities.

Scenario Two: Park City Library, Park City Co-op, Public space, PC Film Series, Sundance.

This scenario does not have the same scheduling conflicts of the first scenario. The Library would take the entire second floor as noted in Scenario One. The third floor however would be devoted to general public use, PC Film Series and Sundance. The space could be designed with movable partitions to accommodate various size groups. A kitchen would be provided to support the variety of events anticipated. During most of the year the public could reserve all or part of the third floor for events large or small. In January Sundance Film Festival would occupy the third floor. On some weekends the PC Film Festival would use the space for pre and post activities associated with major events. The Co-op would occupy the third floor southwest classroom and part of the hallway in the same way that they currently occupy the second floor. The suggested uses do not compete with each other. However, some inconvenience will be experienced.

Exhibit E -

**PUBLIC LIBRARY PEER GROUP COMPARISONS
FY 2011**

Library	Service Locations	Service Hours Per Week	Population of Legal Service Area	Total Expenditures	Total Operating Expenditures per Capita	Total Paid Staff	Collection Expenditures	Total Coll. Exp per Capita	Total Public Access Computers
Aspen	1	64.7	13,015	\$2,892,017	\$222.21	21.4	\$217,741	\$16.73	27
Park City	1	64	7,558	\$769,941	\$101.87	11.23	\$91,829	\$12.15	14
Steamboat	1	66.7	17,453	\$1,930,417	\$110.61	22	\$345,400	\$19.79	33
Telluride	1	61	5,867	\$2,365,846	\$403.25	33	\$257,750	\$43.93	57
Vail	1	58.7	5,305	\$791,041	\$149.11	9	\$131,677	\$24.82	19
Average	1	63.02	9,840	\$1,749,852	\$197.41	19.33	\$208,879	\$23.48	30

	Annual Visits	Visits Per Capita	Total Circulation	Total Circulation per Capita	Attendance at Childrens Programs	Volumes	Volumes per capita	Total# of Library Holdings	Total # of Holdings per Capita
Aspen	233,430	17.94	201,560	15.49	6,455	108,568	8.34	155,713	11.96
Park City	121,306	16.05	89,174	11.80	5,242	53,067	7.02	71,657	9.48
Steamboat	385,548	22.09	343,490	19.68	13,896	75,188	4.31	99,899	5.72
Telluride	280,090	47.74	301,611	51.41	14,413	53,849	9.18	83,490	14.23
Vail	123,454	23.27	87,164	16.43	7,228	38,423	7.24	59,920	11.30
Average	228,766	25.42	204,600	22.96	9,447	65,819	7.22	94,136	10.54

*stats from Colorado State Library and Utah State Library

Aspen - Pitkin County Library

Park City - Park City Library

Steamboat - East Routt Library District (Bud Werner Memorial Library)

Telluride - San Miguel Public Library District #1 (Wilkinson Library)

Vail - Vail Public Library

Exhibit F - Peer Group Construction Comps

Peer City Library Expansion comps

	Current or Original sf	Total Proposed Renovation/ Expansion sf	Type: New Addition/ Renovation	Cost	Cost/sf	Completion Date or Targeted Completion	Goals
Steamboat Springs	9,000	35,395	26,395 sf addition & 9,000 renovation; 35,395 total	\$12,880,000 note - the \$12.8m represents direct construction costs only. Indirect costs (public art, land, FFE, technology, etc) = \$3m.	\$446	Mar-09	<ul style="list-style-type: none"> Expanded interactive children's library with dedicated story room and outdoor space for summer reading program events Comfortable, inviting reading and study spaces for adults Space to house collections - we were out of shelf space Variety of spaces for meetings small and large and library programs Efficient staff work areas The building truly had to last 25- 50 years in terms of size and integrity, ie "built to last", LEED certified, sustainable and efficient.
Jackson - Teton County Library	24,000	35,000	11,000 sf addition & 24,000 sf renovation	\$ 10,000,000	\$286	Feb-13	<ul style="list-style-type: none"> More books, DVDs and other library materials; More quiet space to read, research and study (separated from noiser library areas); Additional computers & upgraded technology infrastructure, with collaborative stations for families, groups and classes; Dedicated teen space for books, computers and homework; Adaptable and adequate space for educational programs for all ages; Expanded meeting spaces for individuals, non-profits, students and community groups; Building & technological upgrades will allow staff to operate & supervise the new facility more efficiently; Building upgrades will improve our energy efficiency and contribute to county green efforts and electrical upgrades will alleviate overloaded computer systems More books, DVDs and other library materials; More quiet space to read, research and study (separated from noiser library areas); Additional computers & upgraded technology infrastructure, with collaborative stations for families, groups and classes; Dedicated teen space for books, computers and homework; Adaptable and adequate space for educational programs for all ages; Expanded meeting spaces for individuals, non-profits, students and community groups; Building & technological upgrades will allow staff to operate & supervise the new facility more efficiently; Building upgrades will improve our energy efficiency and contribute to county green efforts and electrical upgrades will alleviate overloaded computer systems
Aspen - Pitkin County Library	31,703	7,198	7,198 addition & 31,703 renovation; 38,901 total	\$ 10,000,000	\$257	target start Spring 2013	<ul style="list-style-type: none"> Expansion of the children's library to accommodate new programs, including an interactive learning center and storytelling area Expansion of the teen's library, including small study areas and tutoring space Multiple, flexible large and small meeting room space, including a self-contained community meeting room for use by non-profits, government agencies, and small businesses during and beyond library hours Relocation of the most popular library collections to the main level Reconfiguration of pathways and book stacks to address safety and security concerns and to meet ADA compliance Renovation of the existing space in keeping with the library's original character Upgrade of technological infrastructure to support digital collections and computer work areas Greater connectivity to the Galena Plaza with amenities such as a covered walkway, an outdoor reading deck, and indoor/outdoor wireless hotspot access
Vail Library	10,500	14,000	14,000 sf renovation	\$2.1 million + \$50,000 from Friends Group	\$154	Oct-12	<ul style="list-style-type: none"> Aging/dated facility (30 years old) Need for new shelving New, improved, energy efficient lighting ; need for additional/updated technology Community room upgrades to allow increased/enhanced programming Ability to make use of lower level after more than a dozen years
Park City Library	12,395	23,320 (library only)	29,755 total 6,435 3rd fl renov.	\$3,000,000 (if we include everything)	\$101	Sep-12	<ul style="list-style-type: none"> Expanded childrens' area with space for early literacy interactive area and a family space Technology hub consisting of a computer and wi-fi area with comfortable seating, vending machines, and an eating area. Improved Park City History Room with oral histories and interactive history features More efficient use of study room space (same number, smaller size) Sufficient space for expanded choices in library collection More comfortable quiet places to read and study potentially with window seating and a fireplace. Large flexible community use space with movable walls for meetings and events and potentially a commercial kitchen.

Exhibit G

PROJECT NUMBER	PROJECT NAME	TOTAL (XX / 45)	ESTIMATED COST (total project)	TIMEFRAME
PARKING LOT REDEVELOPMENT				
1	Redevelopment of parking lots surrounding PCMR into mix of residential / commercial uses - with underground parking	41	unclear	short - long
2	New Conference Center & Parking Structure around the base of PCMR	37	\$40M**	short
3	Physical connection from PCMR to Main Street via Treasure Hill (people mover, gondola, funicular, etc.)	30	\$1-3M	short-mid
TRANSIT, TRAFFIC, CIRCULATION & WALKABILITY				
4	Major Improvements to Empire / Lowell circulation & transit operations around PCMR (including improvements to roads, circulation and intersections, acquisition of ROW. and installation of a new transit hub)	40	\$5M	short
5	Intersection improvements (to intersections of SR 224 & SR 248, Bonanza Drive & Deer Valley Drive, and Park Ave & Deer Valley Drive)	40	\$7M	short - mid
6	Minor Improvements to Empire / Lowell circulation around PCMR (including signage, striping, improvement of transit efficiency, minor capital improvements, and operational changes such as charging for parking)	36	\$300k	short
7	Coordinated Signage Plan for (including smart messaging system) for the area within the RDA, designed to improve the load-in / load-out experience and streamline parking and circulation	35	\$500k	short
8	Transit - Identification of corridors and acquisition of easements and ROW for future mass transit lines (Trolley, Bus Rapid Transit, or Light Rail)	28	unclear	long
9	Walkability - Expand bike/ped trail system to the remainder of the Lower Park Avenue district and connect to Bonanza Park (Spine System). Address bus stops and pedestrian crossings at SR 224	27	\$3M	mid
COMMUNITY & NEIGHBORHOOD REDEVELOPMENT AND IMPROVEMENT				
10	Neighborhood/ Mixed-use redevelopment between City Park and PCMR including housing opportunities (affordable, senior housing, seasonal)	37	\$10 - \$15	short - mid
11	Use of City-owned land to create physical connection and housing opportunities (affordable, senior housing, seasonal) in area stretching from City Park to PCMR	32	\$4M	short
12	Redevelopment of Bonanza Park (Rite Aid and areas to the east) into a mixed-use district - including potential parking lot or mass transit hub.	31	unclear	long
13	Installation of public art throughout the Lower Park Avenue district	26	\$250k	mid
14	Renewable Energy Generation Opportunities: Including constructing PV, small-scale wind, geothermal and biomass projects around projects and improvements within the RDA	24	unclear	long
15	Streetscape improvements on Park Avenue (bulb outs, crosswalks, traffic calming devices, and enhancements to physical connections to Main Street and Bonanza Park).	22	\$3M	mid

*Time frame: Short term = 1-5 years; Mid term = 5-10 years; Longer term = 10-15 years

** RDA contribution not to exceed \$10m