

Historic Grant Study

Park City
Planning Department

2017
Draft Version



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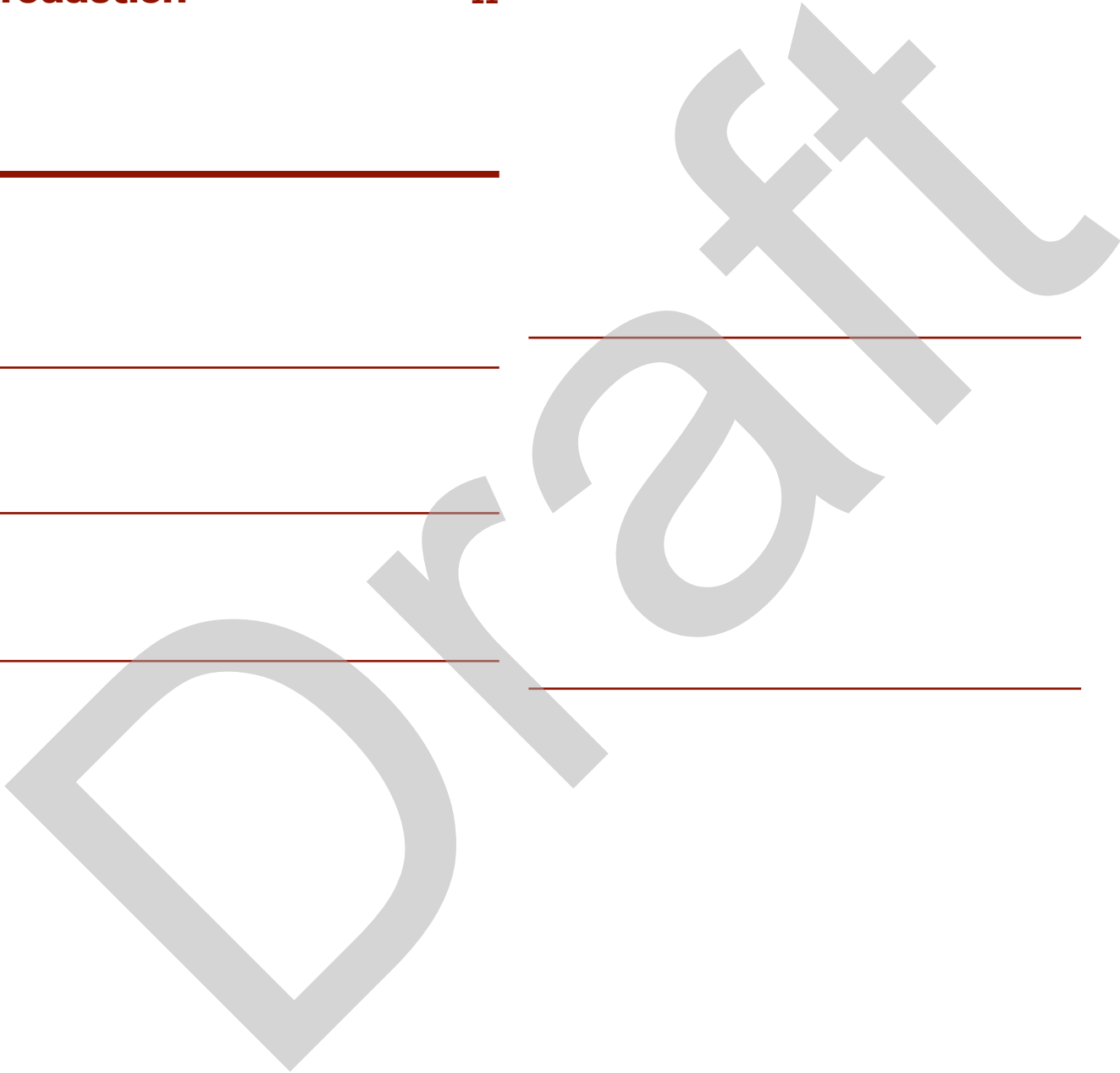
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Foreword from (Elected Official)

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John Hancock
Elected Official

Preface

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Bruce Erickson
Planning Department

Acknowledgements

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Introduction

Park City has benefited culturally and economically from the community's longstanding dedication to heritage preservation. The initial success in 1979 of achieving national designation for the historic Main Street district, followed by the creation of a dedicated commission in the early 1980s (the Historic District Commission, which in 2003 was restructured as the Heritage Preservation Board) focused on preservation matters, led to purposeful and strategic public investments in restoration, enhancement, and interpretation.

It was the Historic District Commission that designed and implemented the Historic District Grant (HDG) program.

Because funds for the HDG program originated with the Redevelopment Agency (RDA) - which remained the funder for much of the life of the grant, there was an underlying framework of economic development thinking in the program's formation and administration. It was a dollar-for-dollar matching grant program designed as a public-private initiative, and was fully intentioned about the goal of incentivizing private investment through an injection of public dollars.

The overwhelming private response to the grant program over many years has resulted in hundreds of properties improved through not only investment of dollars, but through cultivation of knowledge and a culture

Historic Preservation has contributed to Park City's vibrant Main Street.



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of preservation. Applicant property owners entered into purposeful dialogue with the City and the HDC as they explored their options and achieved compliance with guiding preservation policies. Newspaper articles highlighted and interpreted significant renovation stories, and in so doing served to celebrate the town's history.

The Historical Society recognized achievements in heritage preservation with certificates and plaques. As more and more properties were renovated and took on new life as contributing properties, the downtown that was once considered "blighted" (cite article) became one of the most desirable places to live in the country - a place of great character and a viable second home option for many.

The overwhelming success of Park City's heritage-building investments, to which the Historic District Grant program has been a core contributor, has led to a different set of challenges and issues for the community. Policymakers are now wrestling with how to maintain affordability in housing, and how to retain local primary residents in light of the area's desirability as a second home and short term rental option.

The Historic District Grant has been a major player in the growth and success of Park City as a

tourist destination and a valued community. The program has had a long and illustrious life, with great success over many decades, and it has evolved over time. The grant program of today is not the same as the program that was launched in 1987. Levels of funding, types of grants, and eligible expenditures have all evolved numerous times over the course of the grant program's life, and the City has sensed that the program must evolve again to adapt to new community realities and to reflect current City goals.

The purpose of this study, commissioned and overseen by the Planning Department, has been to document the grant's history, understand and contextualize the grant through the lens of current priorities and conditions as well trends through time, and to make recommendations for how to shape the grant going forward so that it can continue to contribute to both the character and the values of Park City.

History

History of the Historic District Grant Program

In 1977, the Park City Redevelopment Agency was created with multiple goals in mind, most notably the improvement of Main Street. In 1979, as part of a burgeoning preservation movement, the City succeeded in having Main Street designated as a National Historic Site, and city leaders envisioned enhancements to downtown that would contribute to Park City becoming a recreational and touristic destination.

Under the same leadership who sought the National designation, additional historic residential and historic commercial zoning was put in place by the City over the next couple of years, and historic properties were identified. In 1981, the Historic District Commission was created by ordinance and given broad powers within the historic districts, including authority over the review and approval of building permits, demolition permits, and shaping preservation policy.



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Although there was significant interest in preservation and renovation in these early years, demonstrated through formal actions of government in ordinance and policy, there were very limited resources to undertake renovation

of historic properties. A headline on December 18, 1986 in the Park Record declared "Renovation is expensive, but it may be the only hope." The article laments historic properties in limbo – homes that are too run down to be rented or

Changing Priorities Over Time

The goals and criteria for the program changed over time. From 1987 to 1991, the grant was for exteriors only – intended to fund “physical improvements to the outside of the building so all residents would benefit.” In 1992, foundation and stabilization work became eligible. Wiring heating and plumbing became eligible expenditure in 1995. By 1997, critical structural and foundation work became the major focus and priority of the grant.

Funding levels and the number of grants also changed over time. The initial \$5,000 residential maximum and \$10,000 commercial maximum became \$10,000/\$15,000 respectively in 1998, and during that same year a \$50,000 “landmark” grant was offered for the first time. Grant maximums by type were eventually phased out and replaced by a common pool of allocated funds distributed to eligible and approved projects on a first come first served basis. This was one of the changes implemented under new grant governance put in place in 2003.

Changing Authorities & Governance for the Grant Program

In July 2003, in a sweeping set of actions disbanded the Historic District Commission and replaced it with the Heritage Preservation Board, which was given more limited authority. During this time, the City also streamlined and restructured other parts of government leading to the departure or dismissal of three department directors: community development, administrative services, and leisure services.

The HDC had become the subject of ire by many who claimed that the Commissioners held too much power to make subjective decisions, and that their authority was unchecked. Initial indications by elected officials that the Commission would be eliminated were not well received, however, and a restructuring by ordinance was pursued instead. In the restructuring, a new body was formed with diminished authority. City staff would now take on the authority to review and approve permit applications – a power previously held by the HDC. Demolition permit decisions in historic districts were shifted to an independent hearing board. The newly formed Heritage Preservation Board would retain the authority to shape city policy on preservation, and would continue to oversee the Historic District Grant program.

One of the first changes made to the Historic District Grant Program was to end the annual application and award cycle and replace it with year-round applications and awards, a change which remains a popular characteristic of the program today. Although the change was a welcome one for homeowners, it had the potentially unintended consequence of reducing opportunities for annual press coverage of the program.

In past years, reporters covered announcements of the upcoming deadline, informational meetings were organized in the weeks leading up to the deadline, metrics from the previous grant cycle were published (including fun facts like which street had received the most investment that year), and human interest stories were featured about very significant properties or projects renovated that

year. The annual cycle also inspired events and awards, for instance the Historical Society honoring the best projects with certificates and plaques at an annual event.

[Include more detailed coverage of relevant events and accomplishments in the years 2003-2016 based on City staff input to be solicited at Tech Adv Mtg end of August.]

Changing Rules & Priorities: the Next Evolution of the Grant

- Describe pertinent City and Board actions from 2014-2016 including noting the funding source change and actions of the HPB and Council to initiate a refresh on the program. Summary follows to transform into narrative:

In 2014 [verify year] changes to government accounting rules (GASB) resulted in a finding that the City could no longer fund capital improvement projects with Capital Improvement Project (CIP) funds for projects or assets the City does not own. Historic District Grants constituted capital improvement projects of this type. The Historic District Grant program was originally housed in the CIP and funded with the Main Street and Lower Park Avenue (LPA) RDA funds as directed by Council and included in the RDA resolutions. The funding questions raised in 2014 spurred broader questions about administering the program including a review of the application process and eligibility criteria, which reflected an interest in aligning the program more closely with other City priorities and objectives.

In 2012, City Council adopted the Park City 2030 Long Range Strategic Plan, and defined a set of priorities that reflected a significant policy focus on housing, transportation, and energy. The top priority identified was affordability. Staff and elected officials observed that Park City was becoming an expensive place to live, and, in particular, the historic districts were becoming popular second home communities where locals and primary residents were at risk of being priced out.

In a conversation with Planning Director Bruce Erickson, it was evident that this trend was perceived

as not only a housing challenge, but a vibrancy challenge. In addition to promoting an equitable and complete community, Erickson is focused on keeping a local influence on and around Main Street and elsewhere, noting that chains and franchises diminish the value of Park City as a place with a unique local flavor that tourists and residents both value.

To keep local influence vibrant, it's important to make it possible for primary residents, who comprise local business owners and the workforce that supports them, to remain in Park City, owning and operating authentic local establishments - not being

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driven out by rising costs of housing. For many reasons, affordable housing is a major initiative of the City and a value that policymakers and staff seek to embed in public dollars expended.

Issues directly and tangentially pertinent to an update of the Historic District Grant program were fleshed out by staff with leadership at a Council working session on October 9, 2014. In a staff report to City Council, a recommendation was made for Council to review and adopt a new policy for the administration of the

Historic District Grant program. Staff brought the matter to the Historic Preservation Board on November 5, 2014. The HPB was asked to review recommended changes to the program, and to provide direction regarding the application process and policy for administration of the program.

At that time, the HPB approved the following changes, which began to reflect consideration of primary versus secondary homeowners and their eligibility to receive these grants:

Approved Changes

- Houses lived in by primary residents (those houses in which the homeowner or a renter lives in full time) be awarded up to 50% of their eligible costs, while homes which are to be used as secondary homes or nightly rentals (i.e. not lived in by the primary residents) be awarded up to 40% of eligible costs.
- Commercial properties will continue to be eligible for up to 50% of construction costs regardless of ownership.
- An additional 10% may be awarded to those property owners committed to renovating a significant structure to elevate its status to landmark.

Staff sought a positive recommendation from HPB to City Council on proposed changes, and on December 4, 2014, staff recommended to City Council that they review recommended changes and adopt a policy for administration of the program.

In January 2015, staff submitted a report to City Council consistent with this recommendation, and Council supported staff recommendations. Throughout 2015-2016, staff considered ways to adjust the

program in light of the funding question and adopted City priorities. On January 5, 2017, the following staff communication was made to City Council:

Since 1987, the Historic District Grant program has operated continuously with the support of City Council and the Historic Preservation Board (HPB). The Historic Preservation Grant program was originally housed in the Capital Improvement Project (CIP) and funded with the Main Street and Lower Park Avenue (LPA) RDA funds as directed by Council and included in the RDA resolutions.

With changes to the government accounting rules (GASB) in 2014, the City can no longer fund capital improvement projects with CIP funds for projects or assets the City does not own such as properties awarded grants through the Historic District Grant Program. In 2015, staff revised the Historic District Grant Program in order to reflect changes to the GASB.

Due to the concerns and feedback we received from the Historic Preservation Board (HPB) in early 2015-2016, staff has been analyzing ways in which to restructure the grant program. Planning is developing a proposal for a two-tier program that

implements smaller grants on an ad-hoc basis with specific criteria and a larger program with a once or twice per year competitive selection process. Staff will be returning to City Council in February with a model program that would enable the City to award smaller grant amounts up to \$10,000 while we continue to develop the program further for larger grant amounts. Planning has received one application for a larger grant (\$120,000) cost of work, of which we could reimburse the applicant up to \$60,000 (or half the cost) and has had discussions with a number of homeowners for smaller grants.

The Planning Department engaged Duval to document the grant's history, understand and contextualize the grant through the lens of current priorities and conditions as well trends through time, and to make recommendations for how to shape the grant going forward so that it can continue to contribute to both the character and the values of Park City. This report is the outcome of that engagement, and is intended to inform staff and policymakers as they consider options and make decisions about the grant program in its next iteration.

Analysis

An analysis of history and trends was necessary to inform the process of defining the next iteration of the Historic District Grant Program. Considerations included consideration of Park City land value trends, a study of buying power of grant dollars over time based on costs of construction, ownership trends, economic impacts, and City and stakeholder values and priorities.

Sources and Methods

For this study, decades of parcel data from multiple sources was utilized, including Summit County, the City of Park City, and the US Census. Additional non-parcel data sources include the ENR Construction Cost Index, City staff reports, adopted plans and policies, and news archives (Park City Record) spanning 1979-2004. Finally, direct engagement was undertaken, including stakeholder interviews, a facilitated

workshop with leadership (to come), and a technical advisory meeting with key staff (to come).

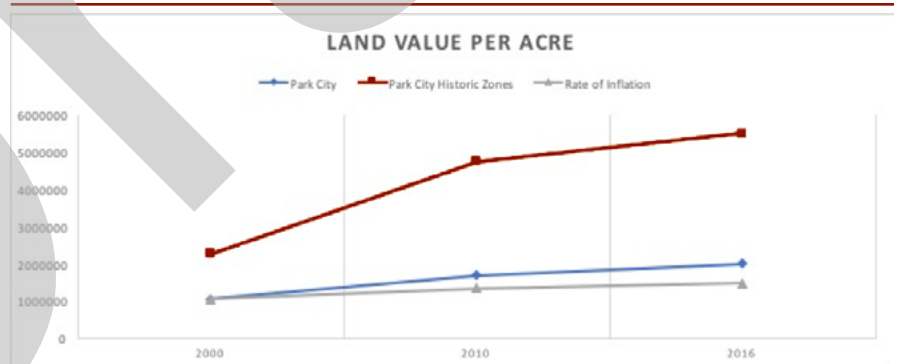
Observations

Research and outreach has led to useful observations about property values, income, ownership trends, economic impact of heritage preservation, and the grant's performance over time. A summary of findings follows.

Property Values Have Risen Faster than Inflation - Especially in Historic Zones

Property values have risen significantly in Park City, and they have risen more and at a faster rate in historic zones than in the city generally. Data from 1990 was too incomplete to analyze, but the trend of an ever widening gap is legible in an analysis of data from 2000-2016.

Property Values Have Risen Faster than Inflation Especially in Historic Zones



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Currently, the value of land in historic zones is nearly 10 times as valuable as the City average value of land per acre.

The City completed a housing assessment and plan in 2012 aimed at addressing growing challenges of affordability, and these issues have been raised by both City staff and stakeholders as an important

consideration in determining how to shape and administer the grant. Park City's investments in heritage preservation, as well as the benefit it has seen as a ski and resort destination, have created lasting value and appeal. Land value in Park City has outpaced the rate of inflation over decades, and land values in historic zones has risen at an even greater rate than Citywide.

Wealthy Households Comprise a Large Share of Total Households in Park City

Park City's median household income in 2015 was \$105,102, which is almost twice the US median income of \$53,889 and exceeds the median in the state of Utah (\$60,727) and Summit County (\$91,773). The median household income in Park City grew from \$90,567 in 2000 to \$105,102 in 2015, outpacing inflation by over 15%, while the US median household income shrank over that same period from \$79,542 in 2000 to \$53,889 in 2015.

Households with income over \$200,000 per year comprise over 25% of households in Park City; by comparison, households earning over \$200,000 per year make up just over 5% of all households in the U.S.

Affordability of housing is a major concern of Park City leadership, who commissioned a housing study in 2010 and have since taken steps

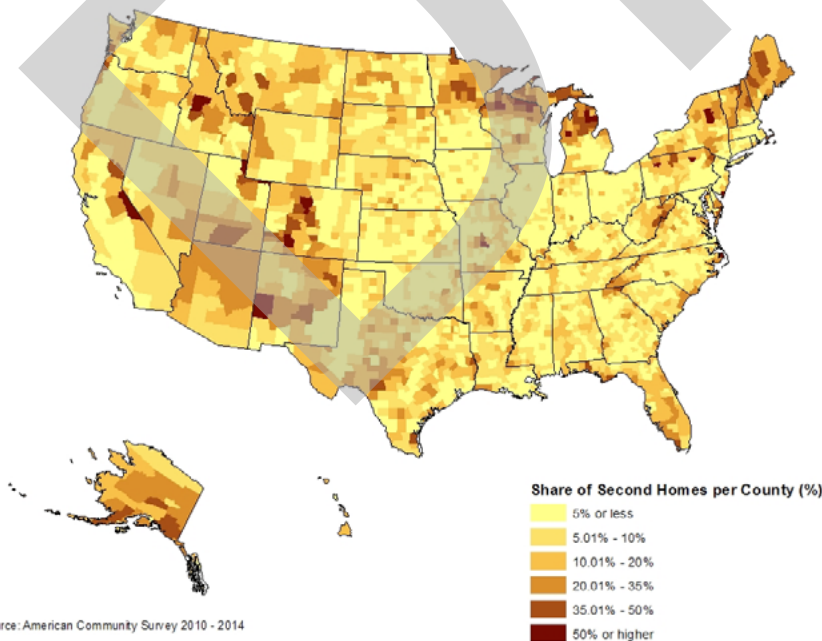
to make the issue a policy priority. Deeper consideration of this issue is beyond the purview of this report, but it is included as an observation due to the interest of some stakeholders in addressing affordability goals in the expenditure of public dollars, including grant dollars.

Secondary Homeownership is a Factor

The National Association of Home Builders (NAHB) estimated from American Community Survey data that in 2014, the share of second homes among the entire U.S. housing stock was 5.6% . For those areas with robust second home markets like Summit County, there are pros and cons to having a much higher rate of non-primary owners. In a 2011 analysis , the Summit County Assessor found that more than half the homes in the County were in non-primary ownership. This places Summit County in company with other major second home markets, though still not breaking into the



Percent of Housing Stock Allocated to Second Homes



Source: American Community Survey 2010 - 2014

More than half of residences in Summit County are secondary

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range of the top ten counties which range from 62% (Dukes County, Massachusetts) to nearly 80% (Hamilton County, NY) second homes.

According to the Assessor, the tax benefits garnered by the presence of second home owners are desirable, but are countered for some by a sense of diminishing community cohesion. [Regarding graphic below: I have been unsuccessful in being able to depict the ratio of non-primary home ownership in Park City – we have challenges with the data set – if I cannot resolve it, I'll keep this stand-in; if I can, there will be more specific findings here]

Two themes pertinent to second home ownership rates have been specifically identified through outreach and engagement. One is about maintaining housing affordability so that Park City remains a complete community with a strong sense of local identity. The other is about ensuring that the City retains its authenticity and unique character through the viability of locally owned and operated businesses. If the owners of these vibrant establishments can no longer afford to be a resident of Park City, they could be lost and replaced by establishments with less interest in reflecting local identity.

These issues are a consideration of the Historic District Grant program design inasmuch as the City and the Heritage Preservation Board have directed that ownership type should inform levels of eligibility for grant support.

Economic Impacts of Heritage Preservation

PlaceEconomics, with the University of Pennsylvania, prepared a study for the Advisory Council on Historic Preservation (AHCP) in 2011 (updated in 2013) called Measuring Economic Impacts of Historic Preservation. The study proposes a number of metrics for use in placing economic value on heritage preservation, including:

- Jobs / Household Income
- Property Values
- Heritage Tourism
- Environmental Measurements
- Downtown Revitalization

The study outlines the definition and purpose of such metrics, as well as potential methods of analysis and reasoning for recommended approaches to developing the metrics. Detailed work on the subject of economic impact is beyond the scope of this study, and yet the economic impact of heritage preservation has been a substantial part of Park City's story and is important to observe in this context.

Metric Development

Leadership may wish to pursue the development of such metrics for Park City to guide future policy and to test several hypotheses that can be made based on a more casual analysis of the facts:

- Jobs have grown along with businesses, events, and resorts in Park City, and the City's investment in heritage resources like Main Street has contributed to that.
- Property values have grown in Park City in part due to heritage investments, with values in historic zones around 10 times as valuable as the City average.
- Tourism has boomed in Park City; natural resources and character-building heritage resources are both major contributors to Park City's appeal as a destination.
- Restoration of older properties contributes to environmental goals; it has building efficiency benefits as well as compact development benefits. Specific metrics for environmental/heritage preservation outcomes could be developed by Park City.
- Downtown revitalization was the original purpose that drove the RDA and HDC to pursue public investments in both infrastructure and heritage preservation in the 1980s. That trajectory has transformed historic Park City and created economic value.

The Buying Power of the Maximum Available Historic District Grant Award Outpaced the Cost of Construction

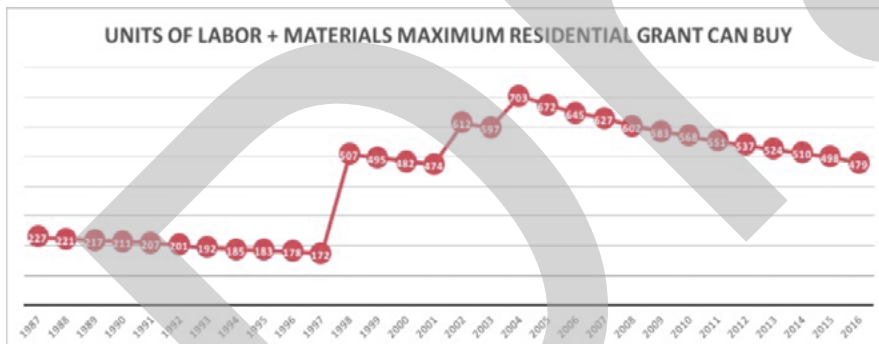
The average cost of construction nationally, according to the ENR Construction Cost Index (CCI), has risen by 2.37 times from the time of the grant’s launch in 1987 to the current day, meaning in short that it has become more expensive to build things. In 1987, the CCI was \$4,406 and by 2016 the CCI had risen to \$10,443.

Many stakeholders identified rising construction costs as a reason for the diminished perceived relevance of the grant program. However, the rise in construction costs over time was matched and exceeded by a more significant rise in the buying power made possible by maximum allowable grant awards over time.

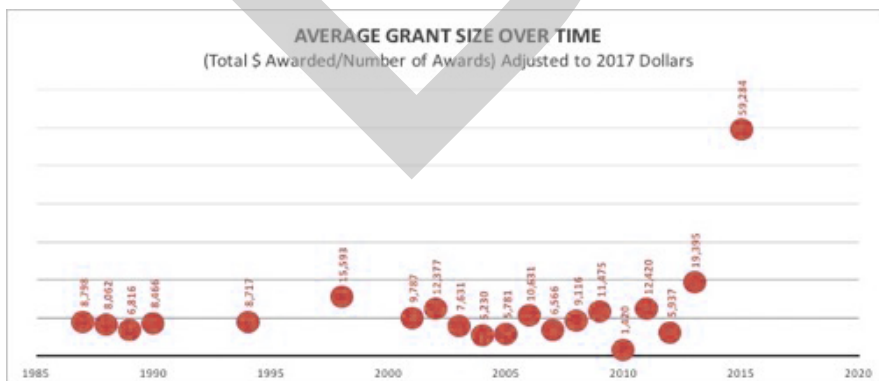
An analysis of historically maximum grant amounts, converted to Construction Cost Index buying power over time, demonstrates that the buying power of the maximum grant declined over the first decade, but then rose at a higher rate than construction costs due to rising maximum grant awards.

For approximately the first decade of the grant’s life, residential awards were capped at \$5000 and commercial at \$10,000. Both residential and commercial caps were raised to \$15,000 in 1988, then raised again in the early 2000s to \$20,000.

The current maximum award that the HPB can approve is \$25,000, though larger awards can be given with approval of Council. The buying power generated by these “raises” over time have enabled residents to buy more



Buying power decreased then was adjusted



Grant size has remained fairly consistent

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labor hours and materials in the latter life of the grant than they could in the early years - even accounting for the rising cost of construction.

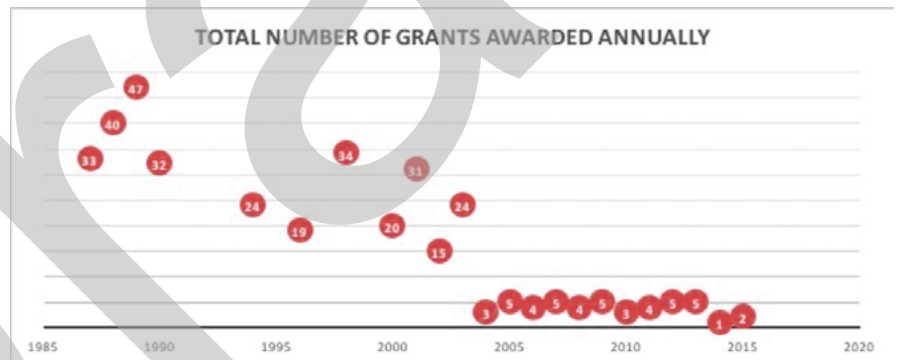
awarded in the early years, and that the impact of the grant to numerous properties was more widely known and publicized.

In the initial years of the grant, the total expenditure was spread over many small grants capping out at low maximums. For this reason, the average grant award (total grant value for a given year divided by the number of grants awarded that year) has been fairly constant over the years, with a slight trend upward.

The grant leveraged significant private investment in hundreds of properties within the historic zones, and through regular coverage in the newspaper, raised the public consciousness about the value of the community's heritage. The result was a growing sense of common purpose and commitment to invest, which had a strong impact on the perceived appeal of these zones and their desirability for additional investment (new businesses, tourism, and programming).

Taken as a group, these findings are inconsistent with the prevailing assumption that the grant had more buying power in its early years. It would be more accurate to say that there were a larger number of grants

The number of grants awarded annually dropped in 2003



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Engagement

One of the most useful sources of information for any study is community engagement. For this study, valuable insights were drawn from stakeholder interview subjects, “goals workshop” participants, and technical advisors. A summary of engagement outcomes follows.

Stakeholder Interviews

Eleven stakeholders were contacted by Duval Companies seeking interviews about the Historic District Grant Program, resulting in 7 interviews being conducted over two weeks in March 2017. Interview subjects represented differing expert or firsthand perspectives on the program, and included grant recipients, an architect, representatives of stakeholder organizations such as the Chamber of Commerce and Historical Society, and the oversight body, the Heritage Preservation Board.

Interview Questions

Interviewees were asked the following seven questions:

1. What is your personal experience with the Historic District Grant program?
2. Do you and your peers have a generally held perspective on the Historic District Grant program? If you were to take the temperature of peers on preservation matters, and specifically grants to properties for restoration, what would the general feeling be? Is it your opinion that the general view of you and your peers is shared by most people?
3. Have you experienced a process with the Historic Preservation Board? What are your thoughts about the role of the HPB?
4. What do you think is necessary for the City to understand in crafting revisions to the Historic District Grant program? What's most important and successful about the program and its goals, and what may need another look?
5. What criteria do you think are most important to include in evaluating the eligibility of an applicant?
6. Are there any difficulties to be aware of? Are there any ways that you feel the program has been mis-used in the past?
7. Can you share a success story about the grant?

Stakeholder Observations: General Themes

In answering each of the questions posed, common themes were touched on among interviewees. Themes included an assessment of the program's value, comments on the process, and ways that the program could be improved. A summary of "interview takeaways" on these broad themes follows. Detailed interview notes with answers compiled for each of the interview questions can be found in Appendix [INSERT].

Perceived Value of the Historic District Grant Program

- The program is valued by those that have used it – however, most people don't really know very much about the program.
- On the commercial side, property owners are one step removed from the issue. Business owners have a stake in the character of Main Street, but they are renting – the property owners are one step removed.
- Preservation is a commonly held value, but issues like affordability and transportation are potentially more pressing topics today.

Success of the Historic District Grant Program

- It was very successful 20 years ago when it supported local people trying to invest in the community and build their own equity as residents. Created a sense of personal pride and investment.
- It is still useful, but due to rising construction costs, it's not as much of a carrot as it used to be.
- It is still useful, but due to rising home values and changing demographics (rising numbers of millionaire second home owners in Oldtown), the grant is not serving the purpose it once did.
- It contributes to historic character, which is very important to people. Historic home tours and historic home dinners are very popular.
- Preservation contributes to sustained stable property values and economic value for tourism.
- One inadvertent negative outcome of the improved historic district is that locals get pushed out due to high property values and nightly rentals.

Ease and Value of Participating in the Program

- Homeowner interviewees who had participated directly in the program thought it was worth it, and stated that it was not an unreasonable process to go through for their project.
- It was observed that many property owners of historic properties would view the grant amount as inconsequential, and could take it or leave it.
- Many people either don't know about the program or don't bother to apply because of the sense that it will be a lot of work.
- Professionals who had some history with the program cautioned about avoiding leaving room for subjective decision-making by governing entities.
- It is perceived as a benefit to homeowners that grants are awarded as reimbursement at the end of the process, since there are often unanticipated costs along the way.

Recommended Improvements

Interviewees had recommendations about program goals, grant award amount, criteria/eligibility, and administration.

Definition of Goals

- Restate the goals of the program in a way that's relevant to today. There is a perception that the people who own historic properties are well off and don't need grant assistance.
- The original goal was to support Park City residents and to restore homes in need of work that otherwise would not be restored. There is general agreement among interviewees that this dynamic has changed along with the demographics and property values in Oldtown.
- Enhance and sustain Oldtown in a way that contributes to the city's economy, increasing tourism and economic value.
- Ensure that Oldtown retains its character by preserving historic structures, and offering interpretive opportunities.
- Focus the dollars on incentivizing higher levels of quality than are required by minimum compliance, for instance, incentivizing wood windows rather than vinyl windows, by making windows a grant eligible improvement.
- Using the defined goals, make a clear framework for decision-making by City staff, the HPB, and users.
- Clearly stated goals and criteria should be defined to manage homeowner expectations and avoid the perception of subjective decision-making.
- A point system should be developed.
- Staff and commissioners should be trained.

Size of Grant

- There is a common perception that the grants are small and inconsequential to historic property owners. There was consideration of making grant awards larger, reflecting today's real costs and home values.
 - Typical grant amounts currently available will not get any project over the "but for" hurdle. Most people doing these projects today are not going to be swayed by a \$10,000 grant. One respondent suggested that \$40-\$50,000 would be a meaningful grant level.
- The grant is valued by homeowners doing smaller projects like roof work, or those doing the work themselves who are less impacted by rising costs of construction.
 - It was suggested that a case could be made for increased public investment by measuring the amount of private investment that has been spurred by public dollars.
- There was consideration of making the grant "smarter" to be more of an incentive to achieving specific "above-minimum requirements outcomes."
 - Doing things above minimum requirements costs more for homeowners, and having an incentive to do so would drive higher quality outcomes.

Criteria

There is a general sense among interviewees that awarding grants to those who do not need public assistance to make their renovation feasible is not ideal, but there is little consensus about how to address the issue. Some interviewees felt that although there may be a perception issue, the grant is not a social program and the real goal is to save and improve historic stock – so who owns the property is a secondary issue.

Other interviewees discussed the possibility of means testing as criteria for eligibility. Some observed that the grant is simply a non-issue in the calculus of a second home buyer who is planning a million-dollar renovation, so perhaps trying to “tune” the grant based on this factor isn’t necessary.

Eligibility

- Respondents pondered whether the City could identify homes that remain to be restored, assess the kind of work they need, and seek to understand why owners are choosing not to do the work. This may help to define criteria, and to design the grant to assist.
- The question was posed: How should the City create criteria for eligible types of work – for instance, should the focus be on work that really contributes to saving a building like foundation work, structural, or roofing? Or should it be the opposite – focusing on work that incentivizes above minimum standard details, like windows and trim?
- The question was posed: Should the City consider tear-downs that are restored as eligible?
- The question was posed: Should the grant privilege local primary residents over second home owners, or should it merely focus on property restoration, with no preference for characteristics of ownership? It was observed that a lot of locals are moving out of Oldtown, and that the community has changed in ways that the grant will not reverse.

Administration

- Interviewees encourage the City to make sure resources are available year-round.
- Include as much staff-level decision-making about eligibility and so on as possible to avoid uncertainty going in to the Heritage Preservation Board process.
- Establish very clear and specific language defining what decisions need to be made by the HPB (and conversely, what is not the purview of the HPB, including design), and establish an objective path to making decisions.
- Provide training to HPB members on their specific authorities, and on the Park City Historic District guidelines that they are to apply to their decisions; also, ensure that there is common understanding by Board members of the fact that the National Park Service guidelines are different, more stringent, and not required.

Goals Workshop with City Leadership

Results of workshop will be summarized here.

Issues Identification with Staff & Technical Experts

Results of technical advisory meeting will be summarized here.

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Summary of Observations from Research and Engagement

A number of high level observations were derived from a review of the grant's history (as documented in news archives), trends discernible in an analysis of City and County data, and themes identified through outreach and engagement with staff and stakeholders.

1) THE PRIMARY OBJECTIVE OF THE GRANT IS THE RESTORATION OF HISTORIC PROPERTY.

The grant should focus first and foremost on what it was designed for: restoration of historic properties; but because there is a strong desire for all public dollars spent to contribute to adopted City Council Priorities and Goals, the application process could incorporate other values through the use of "bid enhancement goals.

- a) Preserve the stock
- b) Support permanent residents
- c) Support transient residents
- d) Consider other enhancement goals

2) THE GRANT PROGRAM IS A PUBLIC INVESTMENT THAT SHOULD CONTINUE.

The grant is perceived as valuable by those who have participated in the program, and should continue to be made available. However:

3) PUBLIC AWARENESS OF THE GRANT SHOULD BE EXPANDED.

There is very low awareness of the grant compared to what is evidenced in the early years; note that the grant became much less visible (both as a news item and in terms of the number of awards given) after the restructuring in 2003 when the HDC was disbanded. Strategies such as hosting public information sessions, soliciting news coverage to report on metrics or highlight subject properties and owners, and giving awards, could be re-introduced.

4) YEAR-ROUND APPLICATIONS & AWARDS ARE DESIREABLE.

The grant shifted from being a once-per-year application and award program to being open to applications year-round in 2003. Consensus is that it should continue to be available year-round.

5) THE BUYING POWER OF GRANT DOLLARS HAVE REMAINED CONSTANT OVER TIME.

The buying power of the maximum residential award today exceeds the buying power of the maximum residential award in the first decade of the grant's life, calling into question the prevailing assumption that more funds are needed per grantee to make the grant relevant.

- a) Engagement topic that will inform Recommendation: what should drive the total budget allowance for grants each year, the size of awards, and the number of grants given, in light of today's priorities and values?

**Summary of Observations from
Research and Engagement****6) THE GRANT CAN BE DESIGNED TO ENCOURAGE BETTER-THAN-MINIMUM-COMPLIANCE OUTCOMES.**

The grant is not perceived to meet the “but for” test for most renovations today. It will not be a significant factor for homeowners in deciding whether a renovation happens or doesn’t happen, but depending on the design of the program, it could influence the standards by which certain design and construction decisions in the renovation are made (such as choosing details and finishes that are higher quality than minimum standards require).

7) APPLICANTS DESIRE CLARITY ON FUNDAMENTALS.

There is a perceived need for more clarity during the process, especially on these matters:

- a) Available Funding at Any Given Time
- b) Detailed Criteria for Approval by the HPB

8) TRAINING & EDUCATION WILL ENHANCE OUTCOMES.

Education and training could enhance the success of the program and its outcomes; consider the following:

- a) Train Heritage Preservation Board members on the Board’s authorities, and on the proper policy standards to apply in making decision to approve or not approve a project.
- b) Train contractors and building professionals in policies and practices pertinent to heritage preservation, and provide certification with regular renewals.
- c) Educate the public about the value of heritage properties, and contextualize heritage properties in the story of the City’s history.
- d) Assuming the City introduces a certification program, inform applicants about City-certified building professionals.

9) THERE IS NOT CONSENSUS ON APPLICANT ELIGIBILITY PRINCIPLES AT THIS TIME

How does the grant program view owner type and wealth of applicant?

An Analysis of Comps Pertinent to Key Objectives

This section will summarize considerations based on an analysis of relevant comps. Goals include increased awareness about historic Park City and its preservation goals through the City's website and coordinated programming; and the establishment of classes and training for both residents and contractors; a certification program for contractors should be considered. Discussion of:

- FHA (stipulated sum agreements; certification)
- Aspen (website; benefits; contractor certification)
- Denver (classes & workshops; resource materials storefront; member-driven funding)

[Still working on this - limiting analysis of Comps to those areas we will develop recommendations for - will be informed by research, engagement and technical advisory meeting]

e.g. relevant lessons from Aspen pertaining to some of the observations in Park City:

Stipulated sum agreements (transparency and predictability of funding)
Certification program (training & education observation)

Recommendations

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