

**PARK CITY MUNICIPAL CORPORATION  
PLANNING COMMISSION  
CITY COUNCIL CHAMBERS  
May 9, 2018**



**AGENDA**

**MEETING CALLED TO ORDER AT 5:30PM**

**ROLL CALL**

**ADOPTION OF MINUTES OF April 25, 2018**

**PUBLIC COMMUNICATIONS – Items not scheduled on the regular agenda**

**STAFF AND BOARD COMMUNICATIONS AND DISCLOSURES**

**CONTINUATIONS**

Twisted Branch Road Subdivision Plat – A Subdivision Plat for 3 lots of record for an on-mountain private restaurant, a City water tank, and a recreational warming shelter/yurt; platted ROW for existing Twisted Branch Road; and platted parcels for Deer Valley Resort ski trails and bridges, open space, and existing Guardsman Pass Road, subject to the Flagstaff Annexation and Development Agreement, located within the Empire Pass Development Area. PL-17-03664 17  
*Planner*  
*Whetstone*  
*Public hearing and Continue to May 23, 2018*

**REGULAR AGENDA – Discussion, public hearing, and possible action as outlined below**

The Gardner Parcel- First Amended located at 943-945 Norfolk Avenue – A subdivision proposing to divide the existing Gardner Parcel plat into two (2) legal lots of record. PL-18-03810 18  
*Planner*  
*Grahn*  
*Public hearing and possible recommendation for City Council on May 31, 2018*

The Anderson Plat Amendment located at 1203 Park Avenue – A plat amendment proposing to combine 1.5 existing lots of record addressed at 1203 Park Avenue into one lot of record. PL-17-03508 31  
*Planner*  
*Grahn*  
*Public hearing and possible recommendation for City Council on May 31, 2018*

Land Management Code (LMC) Amendment – LMC Amendments regarding Affordable Housing in Chapter 15-6-7 Master Planned Affordable Housing Developments. PL-18-03846 52  
*Planner Tyler*  
*Public hearing and possible recommendation for City Council on May 17<sup>th</sup>, 2018*

**ADJOURN**

**\*Parking validations will be provided for Planning Commission meeting attendees that park in the China Bridge parking structure.**

A majority of Planning Commission members may meet socially after the meeting. If so, the location will be announced by the Chair person. City business will not be conducted.

Pursuant to the Americans with Disabilities Act, individuals needing special accommodations during the meeting should notify the Park City Planning Department at (435) 615-5060 24 hours prior to the meeting.



PARK CITY MUNICIPAL CORPORATION  
PLANNING COMMISSION MEETING MINUTES  
COUNCIL CHAMBERS  
MARSAC MUNICIPAL BUILDING  
APRIL 25, 2018

COMMISSIONERS IN ATTENDANCE:

Chair Melissa Band, Sarah Hall, John Kenworthy, John Phillips, Mark Sletten

EX OFFICIO: Planning Director, Bruce Erickson; Francisco Astorga, Planner; Tippe Morlan, Planner; Laura Newberry, Planning Tech; Anya Grahn, Planner; Polly Samuels McLean, Assistant City Attorney

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REGULAR MEETING

**ROLL CALL**

Chair Band called the meeting to order at 5:35 p.m. and noted that all Commissioners were present except Commissioners Suesser and Thimm, who were excused.

**ADOPTION OF MINUTES**

April 11, 2018

Commissioner Phillips corrected the Minutes to reflect that Commission Band was not present at the last meeting and that she was excused.

MOTION: Commissioner Kenworthy moved to APPROVE the Minutes of April 11, 2018 as amended. Commissioner Sletten seconded the motion.

VOTE: The motion passed unanimously.

**PUBLIC COMMUNICATIONS**

There were no comments.

**STAFF/COMMISSIONER COMMUNICATIONS AND DISCLOSURES**

Commissioner Sletten disclosed that he does not have a relationship with the applicant of Promontory; however, over the years he has had a relationship with the HOA Board, who will be the landlord. He spoke with the City Attorney's Office and after hearing the details they felt there was no reason for him to recuse.

**CONTINUATIONS – Public hearing and continue to date specified.**

Director Erickson stated that the reason for the following Continuations was to make sure that the noticing requirements were met. Planner Grahn requested that the Planning Commission continue both items to the meeting in May.

1. The Anderson Plat Amendment located at 1203 Park Avenue – A plat amendment proposing to combine 1.5 existing lots of record addressed at 1203 Park Avenue into one lot of record. (Application PL-17-03508)

Chair Band opened the public hearing. There were no comments. Chair Band closed the public hearing.

MOTION: Commissioner Phillips moved to CONTINUE the Anderson plat amendment at 1203 Park Avenue to May 9, 2018. Commissioner Kenworthy seconded the motion.

VOTE: The motion passed unanimously.

2. The Gardner Parcel- First Amended located at 943-945 Norfolk Avenue – A subdivision proposing to divide the existing Gardner Parcel plat into two (2) legal lots of record. (Application PL-18-03810)

Chair Band opened the public hearing. There were no comments. Chair Band closed the public hearing.

MOTION: Commissioner Phillips moved to CONTINUE the Gardner Parcel First Amended located at 943-945 Norfolk Avenue to May 9, 2018. Commissioner Sletten seconded the motion.

VOTE: The motion passed unanimously.

## **REGULAR AGENDA - DISCUSSION/PUBLIC HEARINGS/ POSSIBLE ACTION**

1. **Stag Lodge Phase II Unit 49, Fourth Amended Plat - A plat amendment proposing to convert 578 SF of unexcavated common area to private area belonging to Unit 49 of the Stag Lodge Condominiums**  
**(Application PL-18-03802)**

Planner Tippe Morlan reviewed the request to convert 578 square feet of unexcavated Common Ownership area to Private Ownership Area B, belonging to Unit 49 of the Stag Lodge Condominiums. She noted that Private Ownership Area B is identified as

property which is changed from common area to private area. Private Ownership Area A is the original recorded private area; and Area B are areas that have changed over.

Planner Morlan presented the proposed lot and indicated the areas that would be excavated and turned into floor area. The request would not expand the footprint of the building, change the exterior of the building, and it will not affect any other units in the area.

Planner Morlan noted that this was an existing condominium that was constructed in 1989. The square footage of the unit would increase from 3,934 square feet to 4,513 square feet. The application meets the requirements of the RD and of the Deer Valley MPD. There are no unit equivalent requirements or unit size requirements for the Stag Lodge subdivision. The request would not change the number of units or any of the other requirements for this unit in the Stag Lodge.

Commissioner Band asked whether this was part of the Deer Valley MPD. Planner Morlan replied that it is; however, the Stag Lodge goes by number of units and does not have any UEs.

The Staff recommended that the Planning Commission conduct a public hearing and forward a POSITIVE recommendation to the City Council finding good cause that it allows the owners to utilize this area without increasing the building footprint or parking requirements.

Chair Band opened the public hearing.

There were no comments.

Chair Band closed the public hearing.

MOTION: Commissioner Hall moved to forward a POSITIVE recommendation to the City Council for the Stag Lodge Phase II Unit 49 Fourth Amended Plat, based on the Findings of Fact, Conclusions of Law, and Conditions of Approval as found in the draft ordinance. Commissioner Phillips seconded the motion.

VOTE: The motion passed unanimously.

Findings of Fact – Stag Lodge Phase II, Unit 49

1. The property is located at 8200 Royal Street #49.

2. The site consists of Unit 49 of the Stag Lodge Phase II Condominium development.
3. The property is in the Residential Development (RD) District.
4. The property is within the 12th Amended Deer Valley Master Planned Development.
5. On March 28, 2018, the property was posted and notice was mailed to property owners within 300 feet. Legal notice was also published in the Park Record and the Utah Public Notice Website on March 26, 2018, according to requirements of the Land Management Code.
6. The City received a Plat Amendment application for the Stag Lodge Phase II, Third Amended plat on February 20, 2018. The application was deemed complete on February 26, 2018.
7. The proposal is to convert 578 square feet of unexcavated Common Ownership area to Private Ownership Area B belonging to Unit 49. The proposed amendment increases the size of Unit 49 from 3,934.89 square feet to 4,513 square feet. With the addition, the Unit will be compatible in size to surrounding units at Stag Lodge that range in area from 2,213 square feet to 6,806.8 square feet.
8. No other units will be affected by this proposal.
9. The original Stag Lodge Phase II condominium plat was recorded as a 12-unit condominium project in the Silver Lake area of Deer Valley on January 17, 1989 after City Council approval on January 11, 1989.
10. The existing structure was constructed on this site in 1989 according to Summit County records.
11. The Stag Lodge Phase II, First Amended plat was recorded on January 17, 2003 after receiving City Council approval on June 6, 2002 and created two types of ownership for the Units.
12. The Stag Lodge Phase II, Second Amended plat was recorded on May 25, 2005 after receiving City Council approval on July 1, 2004 and created additional private area for the Units.
13. The Stag Lodge Phase II, Third Amended plat was recorded on January 12, 2015 and converted unexcavated common area to private ownership for Unit 35 expanding the garage level to encompass the entire building footprint.

14. All changes proposed are internal and will not alter the exterior appearance of Unit 49.
15. The footprint of the building will not change.
16. The parking requirement for this unit is 2 spaces. Unit 49 has an existing attached two car garage. No additional parking is required.
17. Stag Lodge is limited to a maximum of 52 units with no Unit Equivalent or unit size restrictions.
18. There are currently 52 Stag Lodge units, and the proposed amendment does not change the number of units.
19. The subject property is within the Sensitive Lands Overlay.
20. There is no change to the open space because the footprint of the affected unit will not be changing.
21. The height and setbacks of the existing structure will not change.

Conclusions of Law – Stag Lodge Phase II Unit 49

1. There is good cause for this Plat Amendment.
2. The Plat Amendment is consistent with the Park City Land Management Code and applicable State law regarding lot combinations.
3. Neither the public nor any person will be materially injured by the proposed Plat Amendment.
4. Approval of the Plat Amendment, subject to the conditions stated below, does not adversely affect the health, safety and welfare of the citizens of Park City.

Conditions of Approval – Stag Lodge Phase II Unit 49

1. The City Planner, City Attorney, and City Engineer will review and approve the final form and content of the plat for compliance with State law, the Land Management Code, and the conditions of approval, prior to recordation of the plat.
2. The applicant will record the plat at the County within one year from the date of City Council approval. If recordation has not occurred within one (1) years' time, this approval for the plat will be void, unless a request for an extension is made in writing

prior to the expiration and an extension is granted by the City Council.

3. Residential fire sprinklers will be required for all new construction per requirements of the Chief Building Official.

4. All other conditions of approval of the Stag Lodge Condominium plats as amended and the Deer Valley MPD shall continue to apply.

2. **Land Management Code (LMC) Amendment – 1. Replacing the term Record of Survey with Condominium, 2. Updating the Board of Adjustment and Historic Preservation Board voting language, and 3. Amending the definition of Floor Area. (Application PL-18-03828)**

Planner Francisco Astorga noted that this item addressed three amendments.

The first amendment updates the term “record of Survey” with “Condominium”, for the reasons listed in the Staff report. The second amendment addresses when each respective Chair of the Historic Preservation Board and the Board of Adjustment votes. The purpose was to clean up the language. The third amendment was the definition of Gross Floor Area. Planner Astorga stated that the Planning Department is often challenged by the development community in terms of how to interpret a basement area below final grade. The Staff had updated the definition to further clarify what they believe was the original intent of that specific definition.

The Staff recommended that the Planning Commission conduct a public hearing, review the language, and consider forwarding a POSITIVE recommendation to the City Council.

Director Erickson clarified that they were trying to change most of the Land Management Code from a negative to an affirmative action. That intent was reflected in all three of these Code amendments. The Chairs of the BOA and the HPB are unsure what to do in the case of a tie because the Code language is not clear. The proposed language clarifies the role and matches the Planning Commission procedure.

Planner Astorga noted that the Staff report had three sections for the HPB and the BOA; Chair, Quorum, and Voting. The Voting section states that all members get to vote. The language says that the Chair may vote, but they wanted to strengthen the language to clarify that the Chair must vote to break a tie.



Chair Band noted that the last sentence says “may” vote rather than “shall” vote to break a tie. Planner Astorga remarked that he had made a mistake and the language should say “shall” vote to break any ties. He replaced the word “may” with “shall”.

Commissioner Kenworthy suggested using “must” because the Chair is obligated to vote in the case of a tie. Assistant City Attorney McLean stated that the City generally uses the word “shall”, and it is a more commonly used term. Commissioner Kenworthy clarified that all the Board members must vote. If they are present they cannot abstain unless they are recused. Ms. McLean replied that he was correct.

Commissioner Sletten read from the Staff report regarding Floor Area, “Staff finds the original intent is to not count those areas”. He asked if they relied on specific documentation or background information, or whether it was supposition. Planner Astorga replied that they relied on the actual text, which says “basement area below final grade does not count towards the calculation of floor area”. He gave an example of a scenario to show how it is calculated. The basement area not defined as the floor but rather the volume that the floor is covering.

Director Erickson stated that the Staff had done several pieces of research. The first was to bring this closer into alignment with the International Building Code International Residential Code about the definition of a basement. Second, they reviewed previous Land Management Codes from when this decision was put forward; particularly the one when the HPB and the Planning Commission jointly put additional restrictions on taller buildings in the Historic District in the attempt to regulate walk-out basements. The walkout basement area contributes to the volume and mass of the building. If it is fully underground, it does not contribute to the volume and the mass and there is no reason to count it against gross residential floor area. Director Erickson remarked that this amendment was basically reversing the equation. The old equation said if that if you were not under it was not counted. The new language says that if you are under it is not counted.

Planner Astorga clarified that it was not a matter of adding another layer or removing something. It was an effort to simplify to avoid arguments with the development community who interpret it differently.

Commissioner Phillips understood that the calculation was currently being applied. Nothing was being changed, and it was just a matter of clarifying. Planner Astorga replied that he was correct. It was being clarified by adding another sentence to the definition.

Planner Astorga explained that the language for the BOA was updated because the current language did not specify that all members present have to vote.

Chair Band opened the public hearing.

There were no comments.

Chair Band closed the public hearing.

MOTION: Commissioner Sletten moved to forward a POSITIVE recommendation to the City Council for LMC Amendments replacing the term “record of survey” with “condominium; updating the BOA and the HPB voting language; and amending the definition of Floor Area as described in the Staff report, and as amended this evening to change “may vote...” to “shall vote...”. Commissioner Phillips seconded the motion.

VOTE: The motion passed unanimously.

3. **Land Management Code (LMC) Amendment - Amendment regarding the Use of Club, Private Residence Off-Site in the Recreation Commercial (RC) and Residential Development (RD) zones.**

Planner Laura Newberry noted that Shawn Potter, the applicant’s representative, was present to answer questions.

Planner Newberry reported that this amendment was half applicant-driven and half City-driven. The applicant was proposing to amend Chapter 2.16 for the Recreation Commercial Zoning Conditional Uses to allow club private residence off-site. The Staff was recommending to also add this use as a conditional use to the residential development zone within MPDs, which would include the Deer Valley Base. The primary purpose is to keep resort bases consistent zoning.

The Staff also recommended that both of these zones review the use under an Administrative CUP, and that the use only be allowed within an approved existing commercial space, or a development that has ten or more units and support commercial space. The reason is to limit this to resort bases and larger developments.

Planner Newberry stated that to date two other CUPs have been approved in the HRC zone, which is another zone that allows this use, as shown in Table 2 in the Staff report.

The Staff recommended that the Planning Commission conduct a public hearing and forward a positive recommendation to the City Council to allow the private residence off-site club as a conditional use in the RC and RD MPD zones.

Director Erickson remarked that Park City Village at the Park City Mountain Resort Base was one of the first residence clubs in town, and everyone was still learning how to do them. It also involves a parking garage. Director Erickson noted that Ms. Newberry had researched this all the way back to the original approvals on the condominium space that this potential use may go in as part of an Administrative Conditional Use Permit. She also researched comparable resort communities, and the history of the definition of Private Residence Club Off-site, which Park City adopted in the early 1980s in response to the timeshare/interval ownership craze. It has never been updated since its adoption. When the Staff started to see the inconsistencies in the zoning and it was brought forward as a potential use that could occur within Park City Village, the Planning Department agreed to process this amendment to the Code and clarify what they were doing inside the Deer Valley MPD.

Commissioner Kenworthy disclosed that Shawn Potter represented his wife in a case eight or nine years ago. There has been no other relationship with Mr. Potter since that time.

Shawn Potter, representing the Promontory Club, stated that they were looking forward to putting in a club facility for their members at the Base of Park City Resort. They have a similar type facility at Silver Lake and the new one would basically be the same. There is a shuttle system that runs the members through all the ski resorts. He stated that their snowboard members were very excited to have a place in Park City. Mr. Potter commended Ms. Newberry on doing phenomenal research work. It is an old PUD and it was difficult to find information. He stated that Trent Davis with the HOA had also been very helpful.

Chair Band stated that she is not a big fan of private clubs. Vertical zoning on Main Street does not allow it and she understood that Victory Ranch was allowed through a loophole. She was not opposed to the one at Silver Lake. Chair Band was concerned about the door this amendment might open. Director Erickson replied that the door was already partially opened, but the Code was not clear. It is not allowed in the areas where they want to encourage people to stay rather than generate additional peak traffic, and in areas where they want to encourage transit. The private residence club occurs in other Districts. Director Erickson believed that the benefits of the transit program and keeping skiers and snowboarders on site was greater than the issue of having private clubs. If they begin to see an issue, then the City might back away from it. Director Erickson pointed out that it was an obsolete term dating back to timeshares,

and most other jurisdictions have no regulations on private residence clubs. Director Erickson thought an Administrative Conditional Use Permit was the proper approach. If they see issues in the future, they could place a limit on the number of private clubs within a given distance of each other. Director Erickson did not believe private residence clubs were a threat at this point.

Chair Band clarified that she was not in favor of people walking in a public space and being told they cannot come in. However, she also understood that people like to have a club in their building just for themselves.

Commissioner Sletten read from page 62 of the Staff report, the definitions of Club Private Residence Off-site, which defines the following services, "real estate, restaurant, bar, gaming...". He asked if real estate needed to be further defined because it is such a broad term. Director Erickson stated that if the concern was having sales operations inside the club, real estate could be taken out. Commissioner Sletten did not believe it was applicable for this particular applicant because of the location; but it could be an issue in other areas. Director Erickson explained that the Staff was thinking that it was by invitation only and it would not occur very often. Planner Newberry pointed out that the Staff would have to write a separate amendment to address real estate activities because the definition was not in the use. Director Erickson pointed out that the Planning Commission could make that recommendation to the City Council.

Mr. Potter responded to Chair Band's concern about this being in a public place but being exclusive. He pointed out that the location of this private residence club is under the Pig Pen Saloon. The intent is to keep it very low key and it would probably not attract people from the outside.

Chair Band asked Planner Newberry what she found when she researched other ski towns in terms of private clubs and vibrancy. Planner Newberry stated that none of the resorts she researched regulated Private Club Off-site. It was not even defined in the definitions.

Trent Davis, the property manager for the Lodge at Mountain Village, stated that they had called other private clubs and none of them had any interest in coming into Park City at either the base area or the Lodge.

Chair Band opened the public hearing.

There were no comments.

Chair Band closed the public hearing.

MOTION: Commissioner Sletten moved to forward a POSITIVE recommendation to the City Council for the LMC Amendments to Zoning Chapter 2.16, Recreation Commercial and Chapter 2.13 Residential Development pursuant to the Findings of Fact and Conclusions of Law found in the Staff report; and that the Planning Commission recommends that the City Council amend the definition to remove the word “real estate” from Private Club Off-site. Commissioner Kenworthy seconded the motion.

VOTE: The motion passed unanimously.

**4. Land Management Code (LMC) Amendment – Amending the LMC to address solar energy systems in the Historic Districts (H-zoning districts) by amending LMC 15-1-2 Statement of Purpose, LMC 15-5-5 Architectural Design Guidelines, and 15-15 Defined Terms and specifically the Lot and Site Requirements and Building Height sections for LMC 15-2.1-3, 15-2.1.5, 15-2.2-3, 15-2.2-5, 15-2.3-4, 15-2.3-6, 15-2.4-4, 15-2.4-7, 15-2.5-3, 15-2.5-5, and 15-2.6-5.**

Planner Grahn reported that the Planning Department had been working with the Sustainability Department to reach a Gold SolSmart designation for the City. One issue was how to balance solar with the Historic District because they do not want solar to impede or detract from the District. Planner Grahn remarked that the redlines in the Staff report was how they tried to balance it. The Staff had done considerable research and looked at the National Trust for Historic Preservation and the American Planning Association. They also met with people in Portland.

Planner Grahn stated that Sustainability helped define a definition for “solar energy system” rather than “solar device”. In the H Districts it is treated like an accessory building. For example, free standing solar has to meet the setback requirements for a detached accessory building. Planner Grahn noted that they also spoke with Commissioner Thimm to make sure they were on track. Commissioner Thimm recommended that they tie it more to the requirements of a mechanical system, which has a three-foot rear yard setback instead of a one-foot rear yard setback.

Planner Grahn noted that they went through the Architectural Section of the LMC and provided specific requirements to make sure that solar energy systems are set back from the perimeter of the roof. If it is on a flat roof that it will be hidden by a parapet. If it is on a gable, hip or other sloped roof, it would be set back so it is not visible from the

right-of-way. Planner Grahn noted that there are exceptions to the requirements, but only if it results in a net positive generation, which is equal to 105% or more.

Director Erickson asked if the amendments were reviewed by the HPB. Planner Grahn answered no; however, the HPB had discussed solar with the Design Guidelines revisions.

Chair Band asked for the typical return. Director Erickson replied that the efficiency of the solar varies by where the panel is located and the number of panels, versus the energy demand in the house. He explained that the criteria were set as such because solar is good, but it should not detract from the Historic District. If an owner has done everything possible with updating insulation and windows, the Planning Director has the discretion to modify how the panels are placed on the roof to achieve the energy goal needed to meet the goal of 105%. Chair Band did not think 105% would be easy to achieve. Director Erickson agreed. With the number of panels on the MARC, they were only running 70%, not including heating the pools and the hot tubs, or the air conditioning issues with indoor tennis. That was the reason for looking at each building individually.

Chair Band asked where the 105% came from. Director Erickson stated that the Sustainability Department did the research and came up with 105% as the number necessary to get to net zero. Based on the percentage of other buildings, Chair Band asked if they were creating something that no one could achieve. Director Erickson stated that as they go through redevelopment in the Historic District they were starting to see better wood windows, better insulation, and roof insulation.

Planner Grahn pointed out that currently the majority of the products are actually solar panels. However, Tesla is coming up with a type of roofing shingle. Some standing seam metal roofing products are solar as well. As they see more of those products, it will help improve the efficiency to reach the higher numbers. Director Erickson remarked that the intention was more to tier to the net zero goal rather than push the efficiencies. The way the Code is written gives him more flexibility to adjust the angles to make sure the panels are as efficient as possible without causing distress in the Historic District. Planner Grahn had crafted additional flexibility into the system to make it easier to have more solar in the Historic District.

Director Erickson reported that an independent third party review was done on all the Land Management Codes by a solar energy consulting company called SolSmart. They are funded by the National Research Engineering Laboratory. They parsed all of the Codes to see what systemic impediments there were to doing solar. The consultants provided goals in order for the City to meet gold standard. Therefore,

Planner Grahn had drafted the amendment so the City could achieve a gold standard and the ability to deliver solar with the fewest impediments possible. Director Erickson remarked that the City Council's goal is to protect the District first, and to deliver energy efficiency.

Commissioner Kenworthy asked how solar would affect the Landmark designations. Planner Grahn did not believe it would affect landmark structures. It is much easier to hide solar panels on a commercial building. On residential, if the panels are set back and hidden by adjacent houses, the solar might be noticed from the street but it would not be the first thing anyone sees and the historic character is still maintained.

Commissioner Kenworthy was concerned about protecting Landmark structures. If there is a conflict, he asked if the process gives priority to the Landmark designation. Planner Grahn replied that the current LMC compares the Code to the Design Guidelines; and the stricter of the two apply. Director Erickson pointed out that language in the Code also states that nothing is allowed that would remove the Landmark structure from the National Register.

Commissioner Hall asked how this would apply for integrated technology with the new shingles. Planner Grahn stated that the Planning Department has had a couple of requests for Tesla shingles. Each time they directed the applicant to bring in a sample to make sure they would not want to end up with a glass shingle roof. The shingles should blend in with the Historic District. Commissioner Hall asked if it was an exemption. Planner Grahn recalled that they had included language about technology such as solar shingles. The language states that the size must be similar to conventional asphalt shingles and siding. They shall be similar in color to roofing materials so they blend in. The shingles should not be reflective.

Commissioner Hall wanted to know why the skylight language was so restrictive. Planner Grahn noted that they kept the skylight language as it was before the skylights and solar panels were tied together in one section. They were eventually divided up for more clarity. She offered to relook at skylights if the Commissioners thought there needed to be a future amendment, but the language itself had not changed. They had only removed the solar panel references in that section. Planner Grahn noted that the skylight language applied to all the zones. Director Erickson pointed out that issues with night sky, glare, and other approaches needed to be resolved first. The idea is to minimize light trespass and reduce glare. Skylights contribute to those problems.

Chair Band opened the public hearing.

There were no comments.

Chair Band closed the public hearing.

MOTION: Commissioner Kenworthy moved to forward a POSITIVE recommendation to the City Council for the Land Management Code Amendments amending the LMC to address solar energy systems in the Historic District, pursuant to the Findings of Fact and Conclusions of Law found in the Staff report. Commissioner Sletten seconded the motion.

VOTE: The motion passed unanimously.

The Park City Planning Commission Meeting adjourned at 6:45 p.m.

Approved by Planning Commission: \_\_\_\_\_

Pending Approval





## Planning Commission Staff Report

**Application:** PL-17-03664  
**Subject:** Twisted Branch Road Subdivision  
**Author:** Kirsten Whetstone, MS, AICP, Senior Planner  
**Date:** May 9, 2018  
**Type of Item:** Continuation

### Summary Recommendations

Staff recommends Planning Commission conduct a public hearing and continue this item to May 23, 2018.

### Description

**Owner:** REDUS Park City LLC and Park City Municipal Corporation  
**Applicant:** Michael Demkowics - Alliance Engineering  
**Location:** Guardsman Pass and Twisted Branch Roads and metes and bounds property between them within the Flagstaff Annexation area  
**Zoning:** Residential Development (RD-MPD) and Recreation Open Space (ROS), subject to the Flagstaff Annexation and Development Agreement  
**Adjacent Land Uses:** Deer Valley Resort, Guardsman Pass Road, B2 East Subdivision (undeveloped residential), Red Cloud Subdivision (residential lots) and open space areas and trails.

### Proposal

This is a request for a subdivision plat to create platted lots of record for 1) an on-mountain "Beano's" style restaurant as described in the amended Flagstaff Development Agreement, 2) a City water tank and public trailhead parking, and 3) a small warming shelter (less than 800 square feet in area). The plat will also plat right-of-way (ROW) for existing Twisted Branch Road and create parcels for Deer Valley Resort (ski runs, trails, bridges, snowmaking, access, etc.), open space, and Guardsman Pass Road, including platting the public right-of-way (ROW) for Guardsman Pass Road. No residential development density is proposed or assigned to any of the proposed lots or parcels. Staff is recommending continuation to May 23<sup>rd</sup> to allow additional time for interdepartmental review of the staff report.

**SURVEYOR'S CERTIFICATE**

I, Charles Galati, do hereby certify that I am a Professional Land Surveyor and that I hold License No. 36848 in the State of Utah. I have personally supervised the preparation of this plat and that the same has been or will be monumented on the ground as shown on this plat. I further certify that the information on this plat is accurate.



**LEGAL DESCRIPTION**

All of The Gardner Parcel Subdivision, according to the official plat thereof on file and of record in the Summit County Recorder's Office.

**OWNER'S DEDICATION AND CONSENT TO RECORD**

KNOW ALL MEN BY THESE PRESENTS that SUNSHINE ROSE, INC. the undersigned owner of the above described parcel, has caused this plat amendment to be prepared, and does hereby consent to the recordation of this plat amendment.

In witness whereof, the undersigned set his hand this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

By: Theodora Wong, Manager  
SUNSHINE ROSE, INC.

**ACKNOWLEDGMENT**

State of \_\_\_\_\_, ss: \_\_\_\_\_

County of \_\_\_\_\_, ss: \_\_\_\_\_

On this \_\_\_\_\_ day of \_\_\_\_\_, 2018, Theodora Wong personally appeared before me, whose identity is personally known to me or proven on the basis of satisfactory evidence, that she is the duly authorized representative of SUNSHINE ROSE, INC., and that said document was signed by him on behalf of said corporation by authority of its Board, or Resolution of its Board of Directors, and he acknowledged to me that he executed THE GARDNER PARCEL—FIRST AMENDED.

A Notary Public commissioned in \_\_\_\_\_

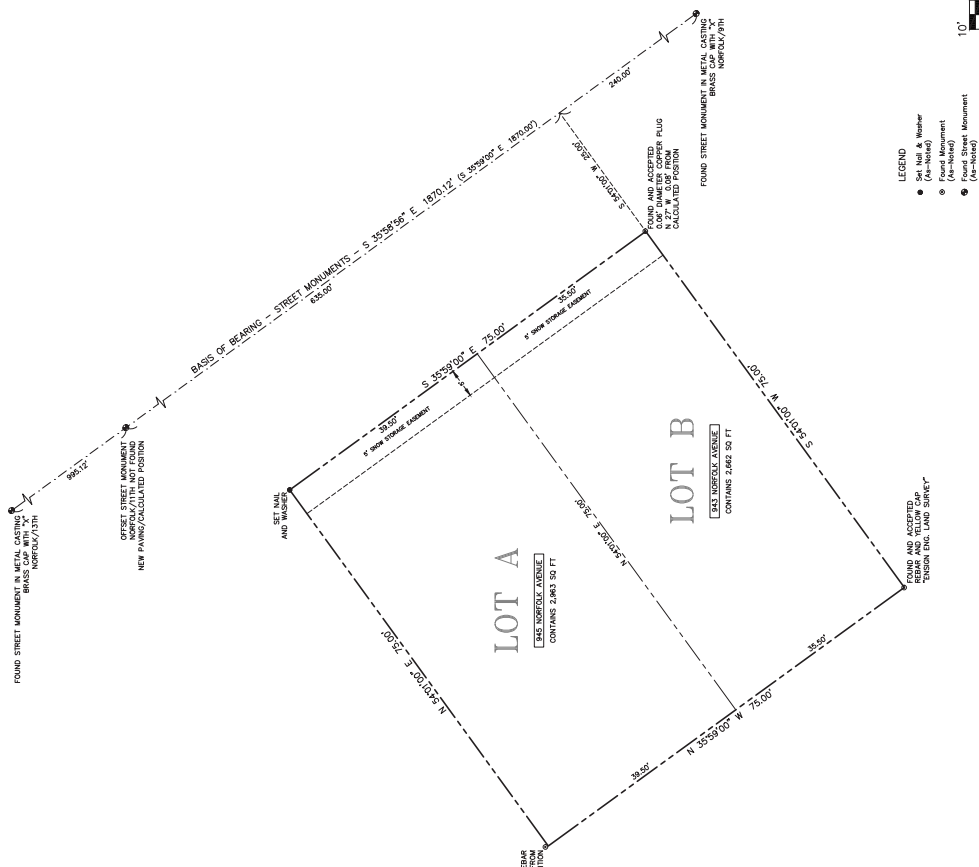
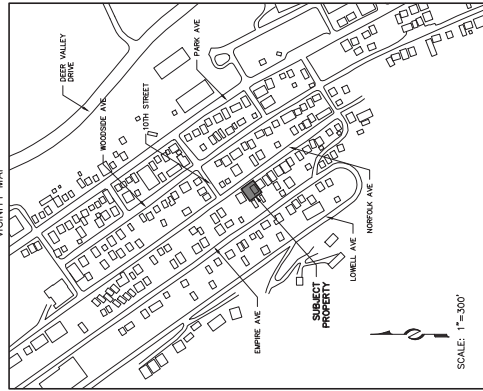
Printed Name: \_\_\_\_\_

Residing in: \_\_\_\_\_

My commission expires: \_\_\_\_\_

**NOTES**

- This plat amendment is subject to the Conditions of Approval in Ordinance 2018-\_\_\_\_\_.
- All Conditions of Approval of The Gardner Parcel, recorded July 26, 1996, as Entry No. 498013 continue to apply and remain in full force and effect.



- LEGEND**
- (As-Noted) Corner
  - (As-Noted) Monument
  - (As-Noted) Monument
  - (As-Noted) Monument



**THE GARDNER PARCEL—FIRST AMENDED**

LOCATED IN THE NORTH HALF OF SECTION 16  
TOWNSHIP 2 SOUTH, RANGE 4 EAST  
SALT LAKE BASE AND MERIDIAN  
PARK CITY, SUMMIT COUNTY, UTAH

<p>JOB NO.: 11-10-17 FILE: X:\Support\addback\form\w\addback\111017.dwg</p> <p>SHEET 1 OF 1</p>							
<p><b>ENGINEER'S CERTIFICATE</b></p> <p>FIND THIS PLAT TO BE IN ACCORDANCE WITH THE REQUIREMENTS OF THE ENGINEERING PROFESSION ACT, UTAH CODE ANN. § 36-2-101, AND FILE IN MY OFFICE THIS _____ DAY OF _____, 2018</p> <p>BY: _____ PARK CITY ENGINEER</p>	<p><b>PLANNING COMMISSION</b></p> <p>APPROVED BY THE PARK CITY PLANNING COMMISSION THIS _____ DAY OF _____, 2018</p> <p>BY: _____ CHAIR</p>	<p><b>SNYDERVILLE BASIN WATER RECLAMATION DISTRICT</b></p> <p>REVIEWED FOR CONFORMANCE TO SNYDERVILLE BASIN WATER RECLAMATION DISTRICT STANDARDS ON THIS _____ DAY OF _____, 2018</p> <p>BY: _____ S.B.W.R.D.</p>	<p><b>PLANNING COMMISSION</b></p> <p>APPROVED AS TO FORM THIS _____ DAY OF _____, 2018</p> <p>BY: _____ PARK CITY ATTORNEY</p>	<p><b>ENGINEER'S CERTIFICATE</b></p> <p>FIND THIS PLAT TO BE IN ACCORDANCE WITH THE REQUIREMENTS OF THE ENGINEERING PROFESSION ACT, UTAH CODE ANN. § 36-2-101, AND FILE IN MY OFFICE THIS _____ DAY OF _____, 2018</p> <p>BY: _____ MAYOR</p>	<p><b>COUNCIL APPROVAL AND ACCEPTANCE</b></p> <p>APPROVAL AND ACCEPTANCE BY THE PARK CITY COUNCIL THIS _____ DAY OF _____, 2018</p>	<p><b>CERTIFICATE OF ATTEST</b></p> <p>I CERTIFY THIS PLAT MAP WAS FILED BY PARK CITY COUNCIL THIS _____ DAY OF _____, 2018</p> <p>BY: _____ PARK CITY RECORDER</p>	<p><b>RECORDED</b></p> <p>STATE OF UTAH, COUNTY OF SUMMIT, AND FILED AT THE REQUEST OF _____</p> <p>DATE: _____</p> <p>RECORDER: _____</p> <p>FEE: _____</p> <p>TIME: _____</p> <p>ENTRY NO.: _____</p>

(435) 445-4447

**SUMMIT COUNTY SURVEYORS AND PLANNERS**

CONSULTING ENGINEERS, LAND PLANNERS, SURVEYORS

322 Main Street, P.O. Box 2044, Park City, Utah 84050-2044

# THE GARDNER PARCEL SURVEY

LOCATED IN THE NORTH HALF OF SECTION 16  
TOWNSHIP 2 SOUTH, RANGE 4 EAST,  
SALT LAKE BASE AND MERIDIAN  
RECORD OF SURVEY—EXISTING CONDITIONS  
SUMMIT COUNTY, UTAH



**SURVEYOR'S CERTIFICATE**

I, Charles Galati, certify that I am a Professional Land Surveyor and that I hold Certificate No. 7248991, as prescribed by the laws of the State of Utah. I further certify that under my direct supervision and control, I have caused to be made and plotted the above described survey and to the best of my knowledge this plot is a correct representation of said survey.

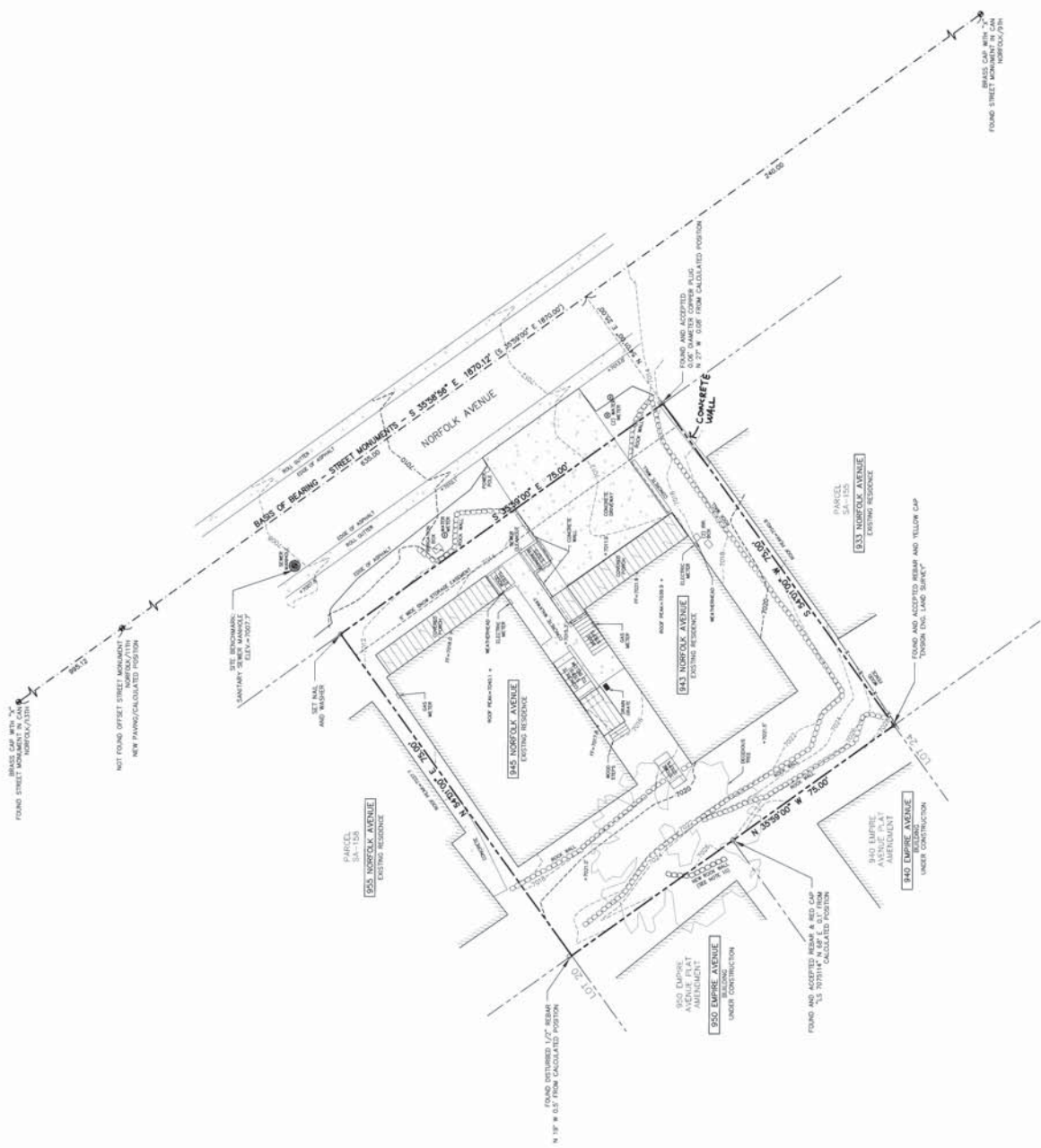
**LEGAL DESCRIPTION**

All of The Gardner Parcel Subdivision according to the official plot recorded as entry No. 459013 on file in the Summit County Recorder's Office.  
Contains 5,625 SQ. FT.

**NOTES**

1. Basis of Bearing for this survey is between the found brass cap street monuments as shown on this plot.
2. Field work for this survey was performed August 17, 2017, and is in compliance with generally accepted industry standards for accuracy.
3. The purpose of this survey was to locate and monument the boundary in addition to performing an Existing Conditions and Topography survey for the future subdivision of the property.
4. A Title Report was not provided to the surveyor and only statements shown on The Gardner Parcel Subdivision were located as part of this survey. Other statements may exist.
5. Recorded deeds, The Gardner Parcel Subdivision, 940 Empire Avenue Plat Amendment, 930 Empire Avenue Plat Amendment, recorded surveys S-1770, S-1516, S-1123, S-8016, S-8155, S-8220 and physical monuments were used as needed to determine the boundary as shown on this plot.
6. The architect is responsible for verifying building setbacks, zoning requirements and building heights.
7. Property corners were set or found as shown.
8. Record bearing and distances when different than measured are in parentheses ( ).
9. Site Benchmark: Sanitary Sewer Manhole Elevation=7007.7' as shown.
10. There is a rock wall encroaching in the property pertinent to the construction in the adjacent property.

- LEGEND**
- Set Nail & Washer (As-Noted)
  - Found Monument (As-Noted)
  - Found Street Monument (As-Noted)




<p>(40) 847-4427</p> <p>CONSULTING ENGINEERS LAND PLANNERS SURVEYORS 333 East Street, P.O. Box 2044, Fort Collins, CO 80502-2044</p>	<p><b>STAFF:</b> OWNER: JASON WYNE SURVEYOR: STEVE COMANT PLANNERS: JASON WYNE</p>	<p><b>EXISTING CONDITIONS &amp; TOPOGRAPHIC MAP</b> <b>THE GARDNER PARCEL</b> <b>943 &amp; 945 NORFOLK</b></p>	<p><b>SHEET</b> 1 <b>OF</b> 1</p>
	<p><b>FOR: RENEW KINO</b> <b>JOB NO.: 5-8-17</b> <b>FILE: X:\SystemAddress\Map\m\m\m\050817-050817-Gardner Parcel Survey</b></p>	<p><b>DATE: 9/13/17</b></p>	





SUBJECT  
PROPERTY

 ALLSTATE HOMEOWNERS SERVICES 322 West Street, P.O. Box 4447, Tallahassee, Florida 32302-2447 (407) 944-4447	STAFF: RYAN BETZ MARSHALL KING	ABRIAL PHOTOGRAPH THE GARDNER PARCEL BLOCK 15, SNYDER'S ADDITION	SHEET 1	
	DATE: 10/19/17	FOR: SUNSHINE ROSE, INC.	OF 1	
		JOB NO: 17-10-1		
		FILE: K:\SnyderAddition\dwg\PlotE\shhshh\GPA\Gardner_Parcel-ortho.dwg		

## Planning Commission Staff Report

**Subject:** The Gardner Parcel-First Amended  
**Author:** Anya Grahn, Historic Preservation Planner  
**Project Number:** PL-18-03810  
**Date:** May 9, 2018  
**Type of Item:** Legislative – Plat Amendment

### Summary Recommendations

Staff recommends the Planning Commission hold a public hearing for the Gardner Parcel-First Amended located at 943-945 Norfolk Avenue and consider forwarding a positive recommendation to the City Council based on the Findings of Fact, Conclusions of Law, and Conditions of Approval as found in the draft ordinance.

### Description

**Applicant:** Sunshine Rose, Inc.  
**Location:** 943-945 Norfolk Avenue  
**Zoning:** Historic Residential (HR-1)  
**Adjacent Land Uses:** Single family, condominium, and duplex structures  
**Reason for Review:** Plat Amendments require Planning Commission review and City Council review and action.

### Proposal

The Gardener Parcel Subdivision was recorded in 1996 to combine three (3) Old Town Lots of Record into one lot totaling 5,625 square feet. The property has since sold to the current owner, Sunshine Rose, Inc., in 2017, and the current owner wishes to subdivide the lot into two parcels. The house at 945 Norfolk Avenue is designated as Landmark on the Park City Historic Sites Inventory (HSI); a non-historic detached accessory building containing a garage and accessory apartment were built at 943 Norfolk Avenue in 1994.

### Background

The historic development of 945 Norfolk Avenue has been outlined in its [Historic Site Form](#).

In 1995, then-owners Katherine and Brian Gardener submitted a plat amendment application to the Planning Department to combine “All of Lots 10, 11, & 12, Blk. 15, Snyders Addition to Park City.” On March 16, 1995, the Park City Council approved the plat amendment as part of [Ordinance 95-13](#) (see page 236). The plat was recorded with the Summit County Recorder on July 16, 1996.

Recently, several Historic District Design Review Pre-applications (Pre-app) were submitted when this property was put up for sale. On October 19, 2017, the current owner submitted a Pre-app for the development of the site; a Historic District Design

Review (HDDR) application was then submitted on March 13, 2018. The HDDR application was deemed complete on March 19, 2018. The applicant is proposing to subdivide the lot. In doing so, the historic house will be restored at 945 Norfolk and the new lot will be redeveloped. The applicant is proposing to demolish the existing detached garage-accessory apartment structure at 943 Norfolk Avenue; it is not a historic structure as it was built in 1994. The Historic Preservation Board reviewed the application and approved the Material Deconstruction associated with the HDDR application on May 2, 2018 [See [Staff Report](#) (starting page 43)]. The HDDR is currently under review by the Planning Department.

On March 6, 2018, the applicant also submitted an application to subdivide the existing lot into two (2) lots of record. The application was deemed complete on March 8, 2018.

In anticipation of the plat amendment review, the applicant submitted a building permit to demolish the detached garage structure and non-historic landscape improvements at 943 Norfolk Avenue on April 17, 2018. The permit has not yet been issued.

### **Purpose**

The purpose of the Historic Residential (HR-1) District is to:

- A. preserve present land Uses and character of the Historic residential Areas of Park City,
- B. encourage the preservation of Historic Structures,
- C. encourage construction of Historically Compatible Structures that contribute to the character and scale of the Historic District and maintain existing residential neighborhoods,
- D. encourage single family Development on combinations of 25' x 75' Historic Lots,
- E. define Development parameters that are consistent with the General Plan policies for the Historic core, and
- F. establish Development review criteria for new Development on Steep Slopes which mitigate impacts to mass and scale and the environment.

### **Analysis**

The purpose of this application is to subdivide the existing lot of record into two (2) lots. Lot A will contain the historic house at 945 Norfolk Avenue. The existing detached garage-accessory apartment structure (built in 1994) at 943 Norfolk Avenue (Lot B) will be demolished and the vacant lot will be redeveloped with a new single-family house. The applicant has already submitted a demolition permit through the Park City Building Department to remove the structure at 943 Norfolk Avenue.

Alliance Engineering has provided a site plan showing the number of encroachments that will exist due to the new lot line dividing the lot. At the front of the property, there are several non-historic retaining walls that have been built in the right-of-way in front of (and to the east of) 943 and 945 Norfolk Avenue. Between the structures, there is a concrete deck and stairs leading from 943 Norfolk to the shared driveway. The covered porch on 943 Norfolk Avenue also extends over the proposed subdivision line and into the 945 Norfolk Avenue property. Along the rear (west) property there is an existing

retaining wall that encroaches onto the 945 Norfolk Avenue property from 950 Empire Avenue; survey note #10 states, "There is a rock wall encroaching in the property pertinent to the construction of the adjacent property." There is also a retaining wall that extends from 945 Norfolk Avenue into the property to the north at 955 Norfolk Avenue.

The Historic Preservation Board (HPB) reviewed the applicant's request for Material Deconstruction on May 2, 2018. During that review, the HPB considered the historical significance of these encroachments. As they are not historic features of the site, the HPB approved the removal of the rock and stone retaining walls, sidewalks, landscaped stairs, driveway, and other improvements. As previously indicated, the applicant has also submitted a demolition permit to remove the detached garage structure at 943 Norfolk Avenue as well as these site improvements.

Staff has added the following Conditions of Approval to address these encroachments:

5. *There are non-historic retaining walls that encroach into the right-of-way in front of both 943 and 945 Norfolk Avenue. The applicant shall remove these encroachments prior to recording the plat.*
6. *Prior to recording the plat, the applicant shall remove the non-historic encroachments between the two properties, including the concrete deck and stairs as well as the series of stone retaining walls in the backyard.*
7. *The applicant shall either remove the contemporary rock retaining walls or enter into an encroachment agreement with the neighbor at 950 Empire Avenue for the rock retaining wall that extends from 950 Empire Avenue into 945 Norfolk Avenue.*
8. *The applicant shall remove the contemporary rock retaining wall that extends from 945 Norfolk Avenue into the property directly north at 955 Norfolk.*

The applicant must demolish the existing building (1994 garage) at 943 Norfolk Avenue prior to recording this plat amendment. This will resolve any existing non-conformities that would be caused by this subdivision as the proposed subdivision line will be immediately adjacent to the north side of the c.1994 detached structure. Staff has added Condition of Approval #9 to address this.

Per LMC 15-2.2-4 Existing Historic Structures that do not comply with Building Footprint, Building Height, Building Setbacks, Off-Street parking, and driveway location standards are valid Complying Structures.



	LMC Requirements for HR-1 District (Based on Existing Lot Size):	Existing Conditions:	Proposed Lot A (945 Norfolk—Historic House)	Proposed Lot B (943 Norfolk—Non-Historic Detached Accessory Building)
Minimum Lot Size	1,875 sf.	5,625 sf.	2,963 sf.; <b>complies</b>	2,662 sf.; <b>complies</b>
Allowed Footprint	2,050.31 sf.	Allowed: 2,050.31 sf.  Existing: 2,146.875 sf.; <b>legal non-complying<sup>2</sup></b>	Allowed: 1,254.275 sf.  Existing: 1,186.875 sf.; <b>complies</b>	Allowed: 1,146.079 sf.  Existing: 960 sf.; <b>complies</b>
Setbacks	(Based on 75' x 75' lot):		(Based on 39.50' by 75' Lot)	Based on 35.50'x75' Lot)
Front Yard	10 ft.	7 ft. <sup>1</sup> ; <b>complies</b>	7 ft. <sup>1</sup> ; <b>valid non-complying</b>	17 ft.; <b>complies</b>
Rear Yard	10 ft.	16 ft.; <b>complies</b>	19 ft.; <b>complies</b>	16 ft.; <b>complies</b>
Side Yard	5 ft., total of 18 ft.	2 ft. <sup>1</sup> , 11 ft., total of 13 ft.; <b>valid non-complying</b>	2 ft. <sup>1</sup> , 6 ft., total 8 ft.; <b>valid non-complying</b>	0 ft., 12 ft., 12 ft. total; <b>legal non-complying<sup>2</sup></b>
Building Height above Existing Grade	27 ft.; 10 ft. horizontal step on the downhill façade	26.1 ft.; <b>complies</b>  23.9 ft.; <b>complies</b>	26.1 ft.; <b>complies</b>  No 10 ft. step; <b>valid non-complying<sup>1</sup></b>	23.9 ft.; <b>complies</b>  No 10 ft. step; <b>legal non-complying<sup>2</sup></b>

<sup>1</sup> Condition is caused by the Historic House. Historic House is Valid Non-Complying Structure.

<sup>2</sup> The addition (943 Norfolk Avenue) was constructed legally in 1994-1995 prior to the adoption of LMC provisions requiring a 10 ft. horizontal step in the downhill façade in 2009 and footprint limitations. Under the 1993 LMC that this project was reviewed, the LMC regulated house size by Floor Area Ratio (FAR); however, it also exempted renovations, additions, or expansions to historic houses from the FAR requirements.

### **Good Cause**

In 1995, the plat amendment was approved with a 5 foot wide snow storage easement; since then, the City has been consistent in requesting a 10 foot wide snow storage easement adjacent to the right-of-way. Staff has added a Condition of Approval #4 to ensure that this occurs.

### **Process**

The approval of this plat amendment application by the City Council constitutes Final Action that may be appealed following the procedures found in LMC §15-1-18.

### **Department Review**

This project has gone through an interdepartmental review. No further issues were brought up at that time.

### **Notice**

On April 25, 2018, the property was posted and notice was mailed to property owners within 300 feet. Legal notice was also published in the Park Record and the Utah Public Notice Website on April 21, 2018, according to requirements of the Land Management Code.

### **Public Input**

No public input has been received by the time of this report.

### **Alternatives**

- The Planning Commission may forward a positive recommendation to the City Council for the Gardner Parcel-First Amended located at 943-945 Norfolk Avenue as conditioned or amended; or
- The Planning Commission may forward a negative recommendation to the City Council for the Gardner Parcel-First Amended located at 943-945 Norfolk Avenue and direct staff to make Findings for this decision; or
- The Planning Commission may continue the discussion on the Gardner Parcel-First Amended located at 943-945 Norfolk Avenue and request additional information or analysis in order to make a recommendation.

### **Significant Impacts**

There are no significant fiscal or environmental impacts from this application.

### **Consequences of not taking recommended action**

A consequence of not taking the Planning Department's recommendation is that the site would continue to be one parcel containing two units. Should the applicant not subdivide the lots, the applicant could tear down the 1994 addition and construct a large addition to the south side of the historic house. This would not be favorable to the historic character of Old Town.

### **Summary Recommendation**

Staff recommends the Planning Commission hold a public hearing for the Gardner Parcel-First Amended located at 943-945 Norfolk Avenue and consider forwarding a positive recommendation to the City Council based on the Findings of Fact, Conclusions of Law, and Conditions of Approval as found in the draft ordinance.

### **Exhibits**

Exhibit A – Draft Ordinance with Proposed Plat (Attachment 1)

Exhibit B – Survey of Existing Conditions

Exhibit C – Proposed Lot Line Superimposed on Existing Survey

Exhibit D – Aerial Photographs with 500' Radius & Site Photographs

**Ordinance No. 18-XX**

AN ORDINANCE APPROVING THE GARDNER PARCEL-FIRST AMENDED SUBDIVISION LOCATED AT 943-945 NORFOLK AVENUE, PARK CITY, UTAH.

WHEREAS, the owner of the property located at 943-945 Norfolk Avenue has petitioned the City Council for approval of the Plat Amendment; and

WHEREAS, on April 21, 2018, the property was properly noticed and posted according to the requirements of the Land Management Code; and

WHEREAS, on April 25, 2018, proper legal notice was published according to requirements of the Land Management Code and courtesy letters were sent to surrounding property owners; and

WHEREAS, the Planning Commission held a public hearing on May 9, 2018, to receive input on plat amendment; and

WHEREAS, the Planning Commission, on May 9, 2018, forwarded a \_\_\_\_\_ recommendation to the City Council; and,

WHEREAS, on May 31, 2018, the City Council held a public hearing to receive input on the plat amendment; and

WHEREAS, it is in the best interest of Park City, Utah to approve the Gardner Parcel-First Amended located at 943-945 Norfolk Avenue.

NOW, THEREFORE BE IT ORDAINED by the City Council of Park City, Utah as follows:

**SECTION 1. APPROVAL.** The Gardner Parcel-First Amended located at 943-945 Norfolk Avenue, as shown in Attachment 1, is approved subject to the following Findings of Facts, Conclusions of Law, and Conditions of Approval:

**Findings of Fact:**

1. The property is located at 943-945 Norfolk Avenue.
2. The historic house at 945 Norfolk Avenue was constructed in 1896 by Nathaniel J. Williams.
3. In July 1994, the Historic District Commission (HDC) approved the construction of a new addition that included a four-car parking garage and 1,200 square foot apartment to the south of the historic house. The design mimicked the roof form, dormers, materials, and detailing of the historic house.
4. At the time of the HDC's approval, the use was considered a "duplex" and the house and garage. The garage and accessory apartment are in a detached structure, separate from the historic house.

5. In 1995, the Park City Council approved Ordinance 95-13, a plat amendment to combine "All of Lots 10, 11, & 12, Blk 15, Snyders Addition to Park City." The Gardner Parcel was recorded with the Summit County Recorder on July 16, 1996.
6. In 2009, this site was listed on Park City's Historic Sites Inventory (HSI) and was designated as Landmark.
7. The applicant submitted a Historic District Design Review (HDDR) application on March 13, 2018; it was deemed complete on March 19, 2018. The HDDR application is currently under review by the Planning Department.
8. The Historic Preservation Board reviewed and approved the Material Deconstruction on May 2, 2018. They determined that the contemporary site improvements were not historic and approved the removal of rock and stone retaining walls, sidewalks, landscaped stairs, driveway, and other improvements.
9. The current application proposes to subdivide the lot into two legal lots of record. Lot A (945 Norfolk Avenue) will contain 2,963 square feet; while Lot B (943 Norfolk Avenue) will contain 2,662 square feet.
10. On April 17, 2018, the applicant submitted a build permit to demolish the detached garage structure and non-historic landscape improvements at 943 Norfolk Avenue. The permit has not yet been issued.
11. Along the front (east) side of the property, there are retaining walls that encroach into the city right-of-way.
12. Between the two buildings there are a concrete walkway, wood and concrete steps, and a portion of the covered porch at 943 Norfolk Avenue that will encroach over the proposed subdivision line.
13. Along the rear (west) yard, there is an existing retaining wall that encroaches onto the 945 Norfolk Avenue property from 950 Empire Avenue. Survey note #10 states, "There is a rock wall encroaching in the property pertinent to the construction of the adjacent property."
14. In the rear yard, there is also a retaining wall that extends from 945 Norfolk Avenue into the property to the north at 955 Norfolk, as well as a series of retaining walls the cross over the proposed subdivision line between 943 and 945 Norfolk Avenue.
15. LMC § 15-2.2-4 indicates that historic structures that do not comply with building setbacks are valid complying structures.
16. Per LMC 15-2.2-3 (A), the minimum Lot Area is 1,875 square feet for a Single Family Dwelling; Lot A will comply at 2,963 square feet, and Lot B will comply at 2,662 square feet.
17. Per LMC 15-2.2-3 (D), the building footprint is based on the Lot Size. Lot A will produce an allowable footprint of 1,254.275 square feet; it currently has a footprint of 1,186.875 square feet. Lot B will produce an allowable footprint of 1,146.079 square feet; it currently has a footprint of 960 square feet.
18. Per LMC 15-2.2-3(E), the minimum Front and Rear Yard setbacks for Lots with a depth up to 75 feet, such as these proposed lots, is 75 feet. Following the subdivision, Lot A containing the Historic House will have a front yard setback of 7 feet and a rear yard setback of 19 feet; historic structures are valid non-complying buildings. With the existing structure, Lot B will have a front yard setback of 17 feet and a rear yard setback of 16 feet.

19. Per LMC 15-2-2-3(H), the minimum side yard increases for lots greater than 37.5 feet in width. Lot A has a proposed lot width of 39.50 and will require side yard setbacks of 5 feet for a total of 10 feet; with the Historic house, the site will have a 2 foot side yard setback on the north side and a 6 foot side yard setback on the south side. Lot B has a proposed lot width of 35.50 and will require 3 foot setbacks for a total of 6 feet; with the existing detached garage-accessory apartment structure, the site will have 0 ft. setback on the north side and 12 foot setback on the south side.
20. Per LMC 15-2.2-5 Building Height, no structure shall be erected to a height greater than 27 feet from Existing Grade. The Historic house has a height of 26.1 feet and the 1994 garage-accessory apartment addition has a height of 23.9 feet. The historic house was constructed prior to the requirement of a 10 foot horizontal step in the downhill façade; it is a valid non-complying structure. The detached garage-accessory apartment was built in 1994 prior to the requirement of a 10 foot horizontal step in the downhill façade; it is legal non-complying.
21. The 1994 garage-accessory apartment addition to the site is legal non-complying; however, the applicant has proposed to demolish it and redevelop Lot B. It does not cross the proposed subdivision line, but would have a 0 foot setback if the building were to remain.
22. The 1995 plat amendment approval included a five foot (5') snow storage easement along the Norfolk Avenue right-of-way. The City has since been consistent in requiring a 10 foot snow storage easement.
23. The Park City Planning Department received the plat amendment application on March 6, 2018; the application was deemed complete on March 8, 2018.
24. All findings within the Analysis section and the recitals above are incorporated herein as findings of fact.

**Conclusions of Law:**

1. There is good cause for this Plat Amendment.
2. The Plat Amendment is consistent with the Park City Land Management Code and applicable State law regarding lot combinations.
3. Neither the public nor any person will be materially injured by the proposed Plat Amendment.
4. Approval of the Plat Amendment, subject to the conditions stated below, does not adversely affect the health, safety and welfare of the citizens of Park City.

**Conditions of Approval:**

1. The City Planner, City Attorney, and City Engineer will review and approve the final form and content of the plat for compliance with State law, the Land Management Code, and the conditions of approval, prior to recordation of the plat.
2. The applicant will record the plat at the County within one year from the date of City Council approval. If recordation has not occurred within one (1) years' time, this approval for the plat will be void, unless a request for an extension is made in writing prior to the expiration date and an extension is granted by the City Council.
3. Residential fire sprinklers will be required for all new construction per requirements of the Chief Building Official.

4. A 10 foot wide public snow storage easement along the frontage of Norfolk Avenue is required and shall be provided on the plat.
5. There are non-historic retaining walls that encroach into the right-of-way in front of both 943 and 945 Norfolk Avenue. The applicant shall remove these encroachments prior to recording the plat.
6. Prior to recording the plat, the applicant shall remove the non-historic encroachments between the two properties, including the concrete deck and stairs as well as the series of stone retaining walls in the backyard.
7. The applicant shall either remove the contemporary rock retaining walls or enter into an encroachment agreement with the neighbor at 950 Empire Avenue for the rock retaining wall that extends from 950 Empire Avenue into 945 Norfolk Avenue.
8. The applicant shall remove the contemporary rock retaining walls that extend from 945 Norfolk Avenue into the property directly north.
9. The applicant shall demolish the garage-accessory apartment structure at 943 Norfolk Avenue prior to recording the plat.

**SECTION 2. EFFECTIVE DATE.** This Ordinance shall take effect upon publication.

PASSED AND ADOPTED this 31st day of May, 2018.

PARK CITY MUNICIPAL CORPORATION

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Andy Beerman, MAYOR

ATTEST:

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Michelle Kellogg, City Recorder

APPROVED AS TO FORM:

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Mark Harrington, City Attorney

**SURVEYOR'S CERTIFICATE**  
 IN ACCORDANCE WITH SECTION 10-50-608 OF THE UTAH CODE, I, CHAD A. ANDERSON, DO HEREBY CERTIFY THAT I AM A LICENSED SURVEYOR HOLDING LICENSE NUMBER 775638 IN ACCORDANCE WITH TITLE 58, CHAPTER 101 OF THE PROFESSIONAL ENGINEERS AND PROFESSIONAL LAND SURVEYORS LICENSING ACT.  
 I FURTHER CERTIFY THAT THIS PLAT AMENDMENT WAS PREPARED BY ME AND UNDER MY DIRECTION IN ACCORDANCE WITH THE REQUIREMENTS OF THE PARK CITY MUNICIPAL CORPORATION.



CHAD ANDERSON  
 PROFESSIONAL LAND SURVEYOR  
 DATE \_\_\_\_\_  
 SURVEYOR'S SEAL

**DEED DESCRIPTION**  
 ALL OF LOT 1 AND THE SOUTH 1/2 OF LOT 2, BLOCK 6, SNOWBERRIES ADDITION TO PARK CITY, ACCORDING TO THE OFFICIAL PLAT THEREOF, ON FILE AND OF RECORD IN THE SUMMIT COUNTY RECORDER'S OFFICE.

**BOUNDARY DESCRIPTION**  
 ALL OF LOT 1 AND THE SOUTH 1/2 OF LOT 2, BLOCK 6, SNOWBERRIES ADDITION TO PARK CITY, ACCORDING TO THE OFFICIAL PLAT THEREOF, ON FILE AND OF RECORD IN THE SUMMIT COUNTY RECORDER'S OFFICE.

**BASIS OF BEARING**  
 THE BASIS OF BEARING IS NORTH BY REFERENCE TO THE SURVEY MONUMENT IN THE INTERSECTION OF PARK AVENUE AND 12TH STREET AND THE SURVEY MONUMENT IN THE INTERSECTION OF PARK AVENUE AND 14TH STREET.

**OWNER'S DEDICATION**  
 KNOW ALL MEN BY THESE PRESENTS THAT I (WE) THE UNDERSIGNED OWNER(S) OF THE TRACT(S) OF LAND SHOWN AND DESCRIBED ON THIS SUBDIVISION PLAT, HAVE CAUSED THE SAME TO BE SUBDIVIDED INTO LOTS, STREETS AND EASEMENTS TO BE HEREAFTER KNOWN AS THE MAP WAS SUBMITTED AND AMENDED, DO HEREBY DEDICATE FOR THE PERPETUAL USE OF THE PUBLIC ALL PARCELS OF LAND SHOWN ON THIS PLAT AS INTENDED FOR PUBLIC USE.  
 IN WITNESS WHEREOF, I HAVE HEREUNTO SET MY HAND THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
 PRINTED NAME  
 DATE \_\_\_\_\_  
 FEE OWNER (OR AGENT)

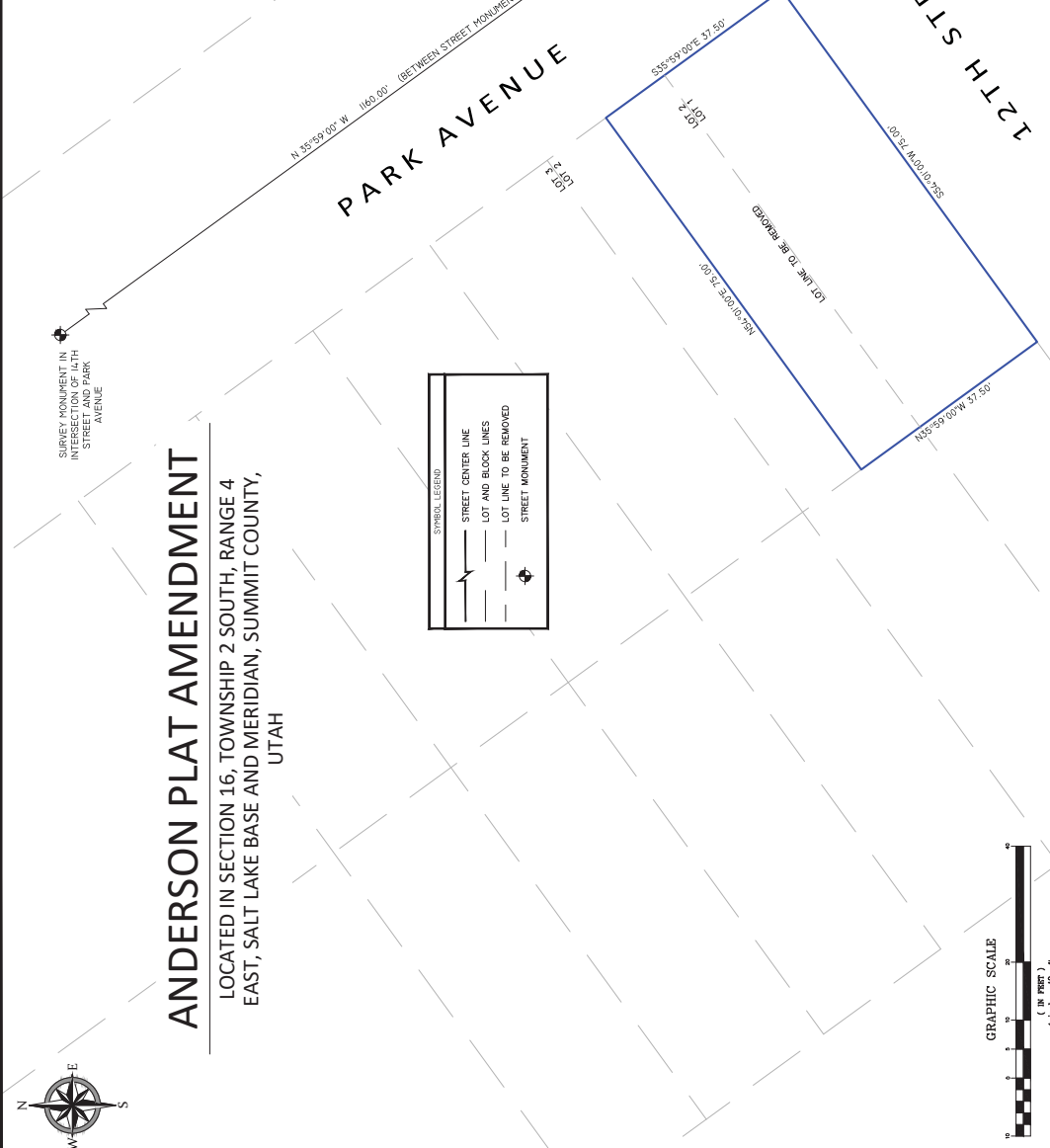
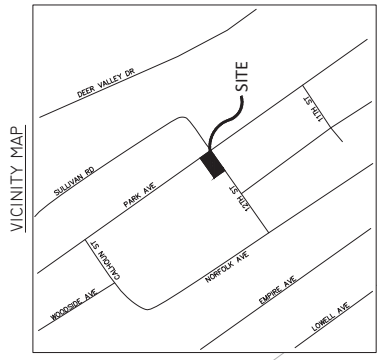
\_\_\_\_\_  
 PRINTED NAME  
 DATE \_\_\_\_\_  
 FEE OWNER (OR AGENT)

**ACKNOWLEDGEMENT**  
 STATE OF \_\_\_\_\_  
 COUNTY OF \_\_\_\_\_  
 ON THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_\_\_, PERSONALLY APPEARED BEFORE ME, THE UNDERSIGNED NOTARY PUBLIC, IN AND FOR SAID COUNTY OF \_\_\_\_\_, THE SIGNER OF THE ABOVE OWNER'S DEDICATION, WHO AFTER BEING DULY SWORN, ACKNOWLEDGED TO ME THAT HE SIGNED THE OWNER'S DEDICATION FREELY AND VOLUNTARILY FOR AND IN BEHALF OF SAID CORPORATION FOR THE PURPOSES MENTIONED AND THAT SAID CORPORATION EXECUTED THE SAME.  
 MY COMMISSION EXPIRES: \_\_\_\_\_

\_\_\_\_\_  
 SIGNATURE, NOTARY PUBLIC  
 RESIDING IN \_\_\_\_\_ COUNTY, \_\_\_\_\_

**RECORDER**  
 STATE OF UTAH, COUNTY OF SUMMIT, AND FILED AT THE REQUEST OF \_\_\_\_\_  
 DATE \_\_\_\_\_ TIME \_\_\_\_\_ BOOK \_\_\_\_\_ PAGE \_\_\_\_\_  
 FEE \_\_\_\_\_

\_\_\_\_\_  
 SIGNATURE - SUMMIT COUNTY RECORDER



**ANDERSON PLAT AMENDMENT**

LOCATED IN SECTION 16, TOWNSHIP 2 SOUTH, RANGE 4 EAST, SALT LAKE BASE AND MERIDIAN, SUMMIT COUNTY, UTAH

ELEMENT LAND SURVEYING 2296 SOUTH 270 EAST, HEBER CITY UT 84032 801-592-5975 & 801-657-8748

	SNYDERVILLE BASIN WATER RECLAMATION DISTRICT REVIEWED FOR CONFORMANCE TO SNYDERVILLE BASIN WATER RECLAMATION DISTRICT STANDARDS. ON THIS _____ DAY OF _____, 2017.	PLANNING COMMISSION APPROVED BY THE PARK CITY PLANNING COMMISSION INFORMATION ON FILE IN MY OFFICE. ON THIS _____ DAY OF _____, 2017.	ENGINEER'S CERTIFICATE I FIND THIS PLAT TO BE IN ACCORDANCE WITH INFORMATION ON FILE IN MY OFFICE. ON THIS _____ DAY OF _____, 2017.	APPROVAL AS TO FORM APPROVED AS TO FORM. ON THIS _____ DAY OF _____, 2017.	CERTIFICATE OF ATTEST I CERTIFY THIS RECORD OF SURVEY MAP WAS APPROVED BY PARK CITY COUNCIL. ON THIS _____ DAY OF _____, 2017.	COUNCIL APPROVAL AND ACCEPTANCE APPROVAL AND ACCEPTANCE BY THE PARK CITY COUNCIL. ON THIS _____ DAY OF _____, 2017.
	CHAIRMAN	CHAIRMAN	PARK CITY ENGINEER	PARK CITY ATTORNEY	PARK CITY RECORDER	MAYOR
	SNYDERVILLE BASIN WATER RECLAMATION DISTRICT	PLANNING COMMISSION	ENGINEER'S CERTIFICATE	APPROVAL AS TO FORM	CERTIFICATE OF ATTEST	COUNCIL APPROVAL AND ACCEPTANCE
	SNYDERVILLE BASIN WATER RECLAMATION DISTRICT	PLANNING COMMISSION	ENGINEER'S CERTIFICATE	APPROVAL AS TO FORM	CERTIFICATE OF ATTEST	COUNCIL APPROVAL AND ACCEPTANCE
	SNYDERVILLE BASIN WATER RECLAMATION DISTRICT	PLANNING COMMISSION	ENGINEER'S CERTIFICATE	APPROVAL AS TO FORM	CERTIFICATE OF ATTEST	COUNCIL APPROVAL AND ACCEPTANCE





**Exhibit C**



**SYMBOL LEGEND**

	DEED LINE
	SURVEY BOUNDARY
	BUILDING
	CONCRETE
	ASPHALT
	WATER METER
	SEWER MANHOLE
	LIGHT POLE
	FOUND MONUMENT
	GAS METER

**SURVEYOR'S CERTIFICATE**

I, **REED ANDERSON**, AS SURVEYOR, HEREBY CERTIFY THAT I AM A PROFESSIONAL LAND SURVEYOR AND THAT THIS CERTIFICATE NO. 7252424, AS PRESCRIBED UNDER THE LAWS OF THE STATE OF UTAH, IS HEREBY CERTIFY THAT I HAVE PERSONALLY CONDUCTED THE SURVEY AND THAT THIS PLAN IS A TRUE AND CORRECT REPRESENTATION OF SAID SURVEY.

DATE: 16-07-2024

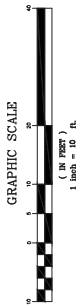
**SURVEYOR'S NARRATIVE**

THE PURPOSE OF THIS SURVEY IS TO PROVIDE INFORMATION ON EXISTING CONDITIONS TO AND IN A FUTURE REDEVELOPMENT SURVEY AND RECORD IN THE SUMMIT COUNTY RECORDERS OFFICE.

**DESCRIPTION**

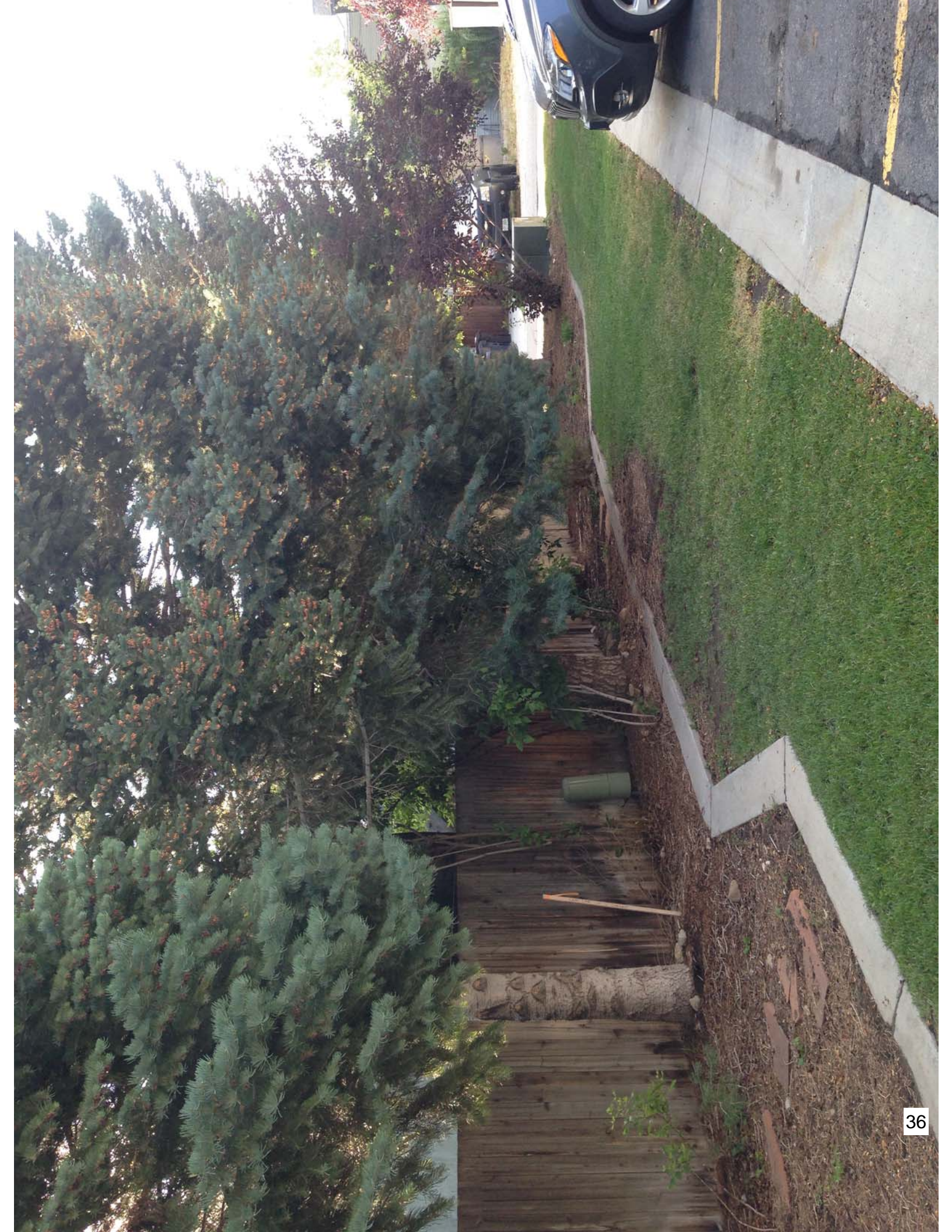
ALL OF LOT 1 AND THE SOUTHWEST CORNER OF LOT 2, BLOCK 6, UNDERLATION TO PARK CITY, ACCORDING TO THE OFFICIAL PLAT THEREOF, LIES AND OF RECORD IN THE SUMMIT COUNTY RECORDERS OFFICE.

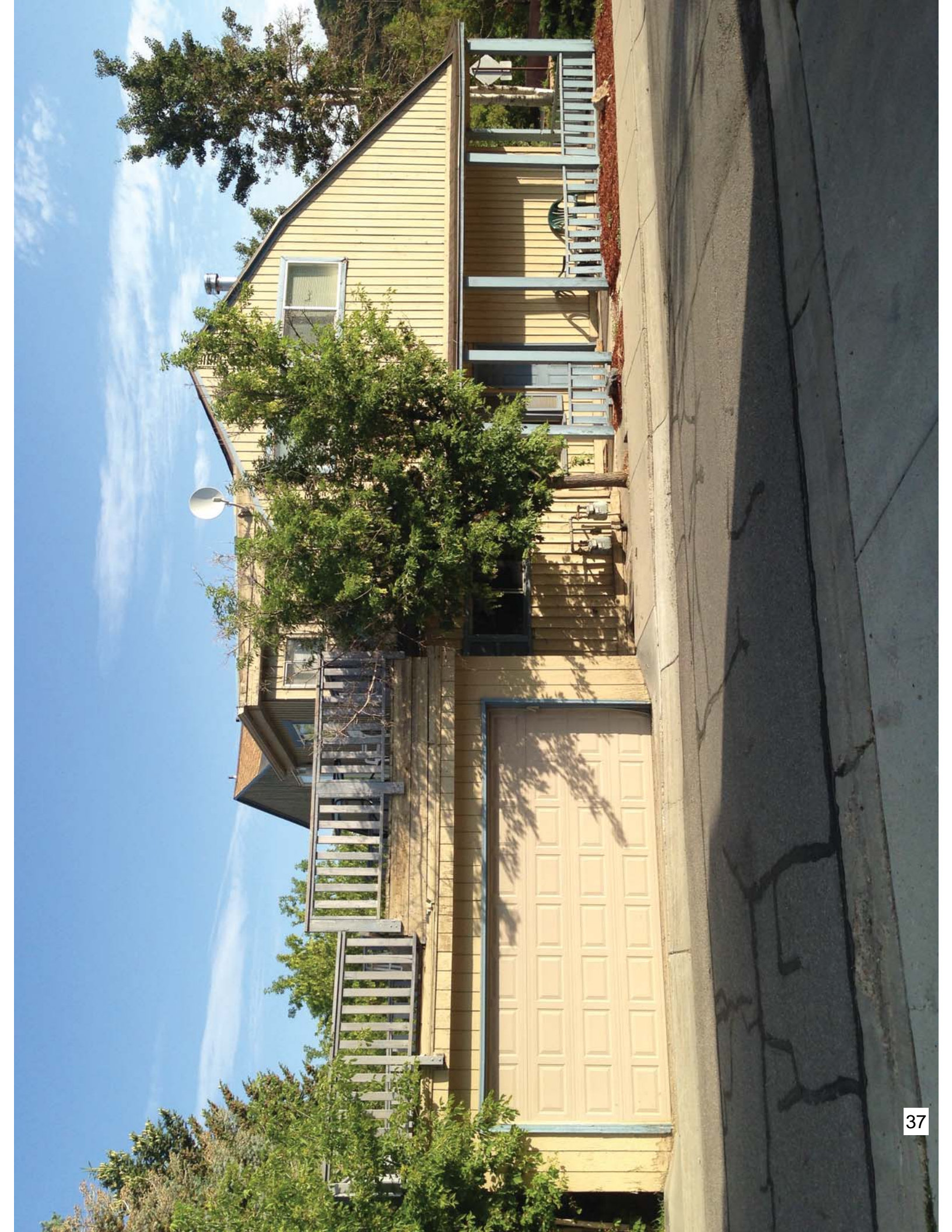
**VICINITY MAP**













# Exhibit E

SENT CERTIFIED RETURN RECEIPT

RE: Reed Anderson

3439 Riviera Drive

San Diego, CA 92109

Dear Property Owner at 1203 Park Avenue, Park City, UT:

As part of the renovation at the 1255 Park Avenue (Carl Winters Building) a site plan was done (see attached). The site plan shows that a City placed fence left a sliver of City property on your side of the fence. This letter is to inform you that the City is giving you permission to use this property.

No permanent right, title, or interest of any kind shall vest in the Owner of 1203 Park Avenue by virtue of this letter. Any property interest hereby created is a revocable license, and not an easement or other perpetual interest. No interest shall be perfected under the doctrines of adverse possession, prescription, or other similar doctrines of law based on adverse use, as the use hereby permitted is entirely permissive in nature.

The City may, at some future date, elect to remove the fence and not have City property on your side of the fence. To the extent that removing the fence causes any improvements you may have made on this property, you waive any right to compensation for the loss of improvements.

Sincerely,

Matthew A. Twombly  
Senior Project Manager

## Planning Commission Staff Report

**Subject:** 1203 Park Avenue  
**Author:** Anya Grahn, Historic Preservation Planner  
**Project Number:** PL-17-03508  
**Date:** May 9, 2018  
**Type of Item:** Legislative – Plat Amendment

### **Summary Recommendations**

Staff recommends the Planning Commission hold a public hearing for the Anderson Plat Amendment located at 1203 Park Avenue and consider forwarding a positive recommendation to the City Council based on the Findings of Fact, Conclusions of Law, and Conditions of Approval as found in the draft ordinance.

### **Description**

**Applicant:** Reed and Amy Anderson (represented by Architect Michael Stoker)  
**Location:** 1203 Park Avenue  
**Zoning:** Historic Residential-Medium (HRM)  
**Adjacent Land Uses:** Residential—single and multi-family development, Park City Library  
**Reason for Review:** Plat Amendments require Planning Commission review and City Council review and action.

### **Proposal**

The site known as 1203 Park Avenue consists of all of Lot 1 and the south ½ of Lot 2, Block 6, Snyder's Addition to Park City, according to the Summit County Recorder's Office. The property owner requests to combine his property into one (1) legal lot of record that will remove an interior lot line. The existing structure was constructed prior to 1938 and is not on the City's Historic Sites Inventory (HSI). The structure consumes much of the lot and extends over the interior lot line. The applicant wishes to renovate the existing house in the future, and the plat amendment is needed to create a legal lot of record.

### **Background**

#### **Designation of Home:**

Staff has analyzed the developmental history of this site. Based on staff's analysis, the house was likely constructed before 1907. The Summit County Recorder finds that the building was constructed in 1938; however, staff believes this may have been the date of the first major alteration that significantly altered the house. After 1941, a second story addition was constructed over the original pyramid-shape roof of the house and porch. This addition significantly altered the house's original form and diminished its historic integrity.



This house has not been included in previous reconnaissance and intensive level historic resource surveys. Though constructed prior to 1938 and over fifty (50) years old, the site is not designated as historic on the Park City Historic Sites Inventory (HSI) as it does not meet the criteria for either Landmark or Significant designation. The house has been significantly altered by non-historic additions that have diminished the house's Essential Historical Form and historic integrity. The non-historic alterations, made sometime after the c.1941 tax assessment, have altered the structure in such a way that it no longer reflects the Historic and Architectural character of the Historic District through its mass, scale, composition, materials, and other architectural features. The building is no longer visually compatible with the District.

Encroachment:

In 1974, the Park City Building Department issued a permit for a "garage with deck on top"; however, staff has found no site plan associated with this permit. Based on the current survey, staff finds that the attached garage addition was not built to the setbacks required by the 1968 Land Management Code as the garage addition encroaches over the west (rear) property line between 1 to 2 feet and onto the City's property at the Library at 1255 Park Avenue. The garage addition is also built up to the side (south) property line and into the 12<sup>th</sup> Street right-of-way.

In 2013, the City completed a survey of the Park City Library site. The survey documented the improvements at 1203 Park Avenue that encroached onto the City's property. One of the improvements included a fence that the City built in 1992 to prevent parked cars from shining their lights into the adjacent homes. On December 9, 2014, the City notified the property owner at 1203 Park Avenue via certified mail that the area on his side of the fence was owned by the City and the City would give permission to use this property; however, the owner of 1203 Park Avenue did not have any "permanent right, title, or interest of any kind" vested in the area to the east of the fence as the "City may, at some future date, elect to remove the fence and not have City property on your side of the fence." The letter indicated that the owner waived any right to compensation for the loss of improvements made to the east side of the fence as this property did not belong to him. (See Exhibit E—Copy of Certified Letter)

Duplex:

Staff has researched historic tax assessments of this property to determine when the house was converted to a duplex. The 1971 tax assessment card describes the "kind of building" as "RES" for residential. Staff does not believe the house was a duplex at this time. Based on the 1971 tax assessment, there is only 1 tub in the house which leads staff to find that there was only one full bathroom. Further, the information provided to the tax assessor came from the owner, which leads staff to believe that the house was owner-occupied. While the 1968 LMC allows two-family dwellings in the R-1 zoning district, there is no evidence that this house was a duplex at the time of the 1971 tax assessment. Further, staff has not uncovered any building permits or land use applications indicating the date the renovation occurred to create the upstairs duplex unit.

In 2016, the applicant submitted a Historic District Design Review Pre-application (Pre-app) to discuss development opportunities and renovation of the house. During the Design Review Team (DRT) meeting, staff indicated that any major renovation of the property would require a plat amendment in order to remove the interior lot line and create a single lot of record. As a follow-up to the DRT meeting, staff informed the applicant via email on September 1, 2016, that the lot size did not meet the minimum requirements for a duplex and that additional research would be needed to show the duplex was constructed legally to be a legal non-conforming use. The applicant has not provided any evidence to show that the duplex was constructed legally.

On March 24, 2017, the City received a Plat Amendment application for the Anderson Plat Amendment located at 1203 Park Avenue. The application was not complete as staff had requested the applicant to submit additional required information in order to move forward with staff's analysis and review.

During staff's review of the materials submitted, staff reaffirmed that the building is an illegal duplex. In the HRM Zoning District, Duplexes are an Allowed Use only when a minimum lot size of 3,750 square feet is provided; the applicant's lot size is 2,812 square feet. Staff continued to work with the owners' representative, architect Michael Stoker, through June 2017, emphasizing that staff could not move forward on this plat amendment unless the applicant either consented to a Condition of Approval to remove the illegal duplex use or the applicant prove the use had been approved. Staff continued to reach out to the applicant for status updates; on January 30, 2018, Michael Stoker informed staff that the owners intended to proceed with the plat amendment to remove the interior lot lines and create a legal lot of record.

On January 11, 2018, Code Enforcement received a formal complaint from a member of the public that had tried to rent the apartment, but had discovered that it was an illegal duplex. Code Enforcement Officer Shelley Hatch emailed the owner a copy of the Notice of Violation on January 30, 2018, and posted the property on the same day. The Notice required that the owner take action to correct the violation by February 9, 2018. Ms. Hatch continued to communicate with the owners on ways to correct the violation, explaining to them via email on February 15, 2018, that they could either submit the HDDR and plat amendment applications to move forward with the redevelopment of the site to create a single family home that would correct the violations or remove the Kitchen of the second unit. The deadline for addressing the violation was extended to February 20, 2018, during these communications. The second duplex unit is not being rented at this time.

On February 20, 2018, the applicant submitted updated information and the remaining materials needed for the plat amendment application. The application was complete on March 9, 2018.

No HDDR application has been submitted at this time. There has been no evidence or proof submitted in order for the Planning Director to make a determination that this was

a legally constructed duplex; at this time, Building and Planning Department staff have moved forward with correcting the illegal duplex use.

### **Purpose**

The purpose of the HRM District is to:

- A. Allow continuation of permanent residential and transient housing in original residential Areas of Park City,
- B. Encourage new Development along an important corridor that is Compatible with Historic Structures in the surrounding Area,
- C. Encourage the rehabilitation of existing Historic Structures,
- D. Encourage Development that provides a transition in Use and scale between the Historic District and the resort Developments,
- E. Encourage Affordable Housing,
- F. Encourage Development which minimizes the number of new driveways Accessing existing thoroughfares and minimizes the visibility of Parking Areas, and
- G. Establish specific criteria for the review of Neighborhood Commercial Uses in Historic Structures along Park Avenue. property consists of all of Lot 1 and the south ½ of Lot 2, Block 6 of the Snyders Addition to Park City, and is identified by the Summit County Recorder as SA-60.

### **Analysis**

The property is in the Historic Residential-Medium Density (HRM) District. The subject property consists of all of Lot 1 and the south ½ of Lot 2, Block 6, Snyder's Addition to Park City. The Plat Amendment removes one (1) interior lot line that divides the property and runs through the existing house. The proposed Plat Amendment combines the property into one (1) lot of record measuring 2,812.5 square feet.

The property abuts Park Avenue on the east side of the house, 12<sup>th</sup> Street to the south, and is surrounded by residential development to the east, north, and south. The Park City Library at 1255 Park Avenue is located directly west of the site.

There are several encroachments on this site that have been verified by the existing conditions survey (Exhibit B). The existing garage and concrete pathways encroach into the 12<sup>th</sup> Street right-of-way. Along the west property line, a portion of the garage and fence encroach onto the neighboring City-owned property at 1255 Park Avenue (Park City Library). Per the 2014 letter from Park City Municipal Corporation, the City has given the owner permission to use the property for the fence. Staff has added Condition of Approval #4 to address the encroachment of the garage, stating:

*#4. The property owner shall remove the portions of the c.1974 garage that encroaches into the City-owned property at 1255 Park Avenue along the west elevation as well as the portion of the garage that encroaches onto the 12<sup>th</sup> Street right-of-way on the south elevation. This shall be completed prior to recordation of the plat amendment with the Summit County Recorder's Office.*

Both single-family dwellings and duplexes are allowed uses in the HRM District. The minimum lot area for a single-family dwelling is 1,875 square feet and a duplex is 3,750 square feet. The proposed lot at 2,812.5 square feet meets the minimum lot area for single-family dwellings; however, the building is currently a duplex and does not meet the minimum lot size requirements.

A Duplex is defined as a building containing two (2) Dwelling Units; a Dwelling Unit is defined as a building or portion thereof designed for Use as the residence or sleeping place of one (1) or more Persons or families and includes a Kitchen, but does not include a Hotel, Motel, Lodge, Nursing Home, or Lockout Unit. Because this duplex does not meet the minimum lot size requirements to be a legal duplex, staff has incorporated Condition of Approval #5 requiring that the applicant shall enter into an agreement with the City specifying that the Kitchen will be removed no later than June 29, 2018, and the duplex unit will not be rented out; the illegal duplex use shall be removed prior to recording the plat with the Summit County Recorder’s Office.

The following table shows applicable Land Management Code (LMC) development parameters in the HRM District:

Required	Permitted	Existing Conditions
Lot size for Duplex	3,750 square feet, minimum	2,812.5 SF
Lot size for Single Family	1,875 SF, minimum	<b><i>Does not comply for duplex; complies for Single Family</i></b>
Lot width	37.5 square feet, maximum.	37.5 square feet; <b><i>Complies</i></b>
Front Yard Setback	10 feet for lots 75 feet deep or less	15 feet; <b><i>Complies</i></b>
Rear Yard Setback	10 feet	0 feet (garage encroaches over west property line); <b><i>Does not comply</i></b>
Side Yard Setbacks	5 feet	2 feet (north), 0 feet (south); <b><i>Does not comply</i></b>
Building Height	27 feet above existing grade	25 feet; <b><i>Complies</i></b>

There is no maximum building footprint requirement in the HRM zoning district. The house simply has to meet the required setbacks, building height, and parking. The house is an existing legal non-complying structure as the house was built prior to the adoption of the Land Management Code’s setback requirements. The attached garage addition was not built per the required setbacks found in the 1968 Land Management Code when it was constructed in 1974; staff finds that the garage structure is non-complying.

The City Engineer will also require the applicant to grant two-ten foot (10') snow storage easements along the front (Park Avenue) and side (12<sup>th</sup> Street) as indicated by Condition of Approval #3.

### **Good Cause**

Staff finds good cause for this Plat Amendment as the interior lot lines running through the structure will be removed, existing encroachments will be resolved as required by Condition of Approval #4, and public snow storage easements will be provided to the City. Further, the plat amendment will require the removal of a non-conforming use, the duplex, allowing the use of the structure to return to a single family dwelling.

### **Process**

The approval of this plat amendment application by the City Council constitutes Final Action that may be appealed following the procedures found in LMC § 15-1-18.

### **Department Review**

This project has gone through an interdepartmental review. The Development Review Committee discussed that there was water and power lines running through 12<sup>th</sup> Street.

### **Notice**

On April 25, 2018, the property was posted and notice was mailed to property owners within 300 feet. Legal notice was also published in the Park Record on April 21, 2018, according to requirements of the Land Management Code.

### **Public Input**

No public input has been received by the time of this report.

### **Alternatives**

- The Planning Commission may forward a positive recommendation to the City Council for the Anderson Plat Amendment located at 1203 Park Avenue as conditioned or amended; or
- The Planning Commission may forward a negative recommendation to the City Council for the Anderson Plat Amendment located at 1203 Park Avenue and direct staff to make Findings for this decision; or
- The Planning Commission may continue the discussion on the Anderson Plat Amendment located at 1203 Park Avenue.

### **Significant Impacts**

There are no significant fiscal or environmental impacts from this application.

### **Consequences of not taking recommended action**

Consequences of not taking the Planning Department's recommendation are that the Site would remain as is and the structure would sit over the interior lot line. The illegal duplex use would not be removed and the applicant would not be permitted to move forward with redevelopment of this site.

### **Summary Recommendation**

Staff recommends the Planning Commission hold a public hearing for the Anderson Plat Amendment located at 1203 Park Avenue and consider forwarding a positive recommendation to the City Council based on the Findings of Fact, Conclusions of Law, and Conditions of Approval as found in the draft ordinance.

### **Exhibits**

Exhibit A – Draft Ordinance with Proposed Plat (Attachment 1)

Exhibit B – Survey

Exhibit C – Aerial Photographs with 500' Radius

Exhibit D– Site Photographs

Exhibit E– Copy of Certified Letter from Park City Municipal Corp. to property owner,  
12.14.14.

**Ordinance No. 18-XX**

AN ORDINANCE APPROVING THE ANDERSON PLAT AMENDMENT  
LOCATED AT 1203 PARK AVENUE, PARK CITY, UTAH.

WHEREAS, the owners of the property located at 1203 Park Avenue have petitioned the City Council for approval of the Plat Amendment; and

WHEREAS, on April 25, 2018, the property was properly noticed and posted according to the requirements of the Land Management Code; and

WHEREAS, on April 25, 2018, proper legal notice was sent to all affected property owners; and

WHEREAS, the Planning Commission held a public hearing on May 9, 2018, to receive input on plat amendment; and

WHEREAS, the Planning Commission, on May 9, 2018, forwarded a \_\_\_\_\_ recommendation to the City Council; and,

WHEREAS, on May 31, 2018, the City Council held a public hearing to receive input on the plat amendment; and

WHEREAS, it is in the best interest of Park City, Utah to approve the Anderson Plat Amendment at 1203 Park Avenue.

NOW, THEREFORE BE IT ORDAINED by the City Council of Park City, Utah as follows:

**SECTION 1. APPROVAL.** The Anderson Plat Amendment at 1203 Park Avenue, as shown in Attachment 1, is approved subject to the following Findings of Facts, Conclusions of Law, and Conditions of Approval:

**Findings of Fact:**

1. The property is located at 1203 Park Avenue.
2. The property is in the Historic Residential-Medium (HRM) District.
3. The subject property consists of all of Lot 1 and the south ½ of Lot 2, Block 6, Snyder's Addition to Park City. The proposed plat amendment creates one (1) lot of record.
4. Though constructed prior to 1938 and over fifty (50) years old, the site is not designated as historic on the Park City Historic Sites Inventory (HSI) as it does not meet the criteria for either Landmark or Significant. The house has been

significantly altered by non-historic additions that have significantly altered the house's Essential Historical Form and diminished its historic integrity.

5. On December 14, 2014, the City notified the property owner at 1203 Park Avenue via certified mail that the area on his side of the fence was owned by the City and the City would give permission to use this property; however, the owner of 1203 Park Avenue did not have any "permanent right, title, or interest of any kind" vested in the area to the east of the fence as the "City may, at some future date, elect to remove the fence and not have City property on your side of the fence." The letter indicated that the owner waived any right to compensation for the loss of improvements made to the east side of the fence as this property did not belong to him.
6. In 2016, the applicant submitted a Historic District Design Review Pre-application to discuss development opportunities and renovation of the house. As a follow-up to the Design Review Team (DRT) meeting, staff informed the applicant via email on September 1, 2016, that the lot size did not meet the minimum requirements for a duplex and that additional research would be needed to show the duplex was constructed legally. The applicant has not provided any additional evidence to show the applicant was constructed legally, nor has staff uncovered any additional documentation verifying the legal construction of the duplex.
7. On March 24, 2017, the City received a Plat Amendment application for the Anderson Plat Amendment located at 1203 Park Avenue; the application was not complete as staff requested the applicant provide additional required information in order to move forward with processing the application.
8. During staff's review of the materials submitted, staff reaffirmed that the building is an illegal duplex. In the HRM Zoning District, Duplexes are an Allowed Use only when a minimum lot size of 3,750 square feet is provided; the applicant's lot size is 2,812.5 square feet. Staff continued to work with the owners' representative, architect Michael Stoker, through June 2017, emphasizing that staff could not move forward on this plat amendment unless the applicant either consented to a Condition of Approval to remove the illegal duplex use or the applicant prove the use had been approved.
9. On January 11, 2018, Code Enforcement received a formal complaint from a member of the public that had tried to rent the apartment, but had discovered that it was an illegal duplex. Code Enforcement Officer Shelley Hatch emailed the owner a copy of the Notice of Violation on January 30, 2018, and posted the property on the same day.
10. On February 20, 2018, the applicant submitted updated information for the plat amendment application. The application was complete on March 9, 2018.
11. No HDDR application has been submitted at this time. There has been no evidence or proof submitted in order for the Planning Director to make a determination that this was a legally constructed duplex; at this time, Building and Planning Department staff have moved forward with correcting the illegal duplex use.
12. The Plat Amendment removes one (1) lot line going through the existing structure.
13. The property currently contains 2,812.5 square feet. The property abuts Park Avenue on the east side of the house and 12<sup>th</sup> Street to the south.



14. The proposed Plat Amendment combines the property into one (1) lot measuring 2,812.5 square feet.
15. The existing house is an illegal duplex as it does not meet the lot size requirements for a duplex in the HRM zoning district and no evidence was presented with the application indicating that the duplex was allowed legally, nor has owner requested a determination that the use was a legal non-conforming use. The applicant has proposed to redevelop the house into a single-family dwelling; however, no Historic District Design Review (HDDR) application has been submitted at this time.
16. A Duplex is defined by the LMC as a Building containing two (2) Dwelling Units.
17. A Dwelling Unit is defined by the LMC as a Building or portion thereof designed for Use as the residence or sleeping place of one (1) or more Persons or families and includes a Kitchen, but does not include a Hotel, Motel, Lodge, Nursing Home, or Lockout Unit.
18. A single family dwelling is an allowed Use in the HRM zoning district and requires a minimum lot size of 1,875 square feet; the lot size complies with this requirement.
19. A duplex dwelling is an allowed Use in the HRM zoning district and requires a minimum lot size of 3,750 square feet; the lot size does not comply with this requirement.
20. The minimum lot width in the HRM zoning district is 37.5 feet; this lot complies with a lot width of 37.5 feet.
21. The required front yard setback is 10 feet; the existing front yard complies at 15 feet.
22. The required rear yard setback is 10 feet; the existing rear yard setback does not comply at 0 feet as the garage encroaches over the west property line.
23. The required side yard setbacks are 5 feet; the existing side yard setbacks do not comply as the house is 2 feet along the north property line and the garage has a 0 foot setback along the south property line.
24. There are several encroachments on this site that have been verified by the existing conditions survey. The existing garage and concrete pathways encroach into the 12<sup>th</sup> Street right-of-way. Along the west property line, a portion of the garage encroaches onto the neighboring City-owned property at 1255 Park Avenue (Park City Library).
25. In 1992, the City constructed the fence in order to prevent cars parked in the Library parking lot from shining lights into the houses to the east.
26. There is no maximum building footprint requirement in the HRM zoning district. The house has to meet the required setbacks.
27. All findings within the Analysis section and the recitals above are incorporated herein as findings of fact.

**Conclusions of Law:**

1. There is good cause for this Plat Amendment.
2. The Plat Amendment is consistent with the Park City Land Management Code and applicable State law regarding lot combinations.
3. Neither the public nor any person will be materially injured by the proposed Plat Amendment.
4. Approval of the Plat Amendment, subject to the conditions stated below, does not adversely affect the health, safety and welfare of the citizens of Park City.

**Conditions of Approval:**

1. The City Planner, City Attorney, and City Engineer will review and approve the final form and content of the plat for compliance with State law, the Land Management Code, and the conditions of approval, prior to recordation of the plat.
2. The applicant will record the plat at the County within one year from the date of City Council approval. If recordation has not occurred within one (1) years' time, this approval for the plat will be void, unless a request for an extension is made in writing prior to the expiration date and an extension is granted by the City Council.
3. A ten feet (10') wide public snow storage easement will be required along the Park Avenue and 12<sup>th</sup> Street frontages of the property and shall be shown on the plat.
4. The property owner shall remove the portions of the c.1974 garage that encroaches into the City-owned property at 1255 Park Avenue along the west elevation as well as the portion of the garage that encroaches onto the 12<sup>th</sup> Street right-of-way on the south elevation. This shall be completed prior to recordation of the plat amendment with the Summit County Recorder's Office.
5. The applicant shall enter into an agreement with the City specifying that the Kitchen will be removed no later than June 29, 2018, and the duplex unit will not be rented out; the illegal duplex use shall be removed prior to recording the plat with Summit County Recorder's Office.
6. A note shall be added to the plat stating that residential fire sprinklers will be required for all new construction per requirements of the Chief Building Official.

**SECTION 2. EFFECTIVE DATE.** This Ordinance shall take effect upon publication.

PASSED AND ADOPTED this 31st day of May, 2018.

PARK CITY MUNICIPAL CORPORATION

\_\_\_\_\_  
Andy Beerman, MAYOR

ATTEST:

\_\_\_\_\_  
City Recorder

APPROVED AS TO FORM:

---

Mark Harrington, City Attorney

**Attachment 1** – Proposed Plat

## Planning Commission Agenda Item Report

Meeting Date: May 9, 2018

Submitted by: Hannah Tyler

Submitting Department: Planning

Item Type: Staff Report

Agenda Section: REGULAR AGENDA

---

### **Subject:**

PL-17-03814 Land Management Code Amendment § 15-6-7 Master Planned Affordable Housing Development

### **Suggested Action:**

Positive recommendation to City Council on May 17, 2018

### **Attachments:**

[PL-18-03814 Master Planned Affordable Housing Developments LMC Amendments - PC 05.09.18.pdf](#)

# Planning Commission Staff Report



**Subject:** PL-17-03814 Land Management  
Code Amendment § 15-6-7 Master  
Planned Affordable Housing  
Development and § 15-15 Defined Terms  
**Author:** Hannah M. Tyler, Planner  
**Date:** May 9, 2018  
**Type of Item:** Legislative – LMC Amendment

PLANNING DEPARTMENT

## Summary Recommendations

On April 5, 2018, City Council gave staff direction to complete Land Management Code (LMC) amendments addressing Master Planned Affordable Housing Developments in LMC § 15-6-7 and associated Defined Terms in LMC § 15-15.

The Planning Department requests the Planning Commission open a public hearing, review the possible Land Management Code amendments, and forward a positive recommendation regarding staff's proposed changes as referenced in this staff report to City Council.

## Description

**Project Name:** LMC Amendments regarding Master Planned Affordable Housing Developments (LMC § 15-6-7) and associated Defined Terms (LMC § 15-15)  
**Applicant:** Planning Department  
**Proposal:** Revisions to the Land Management Code

## Reason for Review

Amendments to the Land Management Code (LMC) require Planning Commission recommendation and City Council adoption. City Council action may be appealed to a court of competent jurisdiction per Land Management Code (LMC) § 15-1-18.

## Acronyms in This Report

AMI	Area Median Income
MPD	Master Planned Development
LMC	Land Management Code
SF	Square Feet

## Background

At the Council Retreat in March 2018, City Council reaffirmed that Affordable Housing was a critical priority for Park City. Since 2017, Planning staff has been working closely with the Affordable Housing team to implement the goals and strategies outlined in the General Plan for Affordable Housing through the LMC Amendments to [LMC § 15-6-7 Master Planned Affordable Housing Development](#) detailed in this staff report. As stated

in the General Plan, an effective way to encourage the development of affordable and workforce housing is through government incentives using Land Use controls.

No Affordable Housing project has ever used [LMC § 15-6-7 Master Planned Affordable Housing Development](#) despite a potential Density Bonus of up to twenty (20) units per acre and a reduction of required Open Space from 60% to 30%. As part of this report, the Planning and Affordable Housing team have undertaken a study of the constraints imposed by the current LMC. The fundamental concepts in the review are:

- Are there systemic issues in the current LMC that impose an incorrect or unfair burden on potential affordable housing projects?
- Are there LMC impediments to private sector entry into the development of Affordable Housing? What can be done to close the gap to encourage private sector development of units on City owned property and/or private property.

The initial basis of the Staff study of these issues is the 2016 *Park City Housing Review* report (Exhibit 3), which details various scenarios for density, financing, AMI, and unit types. Planning Staff then reviewed several resort town development codes for comparable(s) and anomalies in the regulation of affordable housing. The Affordable Housing team provided input from contacts with potential developers and experiences in developing City Affordable Housing projects. The work was coordinated by the Community Development Director. Planning staff researched the following cities/towns for a benchmark analysis of development codes for Affordable Housing regulations and incentives:

- Aspen, CO
- Bozeman, MT
- Durango, CO
- Frisco, CO
- Ketchum, ID
- Seattle, WA
- Summit County, UT
- Teton County, WY
- Town of Jackson, WY
- Truckee, CA

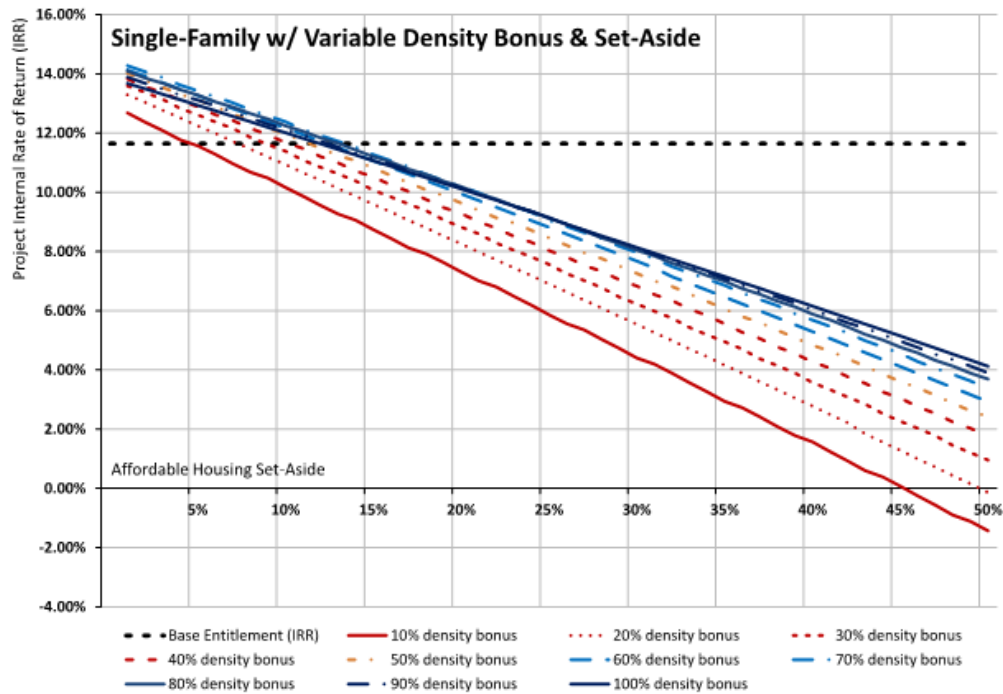
The conclusions and result of this work are detailed in the following sections of the staff report. The joint Staffs concluded that there are four (4) main constraints that work together causing the complications in delivering Affordable Housing Units under the LMC. These are:

1. Restricting the use of the Affordable MPD section to 100% affordable projects.
2. Unclear applications of Density in its various configurations of Zone Density, unit type and Unit Equivalentents.
3. Overly restrictive Off-Street Parking requirements
4. No provisions for parking exceptions.

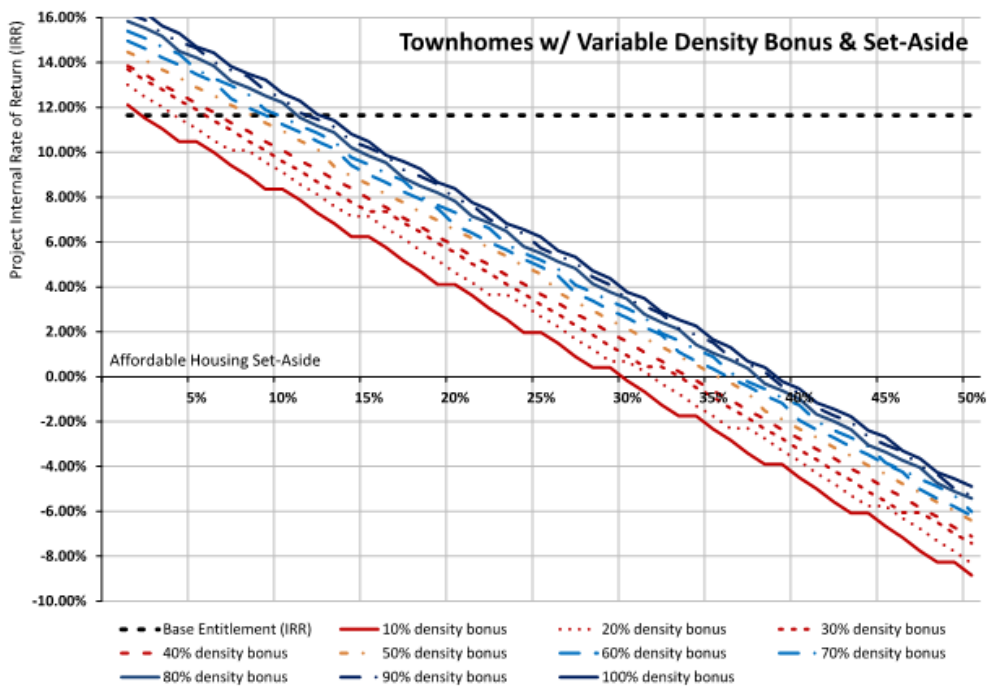
Some Figures have been excerpted from the 2016 *Park City Housing Review* (Exhibit 3) for reference. Staff finds that the following information is pertinent to the Density Bonus analysis. Based on the 2016 Park City Housing Review, on a national basis, the combination of Base Entitlement and Density Bonus requires a high level of Density

Bonus between 60-80% in townhouses and Single-Family Dwellings and a 5-10% Affordable Housing set-aside to meet an internal rate of return of approximately 12%. Caution is needed to make sure that this combined model does not drive densities higher than supportable by the General Plan. Please see page 46 of Exhibit 3 for detailed analyses.

**Figure 24: Supportable Set-Aside with Variable Density Bonuses in Single-Family – see page 48 of the 2016 Park City Housing Review**



**Figure 25: Supportable Set-Aside with Variable Density Bonuses in Townhomes – see page 49 of the 2016 Park City Housing Review**



With the conceptual questions and research framework in place, Planning staff and the Affordable Housing team began to create high level concepts for amendments to LMC § 15-6-7 Master Planned Affordable Housing Development and associated definitions in § 15-15 Defined Terms. Planning staff has brought in the expertise of the City's Engineering, Transportation, and Parking Services Departments. The purpose of these internal collaborations was to ensure that the proposed concepts would work in coordination with the future goals and projects of those departments (ex: future neighborhood parking programs, complete streets, connectivity projects, etc.).

On April 5, 2018, the Planning Department and Affordable Housing team conducted a work session with City Council regarding the proposed LMC Amendments. City Council gave staff direction to complete LMC amendments addressing Master Planned Affordable Housing Developments in LMC § 15-6-7 as proposed in this staff report.

At the highest level, Planning staff and the Affordable Housing team are proposing the following changes to LMC § 15-6-7 Master Planned Affordable Housing Development:

- **Minimum Percentage Affordable:** Allow for projects that are a minimum of 50% Affordable to utilize LMC § 15-6-7. The only projects that can use this section now have to be 100% Affordable.
- **Density Bonuses: (Percentage Affordable)** Create a sliding scale for Density Bonuses based on the total percentage of Affordable units in the total project. The more Affordable Units proposed, the greater Density Bonus can be granted by Planning Commission. **(AMI)** Create a sliding scale for Density Bonuses based on target Average Median Income (AMI). The lower the AMI served, the greater the Density Bonus can be granted by Planning Commission.
- **Off-Street Parking:** Match the Affordable Off-Street Parking requirements to the [standard MPD Requirements \(see "E"\)](#). Current requirement is one (1) parking space per bedroom which typically equates to more parking than a normal project would be required to provide.
- **Parking Exemption:** Create parking exemption for micro-units (500 square feet [SF] or less). Staff will require criteria for a parking management program within each development to off-set any impacts of the parking reduction (ex: proximity to transit and public amenities, support commercial, walkability, etc.)

In March 2018, staff met with a group of individuals that have extensive experience in the development industry and gave them a high level conceptual overview of changes to the LMC. The group felt that any incentives for Affordable Housing would help encourage developers to, at a minimum, consider incorporating more Affordable Units into projects.

The LMC implements goals, objectives and policies of the General Plan to maintain the quality of life and experiences for residents and visitors and to preserve the community's unique character and values. These proposed LMC amendments were reviewed for consistency with the General Plan. The General Plan outlines Park City's community goals and values as it pertains to Affordable Housing:



- **Core Value: Sense of Community**
  - **Housing Toolbox:** Consider zoning and regulatory incentives for housing diversity thresholds (decreased parking requirements, density bonus, etc.)
  - **Goal:** Create a diversity of primary housing opportunities to address the changing needs of residents.
    - **Strategies:**
      - Increased density that might allow for Affordable/Attainable Housing.
      - Revise zoning codes to permit a wider variety of compatible housing types within Park City neighborhoods.
  - **Goal:** Increase affordable housing opportunities and associated services for the workforce of Park City.
    - **Strategies:**
      - Update incentives for density bonuses for affordable housing developments to include moderate and mixed income housing.

The Purpose of [LMC § 15-6-7 Master Planned Affordable Housing Developments](#) is directly aligned with the City Council’s Critical Priorities and the goals and strategies outlined in the General Plan. Staff has included the purpose of [LMC § 15-6-7 Master Planned Affordable Housing Developments](#) below:

**A. PURPOSE.** The purpose of the master planned Affordable Housing Development is to promote housing for a diversity of income groups by providing Dwelling Units for rent or for sale in a price range affordable by families in the low-to-moderate income range. This may be achieved by encouraging the private sector to develop Affordable Housing.

Master Planned Developments, which are one hundred percent (100%) Affordable Housing, as defined by the housing resolution in effect at the time of Application, would be considered for a Density incentive greater than that normally allowed under the applicable Zoning District and Master Planned Development regulations with the intent of encouraging quality Development of permanent rental and permanent Owner-occupied housing stock for low and moderate income families within the Park City Area.

Staff’s research indicates that the Master Planned Affordable Housing Development section of the LMC dates back to as early as the 1984 LMC. In 1984, Chapter 11 of the LMC was “Master Planned Moderate Income Housing Development” (Exhibit 2). In 2002, there was a LMC overhaul which reorganized much of the entire LMC. At that time, Chapter 11 was combined with the existing Chapter 6 (Master Planned Developments) which consolidated all of the requirements for Master Planned Developments (Market Rate and Affordable). In 2002, the language of the Master Planned Affordable Housing Development section of code was updated to reflect the goals of the General Plan at the time – this language still exists today in the purpose statement above. Since 2002, there have been minor clarifying changes to LMC § 15-

6-7, but much has remained the same. Since 1984, the Density Bonus has been a maximum allowable Density Bonus of twenty (20) units per acre.

### **Analysis**

Planning staff and the Affordable Housing team have collaborated to create Land Use controls with the intent of incentivize Affordable Housing Development. It is likely that the changes may have more effect on public-private partnerships that direct private sector development. This Code does not include evaluation of the influence of other State or Federal programs. Below, staff has provided analysis and redlines for each amended section of LMC § 15-6-7 and LMC § 15-15:

### **LMC § 15-6-7(A) PURPOSE**

**Minimum Percentage Affordable:** The current threshold to utilize the Affordable Housing MPD Section requires 100% of a project to be Affordable. Given the current market trends, staff does not find that this will promote Affordable Housing development by private sector developers. Also, these same market trends are impacting City-funded Affordable Housing projects. There are some City-funded Affordable Housing developments (ex: Woodside Park Phase I) that would not have met this threshold as not all units are always designated Affordable. Staff is proposing the following amendments to LMC § 15-6-7(A) Purpose:

- A. PURPOSE.** The purpose of the master planned Affordable Housing Development is to promote housing for a diversity of income groups by providing Dwelling Units for rent or for sale in a price range affordable by families in the low-to-moderate and Attainable income ranges range. This may be achieved by encouraging the private sector to develop Affordable Housing.

Master Planned Developments, which are one-hundred fifty percent (100\_50%) Affordable and/or Attainable Housing, as defined by the housing resolution in effect at the time of Application, would be considered for a Density incentive greater than that normally allowed under the applicable Zoning District and Master Planned Development regulations with the intent of encouraging quality Development of permanent rental and permanent Owner-occupied Affordable and/or Attainable housing stock for low-and moderate-income families within the Park City Area.

### **LMC § 15-6-7(E) DENSITY BONUS**

**Density Bonuses (Percentage Affordable and AMI):** By allowing Density Bonuses based on the percentage of Affordable Units and Area Median Income (AMI) served, staff finds that this increase in neighborhood density will encourage sustainability by allowing more efficient construction, fostering multi-modal transportation options for residents, conserving open space, and creating a diversified mix of housing.

Density, as used in the LMC, is referred to in terms of Units per Acre or, in MPD as Unit Equivalents per acre. A Unit Equivalent is “the Density factor applied to different sizes and configurations of Dwelling Units and commercial spaces.” Residential Unit Equivalents are calculated using a 2,000 square foot metric. In some Zones, Density is not calculated, but restrictions on Building Pad Or Building Size are used to control

Density. In Commercial and Light Industrial Zones, Density is not restricted but controlled by a Floor Area Ratio (FAR), lot size, setbacks and height. This makes calculation of comparable Density and Density Bonuses by Zone complicated.

The current language allows for a maximum increase in the allowable Density to a maximum of twenty (20) Unit Equivalents per acre – this dates back to as early as the 1984 Land Management Code (Exhibit 2). Staff is not proposing to exceed the existing maximum allowable Density; rather, staff is proposing to reallocate the Density Bonus to incentivize more Affordable units in a development and create a Density Bonus that is proportional to the Base Zone Density. Because staff has lowered the minimum percentage of the total project area required to be Affordable, a blanket Density Bonus would be disproportionate. Staff finds that the intent of this section of the LMC is to allocate a Density Bonus based on the number of Affordable Units delivered under the Base Zone Density. With that being said, staff is proposing to require a minimum of fifty percent (50%) of the Density Bonus granted by Planning Commission to be allocated to additional Affordable Units.

Staff has tested the proportionate allocation of the Density Bonus based on the Base Zone Density derivative for consistency and appropriateness to each Zone. There are multiple ways that “Density” is determined in Park City. These approximate Units per acre do not account for unit type variations, Building Envelope calculations, infrastructure requirements, etc. Staff has outlined different methods of determining Density below:

TABLE 1: Base Zone Density by Zone		
Zone	Density Metric	Approximate Units per Acre
<b>Historic Residential-Low Density (HRL)</b>	<u>Lot Size (area)</u> . The minimum Lot Area is 3,750 SF	<ul style="list-style-type: none"> <li>• <b>11.6 units per acre</b></li> </ul>
<b>Historic Residential (HR-1)</b>	<u>Lot Size (area)</u> . The minimum Lot Area is for: <ul style="list-style-type: none"> <li>• Single-Family Dwelling (SFD) is 1,875 SF</li> <li>• Duplex Dwelling is 3,750 SF</li> </ul>	<ul style="list-style-type: none"> <li>• SFD: <b>23.2 units per acre</b></li> <li>• Duplex: <b>23.2 units per acre</b></li> </ul>
<b>Historic Residential (HR-2)</b>	<u>Lot Size (area)</u> . The minimum Lot Area is for: <ul style="list-style-type: none"> <li>• Single-Family Dwelling (SFD) is 1,875 SF</li> <li>• Duplex Dwelling is 3,750 SF</li> </ul>	<ul style="list-style-type: none"> <li>• SFD: <b>23.2 units per acre</b></li> <li>• Duplex: <b>23.2 units per acre</b></li> </ul>
<b>Historic Residential-Medium Density (HRM)</b>	<u>Lot Size (area)</u> . The minimum Lot Area is for: <ul style="list-style-type: none"> <li>• Single-Family Dwelling (SFD) is 1,875 SF</li> <li>• Duplex Dwelling is 3,750 SF</li> <li>• Triplex Dwelling is 4,687 SF</li> <li>• Four-plex Dwelling is 5,625 SF</li> </ul>	<ul style="list-style-type: none"> <li>• SFD: <b>23.2 units per acre</b></li> <li>• Duplex: <b>11.6 units per acre</b></li> <li>• Triplex: <b>27.9 units per acre</b></li> <li>• Four-plex: <b>31 units per acre</b></li> </ul>

<b>Historic Recreation Commercial (HRC)</b>	<u>Building Envelope</u> . The Building Pad, Floor Area Ratio (FAR), and height restrictions define the maximum Building Envelope.	
<b>Historic Commercial Business</b>	<u>Lot Size (area) and Floor Area Ratio (FAR)</u> . The minimum Lot Area is 1250 square feet. The maximum FAR is 4.	<ul style="list-style-type: none"> <li>• <b>87 Unit Equivalents per acre</b></li> </ul>
<b>Rural Estate (E-40)</b>	<u>Lot Size and Density</u> . The minimum Lot size for all Uses is forty (40) acres.	<ul style="list-style-type: none"> <li>• <b>One (1) unit per forty (40) acres</b></li> </ul>
<b>Estate (E)</b>	<u>Lot Size and Density</u> . The minimum Lot size for all Uses is three (3) acres, except that a duplex requires a minimum Lot size of six (6) acres.	<ul style="list-style-type: none"> <li>• <b>One (1) unit per three (3) acres</b></li> </ul>
<b>Single-Family (SF)</b>	<u>Density</u> . The maximum Density for Subdivisions is three (3) units per acre.	<ul style="list-style-type: none"> <li>• <b>Three (3) units per acre</b></li> </ul>
<b>Residential-1 (R-1)</b>	<u>Lot Size (area)</u> . Minimum Lot Area for: <ul style="list-style-type: none"> <li>• Single-Family Dwelling (SFD) is 2,812 SF</li> <li>• Duplex Dwelling is 3,750 SF</li> <li>• Triplex Dwelling is 5,625 SF</li> </ul>	<ul style="list-style-type: none"> <li>• SFD: <b>15.5 units per acre</b></li> <li>• Duplex: <b>23.2 units per acre</b></li> <li>• Triplex : <b>23.1 units per acre</b></li> </ul>
<b>Residential Development (RD)</b>	<u>Density</u> . The maximum Density is three (3) units per acre. Developments reviewed and approved as a Master Planned Development may approach a maximum density of five (5) units per acre with a Master Planned Development.	<ul style="list-style-type: none"> <li>• Non-MPD: <b>Three (3) units per acre</b></li> <li>• MPD: <b>Five (5) units per acre</b></li> </ul>
<b>Residential Development-Medium Density (RDM)</b>	<u>Units per acre</u> . The maximum Density allowed is five (5) units per acre. Developments reviewed and approved as a Master Planned Development may approach a maximum Density of eight (8) units per acre.	<ul style="list-style-type: none"> <li>• Non-MPD: <b>Five (5) units per acre</b></li> <li>• MPD: <b>Eight (8) units per acre</b></li> </ul>
<b>Residential-Medium Density (RM)</b>	<u>Lot Size (area)</u> . The minimum Lot Area is for: <ul style="list-style-type: none"> <li>• Single-Family Dwelling (SFD) is 2,812 SF</li> <li>• Duplex Dwelling is 3,750 SF</li> <li>• Triplex Dwelling is 4,687 SF</li> <li>• Four-plex Dwelling is 5,625 SF</li> </ul>	<ul style="list-style-type: none"> <li>• SFD: <b>15.5 units per acre</b></li> <li>• Duplex: <b>23.2 units per acre</b></li> <li>• Triplex : <b>27.9 units per acre</b></li> <li>• Four-plex: <b>31 units per acre</b></li> </ul>
<b>Recreation Commercial (RC)</b>	<u>Floor Area Ratio (FAR)</u> . Maximum FAR is 1.0	<ul style="list-style-type: none"> <li>• <b>21.8 Unit Equivalents per acre</b></li> </ul>
<b>General Commercial (GC)</b>	<u>Lot size (area)</u> . Minimum Lot Area is 10,000 SF	<ul style="list-style-type: none"> <li>• <b>4.4 lots per acre</b></li> </ul>
<b>Light Industrial (LI)</b>	<u>Lot size (area)</u> . Minimum Lot Area is 10,000 SF	<ul style="list-style-type: none"> <li>• <b>4.4 lots per acre</b></li> </ul>

<b>Community Transition (CT)</b>	<p><u>Density.</u> The base Density of the CT District is one (1) unit per twenty (20) acres. Residential Uses cannot exceed one (1) unit per acre.</p>	<ul style="list-style-type: none"> <li>• Base Density: <b>one (1) unit per twenty (20) acres</b></li> <li>• Residential Uses: <b>one (1) unit per acre and must be within an MPD</b></li> </ul>
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In zones where a Building Footprint or Building Pad is established, functional Density is determined by the number of practicable units within that area. In Park City, most Zones determine Density based on a Lot Size and Building Envelope method (FAR, setbacks, heights, etc.); however, Base Zone Density can be derived from that density metric (as seen in Table 1). Staff has provided another table with a sampling of anecdotally “dense” developments for comparison.

TABLE 2: Sample Projects with Approximate Densities				
Development	Address (approx.)	Zone	Density (Unit Equivalents per acre)	Approximate Maximum Units per Acre
<b>Aspen Villas</b>	1847 Kearns Blvd.	RDM	8.7 Unit Equivalents per Acre	8 units per acre
<b>Cooke Drive</b>	Cooke Drive and Stryker Avenue	RDM	7.43 Unit Equivalents per acre	8 units per acre
<b>Holiday Village</b>	2200 Monitor Drive	RD	7.43 Unit Equivalents per acre	5 units per acre
<b>Iron Horse</b>	Upper Iron Horse Loop	GC	10.53 Unit Equivalents per acre	4.4 lots per acre

Staff has provided the proposed redlines and Density Bonus Matrices. Staff is proposing to allow a Density Bonus based on the total project area that is designated as Affordable and a Density Bonus based on the AMI served. An application could use Density Bonuses from both Density Matrices in a single project. A minimum of fifty percent (50%) of a Density Bonus shall be Affordable Housing, as defined by the housing resolution at the time of Application.

If a Developer seeks to exercise the increased Density allowance incentive by providing Affordable Housing Units, the Developer must agree to follow the guidelines and restrictions set forth by the Housing Authority in the adopted Affordable Housing Resolution in effect at the time of Application (this is already established in LMC 15-6-7[B]). A Density Bonus would not be awarded for the base Affordable Housing units that fulfill an Affordable Housing obligation for a development; rather, a Density Bonus would be awarded for Affordable Units provided that exceed the development’s base Affordable Housing obligation.

The proposed LMC amendments are specifically designed to incorporate the definitions and requirements of the Housing Resolution in effect at the time of application (currently

Section 17). For example, the Housing Resolution identifies Unit Size, Family Size per unit and AMI. Staff has included the current technical information underlying the Housing Resolution (Unit Size, Family Size per unit and AMI) below. This information changes on an annual basis and is adopted by the Housing Authority.

TABLE 3: 2018 Summit County AMI (Area Median Income)					
% of AMI	Family Size				
	One (studio)	Two (1-br)	Three (2-br)	Four (3-br)	Six (4-br)
30%	\$22,491	\$25,704	\$28,917	\$32,130	\$37,271
40%	\$29,988	\$34,272	\$38,556	\$42,840	\$49,694
50%	\$37,485	\$42,840	\$48,195	\$53,550	\$62,118
60%	\$44,982	\$51,408	\$57,834	\$64,260	\$74,542
80%	\$59,976	\$68,544	\$77,112	\$85,680	\$99,389
100%	\$74,970	\$85,680	\$96,390	\$107,100	\$124,236
120%	\$89,964	\$102,816	\$115,668	\$128,520	\$149,083
150%	\$112,455	\$128,520	\$144,585	\$160,650	\$186,354

The Housing Resolution is specifically incorporated as part of this LMC amendment to allow City Council to carefully manage the Housing Resolution and Affordable Housing requirements on an annual basis.

The Planning and Affordable Housing staffs are in the process of reviewing current projects within city limits (Example projects include: Park City Heights, Snow Creek, King’s Crown, Woodside Park Phase I). Planning staff is also in the process of procuring an additional consultant to conduct a third party review and provide input of other communities (subject to department budget constraints). These results will be reviewed for consistency with all feedback received from the Planning Commission prior to review by City Council.

The Density Bonus allocation is proposed to not exceed preexisting Master Planned Development Density approvals. The policy question that Staff is reviewing is whether or not a project with an approved density that has met its Affordable Housing obligation may or may not receive additional free-market units in addition to non-required Affordable Housing units.

Staff is proposing the following amendments to LMC § 15-6-7(E) Density Bonus:

- E. DENSITY BONUS.** The ~~reviewing agency~~ Planning Commission may increase the allowable Density ~~to a maximum of twenty (20) Unit Equivalents~~ per acre. Allocation of the increase in the allowable Density shall be subject to the Density Bonus Matrices below added together and Planning Commission approval. A minimum of fifty percent (50%) of a Density Bonus shall be Affordable Housing, as defined by the housing resolution at the time of Application. Density Bonus allocation shall not exceed a preexisting Master Planned Development Density approval for market rate units. The Density Bonus shall not be awarded for any Affordable Units which are obligatory under the Housing Resolution. The Unit Equivalent formula applies.

(1) Density Bonus Matrices.

(a) Percentage Affordable and/or Attainable shall be calculated based on the percentage of total project area that is to be designated as Affordable For Sale Units and/or Affordable Rental Units as defined by the Housing Resolution in effect at the time of application. The following Density Bonus may be allocated by the Planning Commission based on Percentage Affordable:

<u>Percentage Affordable and/or Attainable</u>	<u>50% - 60%</u>	<u>61% - 75%</u>	<u>76% - 85%</u>	<u>86% - 100%</u>
<u>Density Bonus (Percentage of Base Zone Density)</u>	50%	60%	80%	100%

(b) Area Median Income served shall be calculated based on the average Area Median Income of all Affordable and/or Attainable For Sale Units and Affordable Rental Units within the project area. Area Median Income amounts shall be defined by the Unit size and Family Size in the Housing Resolution in effect at the time of application. The following Density Bonus may be allocated by the Planning Commission based on Area Median Income served:

<u>Area Median Income Served</u>	<u>≤ 59%</u>	<u>60% - 80%</u>	<u>81% - 100%</u>	<u>101% - 150%</u>
<u>Density Bonus (Percentage of Base Zone Density)</u>	100%	80%	60%	50%

**LMC § 15-6-7(F) PARKING**

**Off-Street Parking:** Staff is simply proposing to create a level playing field between standard MPDs and Affordable Housing MPDs. The current Parking Requirement for Affordable Housing MPDs (1 per bedroom) typically turns out far greater than that of a standard MPD which is one of the greatest deterrents to using the current section of Code. Staff will match the standard MPD Off-Street Parking Requirements which are based on the uses defined in [LMC § 15-3-6 Parking Ratio Requirements for specific Land Use Categories](#). Staff does not foresee any negative consequences to regulating Parking Requirements in this manner as this is typical of all developments.

**Parking Exemption:** As stated in the General Plan, reduction in parking requirements assists in making development proposals more affordable due to the cost associated with dedicating land to parking. At the time of application, the analysis for supporting a micro-unit (500 SF or less) parking exemption will include a thorough transportation analysis (density, transit, shared parking, connectivity, pedestrian accessibility to good and services, etc.). Staff will also encourage community car share programs and charging stations for electric vehicles as potential off-sets. This will contribute to net-zero goals and will serve as a beta-test for future parking exemptions.

**F. PARKING-OFF-STREET PARKING.**

- (1.) The number of Off-Street Parking Spaces in each Master Planned Development shall not be less than the requirements of this code, except that the Planning Commission may increase or decrease the required number of Off-Street Parking Spaces based upon a parking analysis submitted by the Applicant at the time of MPD submittal. The parking analysis shall contain, at a minimum, the following information:
- a. The proposed number of vehicles required by the occupants of the project based upon the proposed Use and occupancy.
  - b. A parking comparison of projects of similar size with similar occupancy type to verify the demand for occupancy parking.
  - c. Parking needs for non-dwelling Uses, including traffic attracted to Commercial Uses from Off-Site.
  - d. An analysis of time periods of Use for each of the Uses in the project and opportunities for Shared Parking by different Uses. This shall be considered only when there is Guarantee by Use covenant and deed restriction.
  - e. A plan to discourage the Use of motorized vehicles and encourage other forms of transportation.
  - f. Provisions for overflow parking during peak periods.

The Planning Commission may grant an Off-Street Parking Exemption for a maximum of ten (10) Affordable and/or Attainable Units which have an area less than or equal to five hundred square feet (< 500 SF) based upon the parking analysis.

The Planning Department shall review the parking analysis and provide a recommendation to the Commission. The Commission shall make a finding during review of the affordable MPD as to whether or not the parking analysis supports a determination to increase or decrease the required number of Parking Spaces.

- (2) The Planning Commission may permit an Applicant to pay an in-lieu parking fee in consideration for required on-site parking provided that the Planning Commission determines that:
- a. Payment in-lieu of the on-Site parking requirement will prevent a loss of significant open space, yard Area, and/or public amenities and gathering Areas;
  - b. Payment in-lieu of the on-Site parking requirement will result in preservation and rehabilitation of significant Historic Structures or redevelopment of Structures and Sites;
  - c. Payment in-lieu of the on-Site parking requirement will not result in an increase project Density or intensity of Use; and
  - d. The project is located on a public transit route or is within three (3) blocks of a municipal \_\_\_\_\_ bus \_\_\_\_\_ stop.

The payment in-lieu fee for the required parking shall be subject to the provisions in the Park City Municipal Code Section 11-12-16 and the fee set forth in the current Fee Resolution, as amended.

## **LMC § 15-6-7(G) RENTAL RESTRICTIONS**



Staff has made the following amendments to remain consistent in the application of the Master Planned Affordable Housing Developments. This section of code is intended to apply to both Affordable and Attainable housing.

- G. **RENTAL RESTRICTIONS.** ~~The provisions of the moderate income housing exception shall not prohibit the monthly rental of an individually owned unit. However,~~ Nightly Rentals or timesharing shall not be permitted within Developments using this exception. Monthly rental of individually owned units shall comply with the guidelines and restrictions set forth by the Housing Authority as stated in the adopted Affordable Housing resolution in effect at the time of Application.

### **LMC § 15-15 DEFINED TERMS**

Staff has added the following definition for Attainable Housing which is consistent with Resolution 03-2017 Affordable Housing Guidelines and Standards.

**ATTAINABLE HOUSING.** Housing that is affordable to households with incomes between 101 and 150 percent of Area Median Income as defined by the housing resolution in effect at time of application.

### **Process**

Amendments to the Land Management Code require Planning Commission recommendation and City Council adoption. City Council action may be appealed to a court of competent jurisdiction per LMC § 15-1-18.

### **Department Review**

This report has been reviewed by the Legal Department, Affordable Housing and Community Development Department.

### **Notice**

Legal notice of a public hearing was posted in the required public spaces and public notice websites and published in the Park Record on April 21, 2018 per requirements of the Land Management Code.

### **Public Input**

Public hearings are required to be conducted by the Planning Commission and City Council prior to adoption of Land Management Code amendments.

### **Recommendation:**

The Planning Department requests the Planning Commission open a public hearing, review the possible Land Management Code amendments, and forward a positive recommendation regarding staff's proposed changes as referenced in this staff report to City Council.

### **Exhibits**

Exhibit 1 – Draft Ordinance

Exhibit A – LMC § 15-7-6 Master Planned Affordable Housing Development

- Exhibit B – LMC § 15-15 Defined Terms
- Exhibit 2 – 1984 Land Management Code Chapter 11 Master Planned Moderate  
Income Housing Development
- Exhibit 3 - Park City UT Housing Review
- Exhibit 4 – [April 5, 2018 City Council Work Session Staff Report](#)
- Exhibit 5 – [April 5, 2018 City Council Work Session Minutes](#)
- Exhibit 6 – [Resolution 03-2017 Affordable Housing Guidelines and Standards](#)

## Exhibit 1 – Draft Ordinance

### Ordinance No. 2018-XX

#### **AN ORDINANCE AMENDING THE LAND MANAGEMENT CODE OF PARK CITY, UTAH, AMENDING MASTER PLANNED AFFORDABLE HOUSING DEVELOPMENT, SECTION 15-6-7; AND DEFINED TERMS, SECTION 15-15.**

WHEREAS, the Land Management Code was adopted by the City Council of Park City, Utah to promote the health, safety and welfare of the residents, visitors, and property owners of Park City; and

WHEREAS, the Land Management Code implements the goals, objectives and policies of the Park City General Plan to maintain the quality of life and experiences for its residents and visitors and to increase affordable housing opportunities and associated services for the workforce of Park City.; and

WHEREAS, the City reviews the Land Management Code on a regular basis and identifies necessary amendments to address planning and zoning issues that have come up; to address specific LMC issues raised by Staff, Planning Commission, and City Council; and to align the Code with the Council's goals; and

WHEREAS, Park City has an interest in creating a diversity of primary housing opportunities to address the changing needs of residents and finds incentives for affordable housing developments essential to the City's long term community well-being; and

WHEREAS, these proposed Land Management Code (LMC) amendments were reviewed for consistency with the recently adopted Park City General Plan.

WHEREAS, the Park City General Plan includes Goal 7 that states, "Create a diversity of primary housing opportunities to address the changing needs of residents." Goal 8 states, "Increase affordable housing opportunities and associated services for the workforce of Park City." and Community Planning Strategy 8.4 states "Update incentives for density bonuses for affordable housing developments to include moderate and mixed income housing."

WHEREAS, Park City has an interest in developing and incentivizing private sector development of affordable housing within City Limits; and the purpose of the master planned Affordable Housing Development is to promote housing for a diversity of income groups by providing Dwelling Units for rent or for sale in a price range affordable by families in the low-to-moderate income range.

WHEREAS, the Planning Commission duly noticed and conducted public hearings at the regularly scheduled meeting on May 9, 2018 and forwarded a \_\_\_\_\_ recommendation to City Council; and

WHEREAS, the City Council duly noticed and conducted a public hearing at its regularly scheduled meeting on \_\_\_\_\_, 2018; and

WHEREAS, it is in the best interest of the residents and visitors of Park City, Utah to amend the Land Management Code to be consistent with the values and goals of the Park City General Plan and the Park City Council; to protect health and safety and maintain the quality of life for its residents and visitors; and to create a diversity of housing options for all income levels.

NOW, THEREFORE, BE IT ORDAINED by the City Council of Park City, Utah as follows:

SECTION 1. APPROVAL OF AMENDMENTS TO TITLE 15 - Land Management Code Chapter 15-6-7 Master Planned Affordable Housing Developments. The recitals above are incorporated herein as findings of fact. Chapter 15-6-7 of the Land Management Code of Park City is hereby amended as redlined in Exhibit A.

SECTION 2. APPROVAL OF AMENDMENTS TO TITLE 15 - Land Management Code Chapter 15-15 Defined Terms. The recitals above are incorporated herein as findings of fact. Chapter 15-15 of the Land Management Code of Park City is hereby amended as redlined in Exhibit B.

SECTION 3. EFFECTIVE DATE. This Ordinance shall be effective upon publication.

PASSED AND ADOPTED this \_\_\_\_ day of \_\_\_\_\_, 2018

PARK CITY MUNICIPAL CORPORATION

\_\_\_\_\_  
Andy Beerman, Mayor

Attest:

\_\_\_\_\_  
City Recorder

Approved as to form:

\_\_\_\_\_  
Mark Harrington, City Attorney

**Exhibits**

Exhibit A – LMC § 15-6-7 Master Planned Affordable Housing Development

Exhibit B – LMC § 15-15 Defined Terms

## Exhibit A – LMC § 15-6-7 Master Planned Affordable Housing Development

### 15-6-7 MASTER PLANNED AFFORDABLE HOUSING DEVELOPMENT

- A. **PURPOSE.** The purpose of the master planned Affordable Housing Development is to promote housing for a diversity of income groups by providing Dwelling Units for rent or for sale in a price range affordable by families in the low-to-moderate and Attainable income ranges range. This may be achieved by encouraging the private sector to develop Affordable Housing.

Master Planned Developments, which are ~~one hundred fifty~~ fifty percent (~~100 50~~%) Affordable and/or Attainable Housing, as defined by the housing resolution in effect at the time of Application, would be considered for a Density incentive greater than that normally allowed under the applicable Zoning District and Master Planned Development regulations with the intent of encouraging quality Development of permanent rental and permanent Owner-occupied Affordable and/or Attainable housing stock for ~~low and moderate income~~ families within the Park City Area.

- B. **RENTAL OR SALES PROGRAM.** If a Developer seeks to exercise the increased Density allowance incentive by providing an Affordable Housing project, the Developer must agree to follow the guidelines and restrictions set forth by the Housing Authority in the adopted Affordable Housing resolution in effect at the time of Application.
- C. **MIXED RENTAL AND OWNER/ OCCUPANT PROJECTS.** When projects are approved that comprise both rental and Owner/occupant Dwelling Units, the combination and phasing of the Development shall be specifically approved by the reviewing agency and become a condition of project approval. A permanent rental housing unit is one which is subject to a binding agreement with the Park City Housing Authority.
- D. **MPD REQUIREMENTS.** All of the MPD requirements and findings of this section shall apply to Affordable Housing MPD projects.
- E. **DENSITY BONUS.** The ~~reviewing agency~~ Planning Commission may increase the allowable Density ~~to a maximum of twenty (20) Unit Equivalents~~ per acre. Allocation of the increase in the allowable Density shall be subject to the Density Bonus Matrices below added together and Planning Commission approval. A minimum of fifty percent (50%) of a Density Bonus shall be Affordable Housing, as defined by the housing resolution at the time of Application. Density Bonus allocation shall not exceed a preexisting Master Planned Development Density approval for market rate units. The Density Bonus shall not be awarded for any Affordable Units which are obligatory under the Housing Resolution. The Unit Equivalent formula applies.

(1) Density Bonus Matrices.

- (a) Percentage Affordable and/or Attainable shall be calculated based on the percentage of total project area that is to be designated as Affordable For Sale Units and/or Affordable Rental Units as defined by the Housing Resolution in

effect at the time of application. The following Density Bonus may be allocated by the Planning Commission based on Percentage Affordable:

<u>Percentage Affordable and/or Attainable</u>	<u>50% - 60%</u>	<u>61% - 75%</u>	<u>76% - 85%</u>	<u>86% - 100%</u>
<u>Density Bonus (Percentage of Base Zone Density)</u>	<u>50%</u>	<u>60%</u>	<u>80%</u>	<u>100%</u>

(b) Area Median Income served shall be calculated based on the average Area Median Income of all Affordable and/or Attainable For Sale Units and Affordable Rental Units within the project area. Area Median Income amounts shall be defined by the Unit size and Family Size in the Housing Resolution in effect at the time of application. The following Density Bonus may be allocated by the Planning Commission based on Area Median Income served:

<u>Area Median Income Served</u>	<u>≤ 59%</u>	<u>60% - 80%</u>	<u>81% - 100%</u>	<u>101% - 150%</u>
<u>Density Bonus (Percentage of Base Zone Density)</u>	<u>100%</u>	<u>80%</u>	<u>60%</u>	<u>50%</u>

**F. PARKING-OFF-STREET PARKING.**

(1.) The number of Off-Street Parking Spaces in each Master Planned Development shall not be less than the requirements of this code, except that the Planning Commission may increase or decrease the required number of Off-Street Parking Spaces based upon a parking analysis submitted by the Applicant at the time of MPD submittal. The parking analysis shall contain, at a minimum, the following information:

- (a) The proposed number of vehicles required by the occupants of the project based upon the proposed Use and occupancy.
- (b) A parking comparison of projects of similar size with similar occupancy type to verify the demand for occupancy parking.
- (c) Parking needs for non-dwelling Uses, including traffic attracted to Commercial Uses from Off-Site.
- (d) An analysis of time periods of Use for each of the Uses in the project and opportunities for Shared Parking by different Uses. This shall be considered only when there is Guarantee by Use covenant and deed restriction.
- (e) A plan to discourage the Use of motorized vehicles and encourage other forms of transportation.
- (f) Provisions for overflow parking during peak periods.

The Planning Commission may grant an Off-Street Parking Exemption for a maximum of ten (10) Affordable and/or Attainable Units which have an area less than or equal to five hundred square feet (≤ 500 SF) based upon the parking analysis.

The Planning Department shall review the parking analysis and provide a recommendation to the Commission. The Commission shall make a finding during

review of the affordable MPD as to whether or not the parking analysis supports a determination to increase or decrease the required number of Parking Spaces.

(2) The Planning Commission may permit an Applicant to pay an in-lieu parking fee in consideration for required on-site parking provided that the Planning Commission determines that:

- (a) Payment in-lieu of the on-Site parking requirement will prevent a loss of significant open space, yard Area, and/or public amenities and gathering Areas;
- (b) Payment in-lieu of the on-Site parking requirement will result in preservation and rehabilitation of significant Historic Structures or redevelopment of Structures and Sites;
- (c) Payment in-lieu of the on-Site parking requirement will not result in an increase project Density or intensity of Use; and
- (d) The project is located on a public transit route or is within three (3) blocks of a municipal bus stop.

The payment in-lieu fee for the required parking shall be subject to the provisions in the Park City Municipal Code Section 11-12-16 and the fee set forth in the current Fee Resolution, as amended.

G. **OPEN SPACE.** A minimum of fifty percent (50%) of the Parcel shall be retained or developed as open space. A reduction in the percentage of open space, to not less than forty percent (40%), may be granted upon a finding by the Planning Commission that additional on or Off-Site amenities, such as playgrounds, trails, recreation facilities, bus shelters, significant landscaping, or other amenities will be provided above any that are required. Project open space may be utilized for project amenities, such as tennis courts, Buildings not requiring a Building Permit, pathways, plazas, and similar Uses. Open space may not be utilized for Streets, roads, or Parking Areas.

H. **RENTAL RESTRICTIONS.** ~~The provisions of the moderate income housing exception shall not prohibit the monthly rental of an individually owned unit. However,~~ Nightly Rentals or timesharing shall not be permitted within Developments using this exception. Monthly rental of individually owned units shall comply with the guidelines and restrictions set forth by the Housing Authority as stated in the adopted Affordable Housing resolution in effect at the time of Application.

*Adopted by Ord. 02-07 on 5/23/2002  
Amended by Ord. 06-22 on 4/27/2006  
Amended by Ord. 09-10 on 3/5/2009*



## Exhibit B – LMC § 15-15 Defined Terms

### 15-15 DEFINED TERMS

**ATTAINABLE HOUSING.** Housing that is affordable to households with incomes between 101 and 150 percent of Area Median Income as defined by the housing resolution in effect at time of application.

*Amended by Ord. 2016-44 on 9/15/2016*

## Exhibit 2 – 1984 Land Management Code Chapter 11 Master Planned Moderate Income Housing Development

### SECTION 11. MASTER PLANNED MODERATE INCOME HOUSING DEVELOPMENT

11.1. PURPOSE. The purpose of the master planned moderate income housing development is to promote housing for a diversity of income groups by providing dwelling units for rent or for sale in a price range affordable by families in the low-to-moderate income range. This may be achieved by encouraging the private sector to develop low and moderate income housing alternatives within Park City. A Moderate Income Rental or Sales Program (MIRSP) will be administered by the Housing Authority of Park City, to maintain the supply of low and moderate income housing stock and to insure that dwelling units once committed for low and moderate income persons shall be maintained in the low and moderate housing stock of Park City for a period of at least 15 years. Housing projects erected on qualifying property are allowed a density incentive greater than that normally allowed under the applicable zoning district and master planned development regulations with the intent of encouraging quality development of permanent rental and permanent owner-occupied housing stock for low and moderate income families within the Park City area.

11.2. QUALIFYING PROPERTY, DEFINED. "Qualifying property" is defined as a parcel of land located within one of the following zoning districts: Residential Development (RD); Residential Development-Medium Density (RDM); or in those portions of the Estate District (E) where a minimum of 50% of the land area of a specific parcel qualifies for rezoning to the Residential Development (RD) District regulations because of its grade. A qualifying property shall be the subject of a binding agreement with the Park City Housing Authority restricting the use of rental and sales parcels to the provisions of the MIRSP.

11.3. RENTAL OR SALES PROGRAM. If a developer seeks to exercise the increased density allowance incentive by providing low or moderate income rental or sales housing in a project, the developer must agree to participate in the moderate income rental or sales program. The MIRSP sets the guidelines under which the units can be sold or rented.

11.4. RESPONSIBILITIES OF THE PARK CITY HOUSING AUTHORITY. The responsibilities of the Park City Housing Authority shall include: the determination of rental rates and sales prices of units participating in the MIRSP; and making recommendations to the reviewing agency as to the appropriateness of a proposed project with regard to density based on the MIRSP project agreed to by the developer, investigation and recommendation on the type of dwelling and the need for rental or owned housing.

11.5. MIXED RENTAL AND OWNER/OCCUPANT PROJECTS. When projects are approved that comprise both rental and

owner/occupant dwelling units, the combination and phasing of the development shall be specifically approved by the reviewing agency and become a condition of project approval. A permanent rental housing unit is one which is subject to a binding agreement with the Park City Housing Authority.

11.6. DENSITY BONUS. The reviewing agency may increase the allowable density for qualifying property up to 20 dwelling units per acre. The unit equivalent formula may be applied, provided that hotel rooms, hotel suites, lockout, and other arrangements for transient lodging purposes are not permissible in taking advantage of the moderate income density bonus. The net density within such a parcel should be planned to preserve usable open space. The reviewing agency at its discretion, may grant an additional density incentive of up to five units per acre based on its determination of the recreational usability of the open space of the development.

11.7. SETBACKS, BUILDING HEIGHT, AND PARKING. Variation in setbacks, building height and parking from the requirements of Section 7 and Section 13 (Off-Street Parking) shall be permitted, provided such variations are reviewed and approved in accordance with the master planned development review process in Section 10.11.

11.8. SITE. A minimum of 50% of the parcel shall be retained or developed as open space. Open space may be utilized for project amenities, such as tennis courts, swimming pools, recreational buildings, etc.; open space may not be utilized for streets, roads, or parking areas.

11.9. RENTAL RESTRICTIONS. The provisions of the moderate income housing exception shall not prohibit the monthly rental of an individually owned unit. However, nightly rentals or timesharing shall not be permitted within developments using this exception.

11.10. ARCHITECTURAL REVIEW. The Master Planned Moderate Income Housing Development is a conditional use, and as such, is subject to architectural review by the Planning staff for compliance with the design guidelines adopted for that zone in a resolution adopted by the City Council. Appeals of architectural design decisions are to the Planning Commission as set forth in Chapter 1.

**Draft Report**

**Park City UT Housing Review**

*The Economics of Land Use*



Prepared for:

City of Park City, Utah

Prepared by:

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March 29, 2016

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**EPS #153048**

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## 1.0 EXECUTIVE SUMMARY

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### 1.1 Summary of Findings

The following are the major findings from EPS's work. Each frames the context in which the recommendations are structured.

**1. The gap between market rate housing and prices affordable to the City's workforce continues to widen.**

- Single-family housing prices have escalated an average of 6.7 percent per year since 2000, even factoring in the recessions. From 2010 to 2015, prices have escalated at 10.7 percent annually from approximately \$990,000 to nearly \$1.5 million for a single-family home. Furthermore, since 2000 condo prices have increased at 5.5 percent per year from approximately \$365,000 to more than \$684,000, although most of this increase is attributable to the escalation of prices before the housing market bubble.
- Median incomes have increased just 1.7 percent annually since 2000, and qualifying income limits have increased 1.9 percent annually since 2000.
- The "affordability gap" has widened more than two-fold from approximately \$375,000 to \$949,000. That is, in 2000 a household earning Park City's median household income (\$65,800) could afford a house at \$180,400 and the average-priced single-family house sold for approximately \$555,000. By 2014, a household earning Park City's median household income (according to the U.S. Census' 5-year estimate of \$89,886) could afford a house at \$365,900 and the average-priced single-family house sold for approximately \$1.3 million.

**2. There is dwindling inventory of housing affordable to the community workforce.**

- Other studies and needs assessments have also sounded the alarm. There is a dwindling stock of housing affordable to those who work and would live in Park City if they could afford it.
- In 2000, 26 percent of the City's for-sale inventory was valued at less than \$300,000. By 2014, that portion had dropped to 12 percent. Over a shorter period of time, between 2011 and 2014, the portion of for-sale inventory affordable to a household earning median income dropped from 21 percent to 17 percent.

**3. The existing housing resolution (13-15) applies to less than 50 percent of all residential development activity.**

- Approximately 78 affordable units were built between 2005 and 2011 under the current housing resolution. As these were the units to meet the 15 percent inclusionary zoning requirement, it is estimated that they were based on projects totaling 520 total units. During those 6 years, however, there were 1,100 residential units permitted, indicating that the inclusionary zoning requirement applied to approximately 50 percent of all residential construction.



- 4. Had the intent of a previous version of the housing resolution (version 6-94) been followed, nearly double the number affordable units might have been built.**
  - Among other things it established, resolution 6-94 expressed the City Council's intent to consider whether the future version of the resolution's housing requirements should apply to residential development of more than two units.
- 5. Moving forward, the development pipeline would suggest that there are fewer applications that will apply to the existing housing resolution.**
  - According to staff, there are few if any opportunities for future annexation, and only three master-planned developments (MPD) are known. Development is increasingly infill and single-site demolition/rebuild.
- 6. Revisions to the housing resolution have focused increasingly on the community's workforce.**
  - In a revision to the housing resolution in 1999, the City Council listed that the beneficiaries of such policy should include police, teachers, firemen, service workers, and longtime community residents. By 2006, that had been expanded to include: those who live and work in Park City, "essential" public and private sector service workers (schools, fire, municipal corporation, sewer district), full-time employees of businesses located within city limits, residents of Park City for the past 24 months, owner or owner's representative of a business within city limits, senior citizens, and the physically or mentally challenged. In a subsequent revision, the word "essential" was removed from the public and private sector service workers category.
- 7. Moreover, while improvements have been made to the housing resolution, these changes have had decreasing returns given the changing market.**
  - Over time, improvements, clarifications, and modifications have been made to the housing resolution, although some of its elements have not; e.g., the per-unit incentive of \$5,000 has not been updated since 1991. MPDs and annexations were more common in the early 1990s than they are now, and they do not provide the same vehicle for affordable housing production they once did.
- 8. There are conflicting policy objectives regarding height, view-shed, historic preservation, and open space.**
  - As has been pointed out in previous studies, these desirable planning objectives conflict with the objective of achieving greater housing affordability. They all serve to exacerbate affordability conditions and increase prices by generally decreasing the supply of housing.
- 9. EPS employee generation survey data for Park City are generally in line with the current factors in the existing housing resolution.**
  - The commercial mitigation portion of the current housing resolution bases its mitigation requirement on 20 percent of the 4.4 full-time equivalents (FTEs) generated per 1,000 square feet of commercial space. Based on analysis and vetting of 132 survey responses from Park City employers, the overall rate is currently estimated at 3.9 FTEs per 1,000 square feet for the City.
  - The information collected provides sufficient detail to replace the existing types of rates with City-relevant numbers as well as differentiate between, for example, a full-service

restaurant (8.1 FTEs per 1,000 square feet) and a quick-casual or fast food restaurant (6.9 FTEs per 1,000 square feet).

- Many categories were within approximately 20 percent of the current generation rate, such as lodging (0.5 FTEs per room versus the existing 0.6 FTEs); medical profession/health care (2.7 FTEs per 1,000 square feet versus the existing 2.9); finance/banking (2.8 FTEs per 1,000 square feet versus the existing 3.3); education (2.2 versus the existing 2.3 FTEs); and real estate and property management resulted in the same generation rate (5.9 FTEs).
- One category was different by more than 20 percent of the existing generation rates, such as "other professional services" (2.7 FTEs versus the existing 3.7 FTEs).

## 1.2 Recommendations

EPS and its legal consultant, White & Smith, LLC, have worked with City staff and the City Attorney in the development of the findings and recommendations presented here.

Unfortunately, neither the Utah Statutes nor the Utah courts have provided direct guidance with respect to inclusionary zoning or fee-in-lieu programs for cities in Utah. Please be advised that although other courts around the country have taken up issues related to inclusionary housing programs, and while their holdings are somewhat instructive, the current status of known Utah interpretations and standards reflect a more rigorous judicial review and/or legislative reaction may be expected if the program is expanded to otherwise permitted uses.

In addition, Utah's statutory and case law have been consulted, as well as other state sources, including an important advisory opinion from the state's Office of the Property Rights Ombudsman (Advisory Opinion #96, February 28, 2011) for guidance. These have been used as a general reference, but, of course, how a Utah court would interpret the City's current approach or those recommended here is unknown and the City Attorney's input should inform the City's consideration of the recommendations included in this report.

### **1. From a development-based approach, Park City should consider providing additional financial or economic incentives.**

- The City should consider deferring, abating, or granting back some portion of local property taxes to property owners/managers for keeping units in long-term affordability. Financial modeling provided in this report illustrates how this tool would provide value to rental developments as a way to "fund" additional housing without committing new public financial resources.
- The City could decide what level of affordability (e.g., a percent of the affordable workforce wage) and what term (e.g., units remain affordable at specified income level for 15 to 30 years) to require. This technique could be applied to new and rehabilitated rental properties, as well as new developments. (This recommendation needs to be considered within the City's legal authority and Utah statutory limitations..)
- Analysis described in the report indicates that under some conditions, this incentive could be accretive to a project's return on cost. While it is risky to assume that this would be the case for every project, the reality does remain that decreased expenses means greater debt service coverage ratio for a project and better operating performance. In other words, the impact of a property tax abatement (or a mechanism designed to achieve similar results) could make a development project either more feasible or encourage a project to move forward that otherwise would not have.

- As it concerns for-sale housing, the City should consider whether the per-unit fee waiver, currently a part of the existing housing resolution, is worth maintaining. Because the gap between market rate and affordable units is so great (currently estimated at nearly \$950,000), the \$5,000 per unit waiver of fees is not enough to motivate a developer; it is therefore, largely symbolic. At a minimum, the City should consider having a discussion about waiving either 100 percent or some substantial portion of permit and impact fees. (In context, the fee waiver was set at \$5,000 in 1991. In today's dollars, it would need to be approximately \$8,600 to have at least the same value.)
- It should be noted that the Municipal Land Use, Development, and Management Act (Title 10, Chapter 9a, Utah Code Ann.) includes certain requirements related to cities planning for and providing moderate income housing. For example, cities - required to adopt a comprehensive plan - are authorized to address "the protection or promotion of moderate income housing" in their plans (Utah Code Ann. §10-9a-401) and must include a land use element that includes an estimate of its needs with respect to moderate income housing and a plan to reasonably meet those needs (Utah Code Ann. § 10-9a-403(2)). Cities with moderate income housing plan elements must review them biennially to detail actions, efforts, and progress made to meet city's housing objectives (Utah Code Ann. §10-9a-408). Certainly, Park City's longstanding inclusionary housing requirements fall within this planning context, as would reasonable incentives described here and in Recommendation #2.

**2. The City should expand the applicability of the density bonus for affordable housing and consider raising the density bonus.**

- Applicability: The density bonus is granted only to MPDs in the City's Land Management Code. Using additional entitlements to motivate a developer to provide affordable housing can be a strong incentive in markets where additional density is particularly valuable. As a matter of policy coverage, EPS believes that the density bonus should be made available to any development that would look for ways to include affordable housing, including commercial and infill developments.
- 10 percent density bonus: The density bonus is frequently the strongest incentive an inclusionary zoning ordinance can offer in any setting where development pressures exceed entitlement. In EPS's experience, an increase in density, while greater efficiencies of land are usually realized (lowering the per-unit costs of land), is still associated with more construction costs. There are two challenges for most communities utilizing this incentive.
- On one hand is calibrating the amount of density, recognizing the marginal costs of construction, so that it has sufficient residual value to motivate a developer to pursue it. On the other hand is calibrating the amount of the "requirement" so that it doesn't eliminate the positive residual value of the density bonus itself. That is, there is value in the density bonus that can be leveraged for additional community benefit (i.e., affordable housing), but it needs to be of sufficient scale so as not to make the density bonus worth pursuing at all.
- Currently, Section 15-6-5(A)(1)(b) allows the Planning Commission to grant a maximum of 10 percent density bonus if a developer proposes an MPD where more than 30 percent of the equivalent units are affordable (or employee) housing. Therefore a developer of a residential MPD in Park City would have two basic choices: comply with the standard 15 percent set-aside requirement, or provide an additional 15 percent affordable housing for 10 percent additional density. It is very unlikely that these two elements have been calibrated such that a developer would be economically indifferent to the two choices -

i.e., they would both yield the same financial return, or even ideally that the financial return of the project with the density bonus is actually higher.

- EPS recommends that the City re-evaluate its motivation for the two factors and discuss to what extent they can be brought into closer economic alignment. For example, a density bonus of 20 to 40 percent may be necessary (depending on the scale of the development and its construction type – wood frame, steel, or concrete) to offset the increased requirement for affordable housing.

### **3. The City should modify the commercial component of the housing resolution.**

- Policy Context: From the perspective of a policy modification, it is always possible to convert this commercial mitigation strategy into an actual commercial linkage program—i.e., using a nexus study to establish fees that are assessed to new non-residential developments on a per-square foot basis by land use categories. EPS believes that the current version of a “commercial mitigation strategy” generally achieves the same outcomes as a commercial linkage program might, and that the magnitude of units built or in-lieu fees collected would be roughly equivalent. Like the survey data collected in this study, a nexus study also collects data to identify the number of FTEs generated by different non-residential land uses. It quantifies the distribution of jobs by occupational category and assigns them to wage levels. The workers (and their households) are distributed by median income categories, from which it can be estimated what portion of all jobs created by the new non-residential development require housing assistance. The fee is calculated as the affordability gap, or the difference between the market rate and price of an affordable housing unit to particular households by median income level. The total affordability gap for the lower-income households is estimated and divided by the total square feet of a development to determine a per-square foot fee.

Generation Rates: The City should discuss the merits of incorporating the new survey-based employment generation rates. It should be acknowledged that this type of basis for calculating employment generation rates is always subject to a margin of error. On one hand, asking employers the number of their full-time and part-time staff relies on the accuracy of the information the person surveyed has available. On the other hand, it relies on the respondent’s knowledge of the total floor area of their space, and in the absence of that (which is very common), the accuracy of this part of the information is reliant on either the respondent’s or the data-gatherer’s ability to accurately gauge the size of the space. EPS made every attempt to fully vet the numbers given to all data-gatherers in the survey work. We cross-checked the square-footage numbers against Summit County Assessor data.

- Mitigation Rate: Aside from the 15 percent residential set-aside requirement, there are a couple other factors that seem to be associated with mitigation of affordable housing need. On one hand is the 20 percent mitigation factor applied to the commercial component; on the other hand is the 34 percent “location substitution” factor identified and both require the mitigation of some portion of the housing demand generated by those uses. In the case of the City’s current resolution, 20 percent appears to have been chosen as a number reflective of the portion of FTE-based households in need of housing assistance, though no documentation is available to confirm this.

In the case of the 34 percent location substitution factor, it appears through research that this number originated from an analysis of 2005 commuting data that identified 34 percent of the City’s jobs were held by City residents. It was held that this was an optimal number to maintain and has been applied to estimates of affordable housing demand since then. In the context of other resort communities, this number is often a

policy-driven factor. Telluride (CO), for example, chooses to require a 40 percent commercial mitigation rate; San Miguel County (CO) requires 15 percent; Vail (CO) requires 20 percent; Jackson Hole (WY) requires 35 percent; and Aspen (CO) requires 60 percent. These rates are not necessarily based on any specific analysis of in- and out-commuting patterns; they are based on community priorities. As such, Park City should engage in a discussion with elected officials about an appropriate “goal” for housing local workers. By way of comparison, if Park City did embark on a nexus study to quantify the jobs-housing linkage for commercial development, this mitigation rate would be a factor developed in the analysis, which then becomes, for communities with such policy, the subject of policy debate and community goals.

- In the end, no matter which direction the City takes on this issues, it needs to have a discussion about what percent of its workforce it believes should live locally and start to frame the analysis of other production goals around it.
- In 2015, the California Supreme Court decided an important case arising from the City of San Jose’s inclusionary zoning ordinance (which is similar to, though not identical to Park City’s housing resolution), and held that the San Jose ordinance was a defensible land use regulatory device and was not an exaction. *See California Building Industry Ass’n v. City of San Jose*, 351 P. 3d 974 (2015). It is not clear, of course, whether a Utah court would concur with the California Supreme Court’s *San Jose* case in the event of a challenge here (see e.g., Property Rights Ombudsman Advisory Opinion #96, February 28, 2011), but in any case, should the City elect to implement Recommendation #3, appropriate nexus, and potentially developer feasibility/benefit, studies should be considered in consultation with the City Attorney.

#### **4. The City should establish a housing goal.**

- At this time, establishing an actual housing goal – i.e. a concrete numeric target, should be the city’s highest priority. The evolution of the city’s current housing resolution, as outlined in Chapter 2, illustrates clearly the city’s intent to prioritize affordable housing, but also illustrates how the City’s statements did not identify actual goals. Also outlined in the report, the closest the city has come to identifying a numeric housing target has been the informally-adopted “location substitution” rate of 34 percent. Research into the root of this factor shows that it may have been based unintentionally on the incorrect ratio of “job-holding residents” to total Park City jobs. Historic in- and out-commuting trends indicate that in 2005, when the location substitution factor was developed, that the ratio of Park City residents working in Park City was actually 15 percent (not 34 percent).
- As a point of comparison, both Jackson Hole and Aspen have adopted housing goals. Aspen has a stated target of housing 60 percent of its workforce locally, and as such, holds its commercial mitigation rate at 60 percent. Jackson Hole also has a stated policy target of housing 65 percent of its workforce locally, although it requires just 35 percent commercial mitigation. EPS recommends that Park City not only engage in a discussion of what it would like the target to be, but whether or not it believes that a modified commercial mitigation rate should or needs to be the only manifestation of that policy goal. That is, even if the City chooses to adopt a high locally-housed workforce target, the City will likely never achieve its goals with future commercial development alone. And if Park City did embark on a nexus study to quantify the jobs-housing linkage for commercial development, this mitigation rate would be a factor developed in the analysis, which then becomes, for communities with such policy, the subject of policy debate and community goals.

- But, as a point of departure, EPS recommends that the City entertain two basic possible housing targets: housing 20 or 25 percent of the city's workforce locally. While this proportion seems lower than the unofficial 34 percent location substitution factor, this is a reasonable, if not optimistic goal for the city to set. Based on projections detailed later in the report, EPS estimates that to achieve 20 percent of the city's workforce living locally would require the production of approximately 860 more housing units specifically for the local workforce. Achieving 25 percent of the city's workforce living locally would require the production of approximately 1210 more housing units specifically for the local workforce. These would be double and triple increases, respectively, in the rate of housing production for local residents (i.e. occupied housing units) and would, therefore, be challenging from a variety of perspectives, including among other things, the capacity of the development community.
- As discussed previously, the Utah courts have not been presented an opportunity to consider the constitutional or statutory standing of an inclusionary housing ordinance in this state, as the California courts recently have. To the extent the same would be considered an exaction in the Utah context, the goals recommended here should reflect the estimated impact of development subject to an amended Park City housing requirement. Nonetheless, establishing a housing goal is important, at the very least, for purposes of meeting the moderate income housing requirements for cities under the Municipal Land Use, Development, and Management Act.

##### **5. The City should modify its in-lieu fee structure.**

- The current housing resolution establishes a structure based on three pieces of information: 1) the median market value per square-foot of 600 to 1,600 square foot units sold in the prior year; 2) multiplied by 900 square feet; and 3) the affordable home sale price for a household earning Park City's workforce wage subtracted from the result. There are a variety of approaches available to governments in structuring an in-lieu fee: 1) the difference between a market rate unit and a deed-restricted affordable unit; 2) a percent of the construction cost; 3) a percent of the maximum affordable sales price; 4) a percent of the land value to construct units elsewhere; and 5) nexus-based fee, which is described in recommendation above.
- Given considerations for complexity versus simplicity of the in-lieu fee's design, considerations for the magnitude of revenues generated, and considerations for the ease in making annual updates, EPS recommends that the City adopt a construction cost methodology for its in-lieu fee structure. This method would rely on only one piece of information for the actual in-lieu fee (construction cost per unit), rather than the current three.
- This per-unit factor could be developed using the City's own development projects of a relevant prototype, such as single-family homes, townhomes, or condos. The methodology would also involve making annual updates, using either the BLS producer price index (PPI) for all residential construction (i.e., for *Material and Supply Inputs to Construction Industries*, which is published annually on a 1½ year lag), or the consumer price index (CPI), which is published by the BLS monthly and without a lag. Either way, the methodology does not rely on collection of magnitudes of MLS or Assessor data each year for updates.
- EPS also recommends that the City consider applying a percentage to this factor, such as 75 percent of the total cost of construction, so as to remove a portion often attributable to land costs.

- As noted previously, consideration of whether or in what manner to restructure the City's in-lieu fee provisions, should include input from the City Attorney and, in particular, the assumed approach being an exaction or land use regulation under the Utah framework.

**6. The City should consider modifying the residential portion of the housing resolution to apply to all residential development.**

- The City should consider applying this portion of the resolution to all residential development. This is based on the review of the intent of the original housing resolution and the focus of subsequent iterations on annexations and MPDs, as well as analysis of historic building permit data, and an understanding of development in the pipeline. That is, it is unlikely that annexations or MPDs will be a majority or even a substantial component of development moving forward, such that the housing resolution as written will continue to be effective.
- For either of the previous options, EPS would recommend that an exemption be structured for projects that are contributing to the City's affordable housing inventory. As such, the exemption could be drawn at units that are priced below a certain affordability mark. For example, in 2014 the maximum affordable purchase price for a household earning 100 percent of median income (\$89,886) was \$359,600. Alternatively, the maximum affordable purchase price for a household earning 150 percent of the Park City workforce wage (\$73,253 for a household of two persons) was \$282,700. Whatever the threshold, EPS recommends that it serve equally as a proxy for the size of units being constructed.
- The implication of this is that all new residential development, large and small-scale projects of all structure sizes would apply. Given that the City has been concerned about recent increases in the number of larger single-family homes (i.e., second homes) that have not been subject to the resolution, it would be in the interest of the City to adopt a mechanism by which these are either subject to a higher mitigation, or that units priced more affordably (or of a smaller size) would be exempt.
- One option available is that the City could consider establishing a residential linkage program, which would establish the nexus between the level of affordable housing demand generated by units at various price points (i.e., proxy for size). There are two methodologies that such an analysis could employ: 1) other resort economies who have traditional residential linkage programs have conducted door-to-door surveys of the actual employment generated by their household (i.e., gardeners, housekeepers, other staff, etc.); and 2) there are a few larger, urban markets that have adopted residential linkage programs that rely on a nexus established on the basis of overall employment (i.e., jobs vis-à-vis household spending patterns). The first method requires primary data collection, and the second relies on input-output modeling factors.
- The other option is that the City keep its existing mitigation structure, but apply it to all new construction or demo-rebuild projects (i.e., no threshold). The fee in-lieu structure would be kept the same, but its outcome would require that smaller projects would be a fraction of a per-unit fee.

- As discussed in Recommendation #3, Recommendation #6 also implicates the City's existing resolution-based approach, which is based on a "Housing Mitigation Plan" proposed by an applicant mostly for annexations and master planned developments. This approach, though untested, generally is regarded as a fair and equitable means of addressing the housing challenges facing Park City. Expanding the inclusionary requirements to all residential development, though clearly advancing the "moderate income housing" directives in the Municipal Land Use, Development, and Management Act, also implicates the questions raised in the advisory opinion and *San Jose* case outlined previously and should be discussed with the City Attorney.

**7. The City should pursue a blended approach to structuring deed-restricted ownership units.**

- There are two common approaches to deed restrictions – shared equity and limited appreciation model. In general, the shared equity model lowers the initial cost of home-ownership for households and offers them the opportunity to own the property in the long run while not necessarily attempting to manipulate the "value" of the property for the sake of keeping it in the affordable inventory. The limited appreciation model, on the other hand, seeks to manipulate the value by arbitrarily setting a price appreciation limit that is sometimes set to 2 or 3 percent.
- Shared equity works well in an environment where considerable magnitudes of new housing are being built. It would be worthwhile engaging city officials in a discussion of how to establish the program so that it could be utilized where effective. Specifically, the shared equity approach means that a borrower purchases a home by providing a downpayment, typically 5 percent, borrows approximately 75 percent of the value of the property and receives a low-interest equity loan of up to 20 percent (or some limit). At the end of the mortgage term or earlier, the equity loan is paid off in full plus 20 percent of the property's value escalation.
- A lower equity loan means less for a household to pay back over time, the larger the equity loan, the lower the "point of entry" for households in need. As such, the City may want to consider this element as a point of leverage to manipulate given market conditions. That is, the City could establish a policy where equity loans are available up to a maximum amount, and the borrower could choose whether or not to take advantage of the full value.
- The challenge with this technique, however, will be that the City effectively cannot lend its credit or make loans. To take advantage of this option, the City will have to explore what third-party entities would be appropriate for administering such a program, such as Mountainlands Community Housing Trust or the Housing Authority. Perhaps the City could work to organize local and regional banks to establish a shared equity loan pool whereby the banks receive Community Reinvestment Act credits or other tax abatement incentives.
- This model may also be worth exploring in a rental (or leasehold) context. Instead of an equity loan to the homebuyer, the City might explore whether it has the resources (i.e., pass through of capital funds) to grant lower interest equity loans to a new rental development in exchange for a portion of the units to be provided as affordable.



- In general, the advantages of the shared appreciation model are that it lowers the barrier to entry for households and gives them an opportunity to buy into the market and build equity at the same pace as the rest of the market. On the other hand, the shared equity model works well in a market that is constantly producing new units. In theory, after the first round of households has purchased such a deed-restricted home and sold it, there is risk that the housing inventory could enter the market-rate inventory unless a fail-safe mechanism is included, such as a first right of refusal for the city.

**8. Define the timing of commercial and residential developments in the scheme of a revised and modified housing resolution.**

- It is important with the modification of existing policy or adoption of new policy that affects land development that a date be selected sometime in the future, at which point all applications received would apply to the revised policies. Depending on the length of time between, for example, permit application and time of construction or site plan and building permit, EPS recommends that, at the time City Council may approve the recommendations governing the housing resolution, a date be chosen that reflects this amount of time and applicable state requirements related to vesting of development rights, as applicable.

**9. The City should establish priorities for allocating the recent \$40 million RDA Fund allocation.**

- Previous Councils have drawn made important, symbolic, but necessary declarations of need, intent, and priorities in the housing resolution. The recent allocation of \$40 million for capital is an important backdrop to such conversations. The City should engage its elected officials, however, in a policy discussion oriented around determining and voicing their concerns, vision, and direction regarding housing priorities.
- That discussion should utilize major analytical findings from this study as guideposts for policy debate, not necessarily as prioritizations or exact magnitudes of need. The analytical findings of this study, and other studies that have preceded it, can be interpreted as a selection of ways to look at this need. As there are multiple methodologies here and developed throughout the years by PCMC staff, there is a need to view these findings through the lens of political priority, perceived urgency, as well as within the context of other City priorities.
- EPS recommends that the City consider the various programmatic ways it might utilize the allocated funds. Programmatic considerations include making some portion of the funds available through a Notice of Funding Availability (NOFA), through which the City could create a competitive environment among both housing developers and service providers for use of the funds. Such a process can leverage the private sector for creative and financially efficient uses of funds.
- Another potential programmatic use of funds could be the acquisition of a strategic parcel of land that the City believes might be valuable in the future as a mixed-use redevelopment, in which the land could be leveraged for a public-private partnership development.
- In addition, some portion of the funds could be allocated to the purchase of existing units that might be appropriate for a shared equity or shared ownership program.

- While the City is not authorized under its accounting rules to make loans (i.e., for the purpose of establishing a mortgage pool or shared equity program), the City should still engage in discussion around who would be an appropriate entity to carry out such a function, how it would be done, and what variety of programs it would offer. It is valuable to consider that the original resolution (37-91) set forth an objective to establish a mortgage pool, working with lenders. While it is not clear from subsequent versions of the resolution whether this concept was ever piloted, it is clear that there are obvious obstacles to doing it today. Furthermore, it does not appear that the Mountainlands Community Housing Trust offers this type of assistance through its various ownership programs.
- In terms of beneficiaries, the City could utilize analysis of affordability conditions from this and other studies to identify magnitudes of need, looking at income level, community workforce contingent, and the type of development typically associated with that type of need. For example, EPS prepared revisions of previous gap analyses as well as a new methodology to estimate magnitude of housing type need by respective income levels of in-commuters.
- Based on the analysis of trends, the City would see more effective results and higher production if it focused more on community-based solutions, such as use of funding mechanism, than relied solely on its housing resolution, which is a development-based approach.
- Funding allocations and incentive programs advance moderate income housing planning requirements, including those in section 10-9a-403(2)(a) and (b) and -408 of the Municipal Land Use, Development, and Management Act.

## 2.0 PROJECT CONTEXT

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### 2.1 Existing Housing Policy

One of the primary objectives of this study is to evaluate the effectiveness of the existing housing resolution. In an effort to understand its evolution, its intent, and in particular, the motivations behind the policy as it stands today, the following section traces the changes in the city's housing policy from its origination in 1991 through today. To formulate more informed recommendations regarding an update to the policy, EPS has looked into the conditions and motivations that warranted the adoption of the resolution, and what how those conditions may have differed from when the current version was updated, and to what extent the current policy is still responsive to the market.

In general, revisions to the housing resolution have focused increasingly on the community's workforce. While improvements have been made to the housing resolution, these changes have had decreasing returns given the changing market. Over time, improvements, clarifications, and modifications have been made to the housing resolution, although some of its elements have not; e.g., the per-unit incentive of \$5,000 has not been updated since 1991. MPDs and annexations were more common in the early 1990s than they are now, and they do not provide the same vehicle for affordable housing production they once did.

#### 2.1.1 Resolution 37-91

In this original version of the resolution, City Council established general policy direction. It established affordable housing as a priority, whereas the Council acknowledged a need to protect and enhance community diversity by encouraging a mix of housing. Specifically, the city noted that it wanted to "assist those members of our community that have demonstrated their commitment to Park City by either their residency and/or work history..." It also acknowledged affordable housing as a housing problem of "national scope." As such, it established a few key components or objectives.

It first of all established a \$5,000 per unit subsidy for projects that imposed resale and occupancy restrictions, giving preference to residents that had lived or worked in community for 3 years. The resolution stated that it should ultimately develop "a program similar to the Historic District Grant Program to encourage the rehabilitation of residential structures for long-term rental or primary occupancy by the owner", establish a private mortgage pool working with lenders, etc., and "consider the need for requiring affordable housing sites as part of all annexation agreements."

#### 2.1.2 Resolution 8-93

The update in 1993 made a few changes, not necessarily to the substance of the policy, but to its specifics. Among the changes, City Council established minimum unit sizes, maximum rents, unit equivalents, in-lieu payments, and a 10% set-aside requirement for annexations.

### **2.1.3 Resolution 6-94**

In 1994, City Council updated some of the “whereas” clauses to the resolution and expanded on its policy discussion and motivations for the policy itself. First, the City stated it would establish affordable as a high priority goal and top priority action item, that a survey of the community indicated that 86 percent of residents said City should encourage affordable housing, and that rapidly rising housing costs was exacerbating the lack of moderate and lower income housing.

As such, the revised resolution established a task force, sought to endorse and assist in the development of a model lease to be used as a standard in subsidized units, implement the Accessory Apartments Ordinance 94-4 to encourage the creation of additional rental units throughout city, and it “express[ed] the council’s intent to consider new housing requirements that may affect: residential development of more than 2 units; commercial buildings; annexations”.

### **2.1.4 Resolution 7-95**

In 1995, the City Council made a few changes to the resolution language, including a reiteration of making affordable housing an “action target” for 1995 and 1996 and noted the dramatic increases in land and housing prices. Among the additions to the policy were the 10 percent set-aside requirement for residential development, a 40-year affordability term for deed-restricted housing, and a covenant in the deed restriction that indicates the City should have the first right of refusal.

### **2.1.5 Resolution 17-99**

The revision in 1999 was the first major and nearly comprehensive expansion to the resolution since its passage in 1991. The City cited numerous studies having been completed annually that have documented the reality that housing prices have consistently outpaced wages of the service sector workers in the resort-based economy. As a result, the task force formed in the 1994 revision and City Council jointly agreed to list the following as targets for the affordable housing policy: police, teachers, firemen, service workers, and longtime community residents. It rationalized the policy changes by indicating that “out-migration of service sector workforce due to these conditions has been detrimental to community character”. The revision also stated a priority for the creation of for-sale, not rental units.

Interestingly, the policy stated that “the cost of providing affordable housing should not be disproportionately borne by any single sector of the community and any solutions should equitably apportion the costs based on impact generation, growth inducement and the underlying goal to provide a cross section of units...”

Among the changes to the resolution were an identification of the types of units desired, maximum rent guidelines (reference to Summit County 100 percent AMI) for rental and for-sale. It also “codified” the target populations as: those who live and work in Park City; “essential” public and private sector service workers (schools, fire, municipal corporation, sewer district), full time employees of businesses located within city limits, residents of Park City for the past 24 months, owner or owner’s representative of a business within city limits, senior citizens, and the physically or mentally challenged. Language regarding the affordability term also was modified.

The most substantial change, however, was the establishment of the policy as it applies to annexations and master-planned developments (MPD). It established that the policy would apply to MPDs of 50 or more units or mixed-use projects of 5,000 sqft or more. It established a 15 percent set-aside, as well as alternatives to satisfying the policy: i.e. it made provisions for a project to satisfy the policy by building affordable units off-site, donating land, acquiring off-site units, or paying a fee in-lieu.

### **2.1.6 Resolution 10-06**

The next revision also came with some substantial changes. In 2006, the City had just completed its 2005 housing assessment and demand analysis, which had concluded that leisure and hospitality sector would drive demand for affordable housing. The resolution stated that the purpose for the revision was "...to ensure that new development does not adversely affect the supply of affordable housing in the City and to maintain Park City's social, economic, and political fabric..."

Among the changes made to the policy, it was the first to contain the employee generation rate chart, which is still used in the most recent version. It established an option for the reduction of employee generation for institutional/non-profit uses up to 50 percent. It established a provision for additions or changes of use, and a section on applicability of resolution to pending developments. It also reworded the critical whereas statement "the cost of providing affordable housing should not be disproportionately borne by any single sector of the community and any solutions should equitably apportion the costs based on impact generation..." It removed the phrase "the cost of providing affordable housing should not be disproportionately borne by any single sector of the community..."

### **2.1.7 Resolution 20-07**

The following year, a few minor changes were made. These changes added green building requirements to the applicable projects. It added a special needs emergency/transitional housing option as an alternative, and it removed "essential" public and private sector service workers (schools, fire, Municipal Corporation, sewer district) from the list of targeted populations.

### **2.1.8 Resolution 25-12**

The core of today's applicable policy was refined in the revision in 2012. This version expanded the explanation of the fee in-lieu calculation, removed another category from the target population – i.e. "residents of the city for prior 24 months", and added language regarding the Park City workforce wage.

### **2.1.9 Resolution 02-15/13-15**

In early 2015, minor language changes were made related to the conveyance of land and affordability terminology. In a subsequent revision later in the year (13-15), the City added a paragraph concerning the fulfillment of affordable housing construction in advance of the obligation.

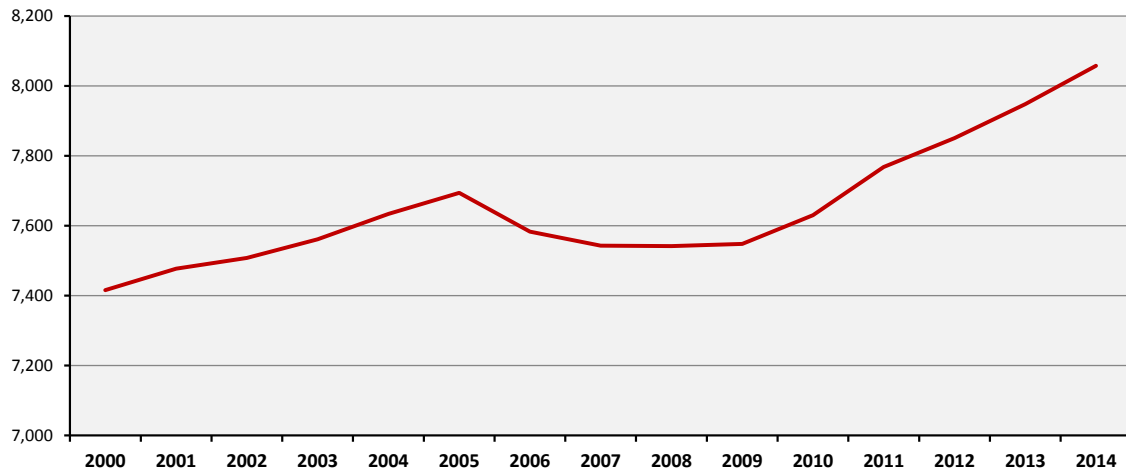
## 2.2 Economic and Demographic Trends

This section of the chapter details the analysis of market trends relevant to housing policy and feasibility evaluation. Some data contained within may be duplicative of other city study documents, while some may be presented here alone. It is this study's objective, however, to provide findings and conclusions based on analysis of relevant economic and demographic conditions and that those trends be documented here.

### 2.2.1 Population Trends

According to the U.S. Census, Park City's population has grown by just 642 permanent residents since 2000, fewer than 50 people per year between then and 2014 (illustrated by **Figure 1**). By comparison, Summit County grew by more than 9,100 over the same period, meaning that Park City captured only 7 percent of the county's growth.

**Figure 1**  
**Population Growth from 2000, 2000-2014**



Source: U.S. Census; Economic & Planning Systems  
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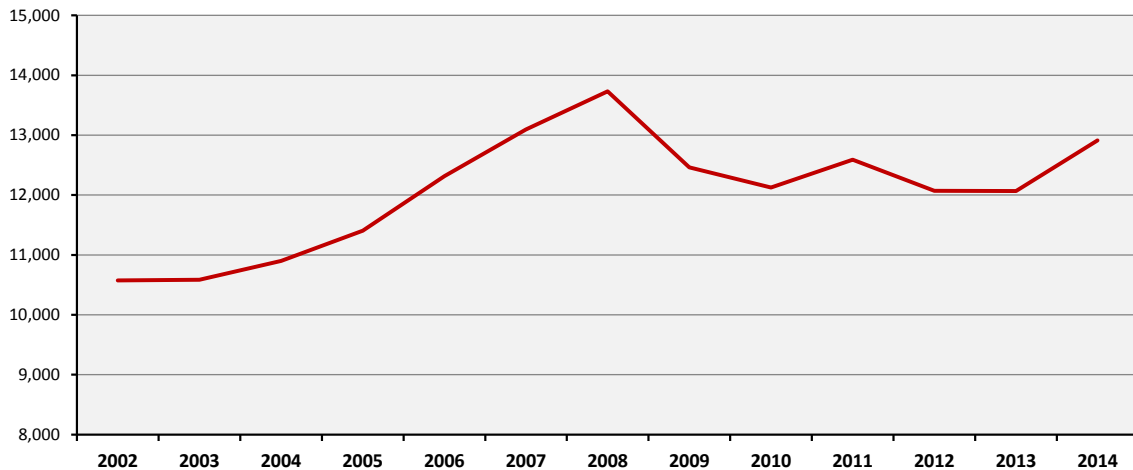
## 2.2.2 Employment Trends

### Park City

**Figure 2** illustrates that Park City’s total employment increased from approximately 10,600 jobs in 2002 to slightly more than 12,900 in 2014, a total increase of 2,300 jobs or approximately 195 jobs per year. Employment gains between 2002 and 2008 were more considerable, averaging more than 530 jobs per year. During this time, the arts, entertainment, and recreation sector gained approximately 1,700 jobs; and the accommodation and food services sector gained more than 700 jobs. Among the more modest gains, the retail industry added approximately 300 jobs. The real estate industry added than 120 jobs, and the professional services industry gained approximately 140 jobs.

During the height of the recession (between 2008 and 2009), Park City experienced a net loss of 1,300 jobs primarily in four industries – accommodation and food services (470 jobs), retail (440 jobs), construction (210 jobs), and real estate (190 jobs)

**Figure 2**  
**Park City Employment, 2002-2014**



Source: U.S. Census, LEHD; Economic & Planning Systems

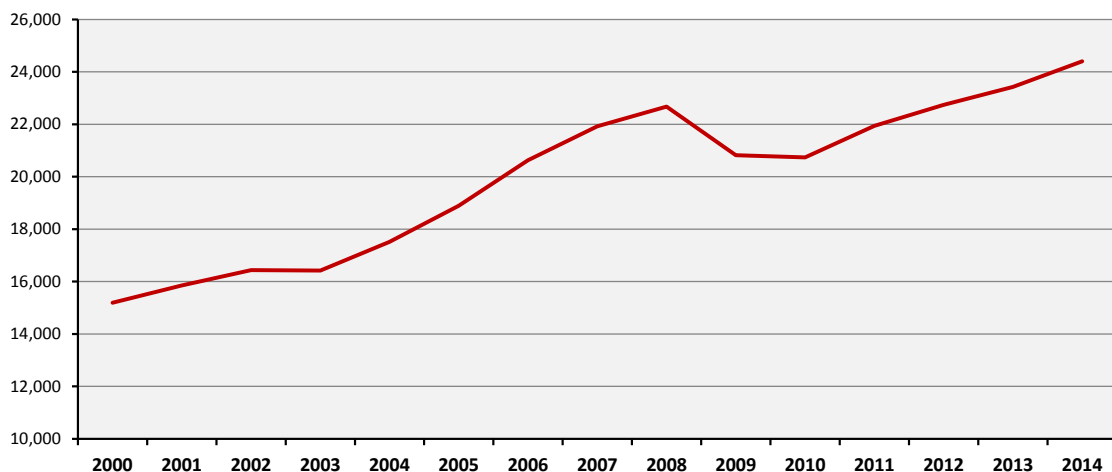
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### Summit County

By comparison, **Figure 3** shows that Summit County’s employment increased from 15,200 to approximately 24,400 jobs between 2000 and 2014, a total increase of more than 8,500 jobs or 660 per year. Between 2002 and 2014 (the time period for which Park City’s employment data were available), Park City’s employment growth accounted for 29 percent of the county’s growth. Between 2002 and 2008, Park City’s strongest growth years, its share of the county’s growth, however, accounted for 51 percent. In the years following the recession, however, the county recovered its employment base more quickly than Park City did. In fact, 68 percent of the jobs losses in the county were from Park City. By 2012, Summit County had regained its pre-recession employment levels.

Overall, between 2009 and 2014, the county gained nearly 3,600 jobs, but Park City’s gains only accounted for 13 percent of that. Evidence of that lies in Park City’s relative employment levels. In 2002, Park City accounted for 65 percent of the county’s total wage and salary employment. And by 2014, Park City’s share of employment in the county had dropped to 53 percent.

**Figure 3**  
**Summit County Employment, 2000-2014**



Source: Bureau of Labor Statistics; Economic & Planning Systems  
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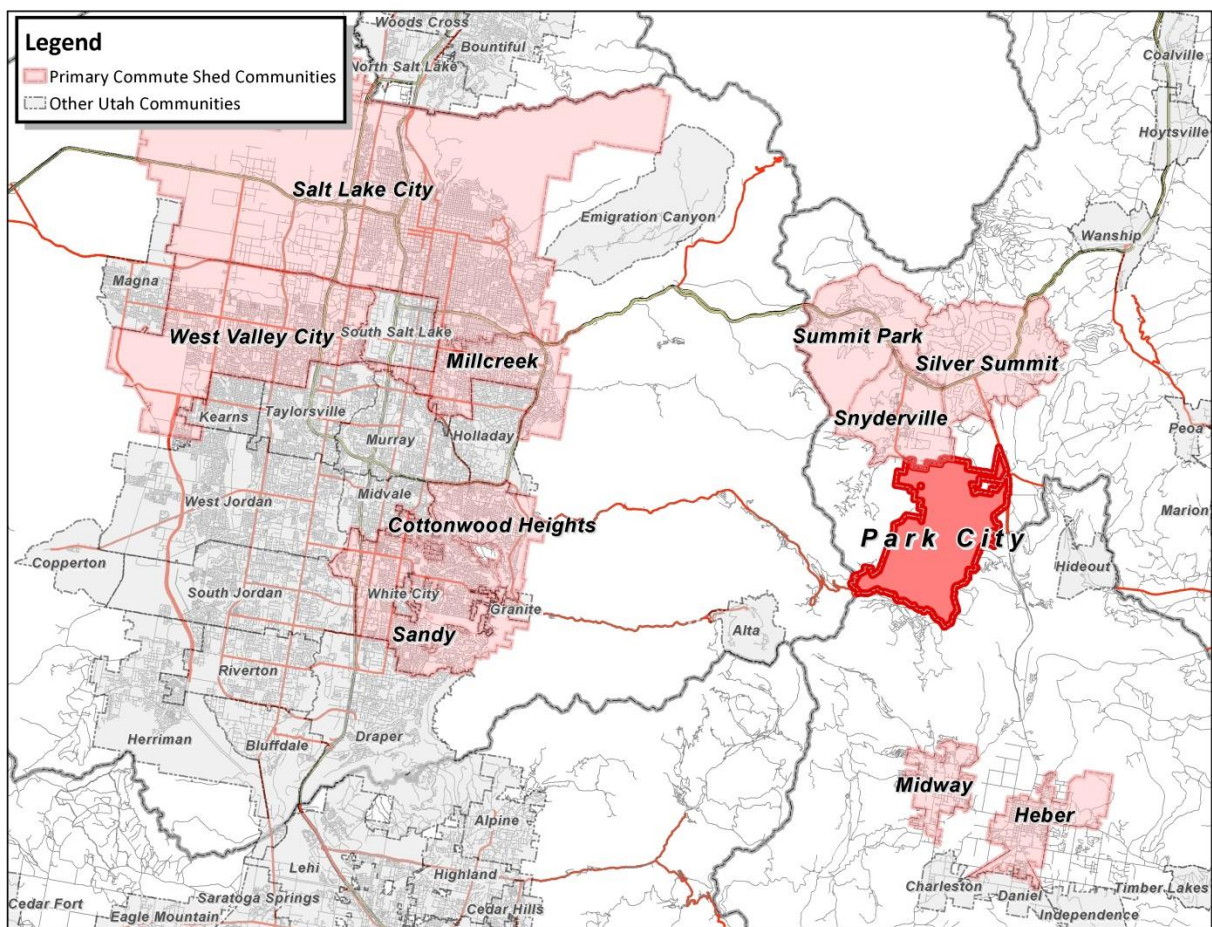


### 2.2.3 Commuting Patterns

**Figure 4** illustrates the 10 communities that account for Park City’s primary in-commuting trade area. Of the city’s 12,900 jobs in 2014, more than 10,600 (83 percent of all jobs) of them were held by workers who commuted in from surrounding areas. Nearly 5,800 of the in-commuters (53 percent) live in the 10 commute shed communities.

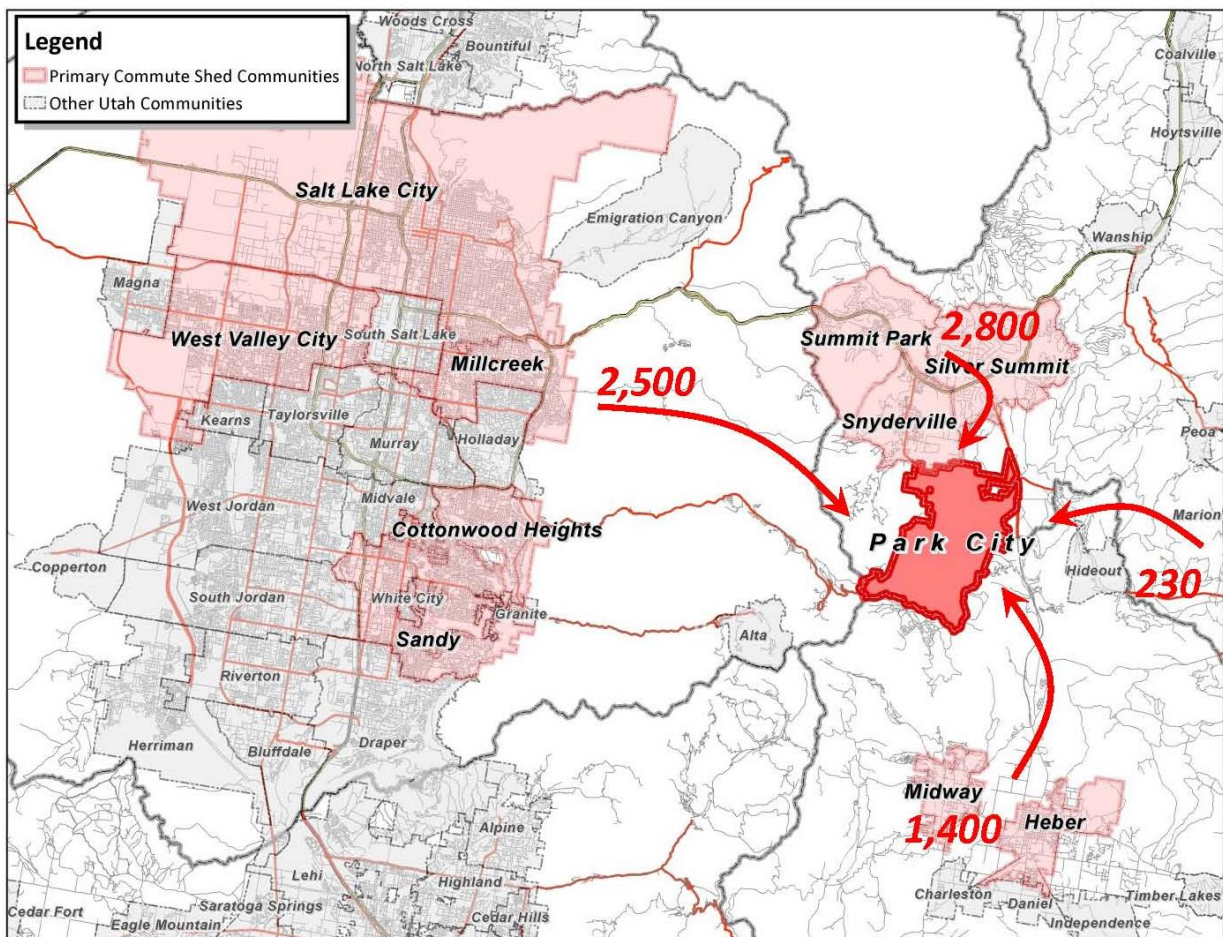
Interestingly, in this analysis of historical data from 2002 through 2014, it was possible to evaluate where the “location substitution” factor may have originated. Although this dataset did not exist until 2009, it does provide researchers with information regarding the number of residents of Park City that were living and working in the City. It is understood that the location substitution factor came from an analysis of 2005 data. In 2005, there were approximately 11,400 jobs in Park City, approximately 1,800 of which were held by locals (15 percent). There were also approximately 3,200 residents in Park City who held jobs either in or outside of Park City (28 percent). It is therefore possible that the 34 percent, within a margin of error, could have been derived from this ratio of “employed residents” to total jobs, rather than “employed residents working in Park City” to total jobs.

**Figure 4**  
**Park City Commute Shed**



**Figure 5** illustrates the magnitude of in-commuting from the 10 primary commute shed community areas. From the north, approximately 2,800 workers are commuting in from Summit Park, Silver Summit, and Snyderville. From the west, approximately 2,500 workers are commuting in from the five primary commute shed communities (Salt Lake City, West Valley City, Millcreek, Cottonwood Heights, and Sandy) as well as other cities in the Salt Lake City metro area. From the east, approximately 230 workers are commuting in from Kamas and Francis. From the south, it is estimated that approximately 1,400 workers are commuting in primarily from Midway and Heber, but also includes Lehi and Orem further south near Provo. According to the analysis of the U.S. Census’s LEHD data, there are an additional 3,700 workers commuting in from other cities (not identified in the data) in any direction.

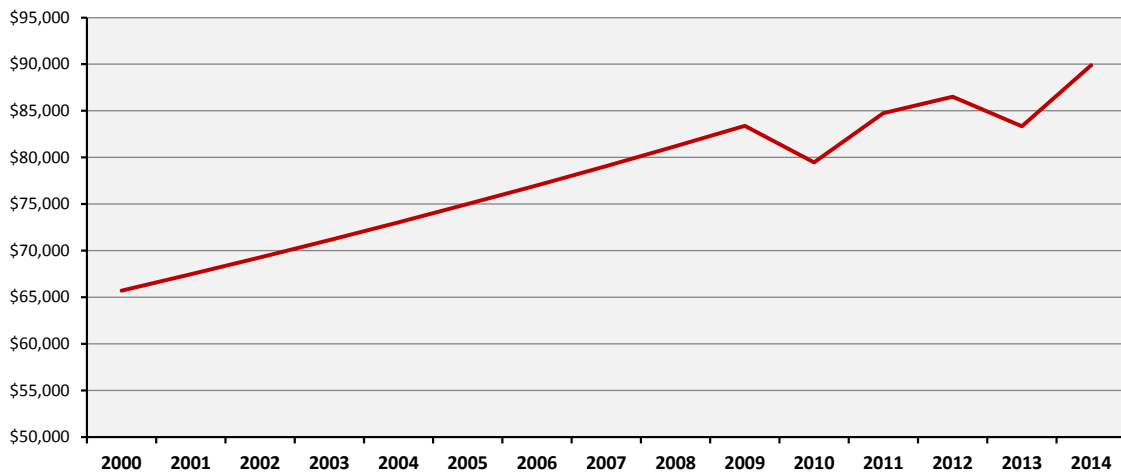
**Figure 5**  
**Park City In-Commuting, 2014**



### 2.2.4 Household Incomes

According to data collected from the U.S. Census, the household median income in Summit County, which accurately represents the income levels of Park City, increased from \$65,700 in 2000 to approximately \$89,900 by 2014, an average 2.3 percent per year. During the same time, the consumer price index (CPI) measured for all western urban consumers, increased also at approximately 2.3 percent per year. As a result, the median income of households actually declined by 0.6 percent per year, adjusted for cost of living increases, implying that household purchasing power actually declined during this time

**Figure 6**  
**Summit County Median Household Income, 2000-2014**



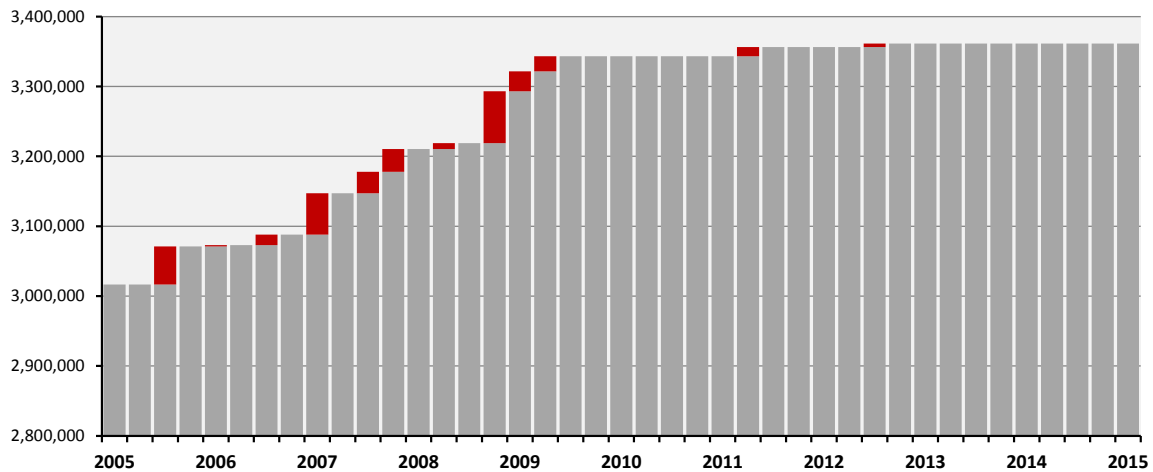
Source: U.S. Census, 5-year ACS; Economic & Planning Systems  
H:\153048-Park City UT Housing Review\Data\153048-Incomes.xlsx|TABLE I - Incomes

## 2.2.5 Commercial Growth

### Retail

Between 2005 and 2015, approximately 345,000 square feet of new retail space has been added to Park City’s inventory, 95 percent of which (326,000 square feet) was added before 2010 –i.e. during the boom years. Following the recession, just 18,000 square feet was added through the 3<sup>rd</sup> quarter of 2015. According to the data collected from CoStar, vacancy rates fluctuated between four and eight percent during the years of inventory growth, but have stabilized at around four and five percent since then. Currently, the vacancy rate is approximately 4.5 percent. Typically, vacancy rates below five percent (coupled with the recent increase in lease rates from about \$23 per square-foot NNN to \$26 per square-foot) indicates that demand for new space exists.

**Figure 7**  
**Retail Inventory Growth, 2005-2015**

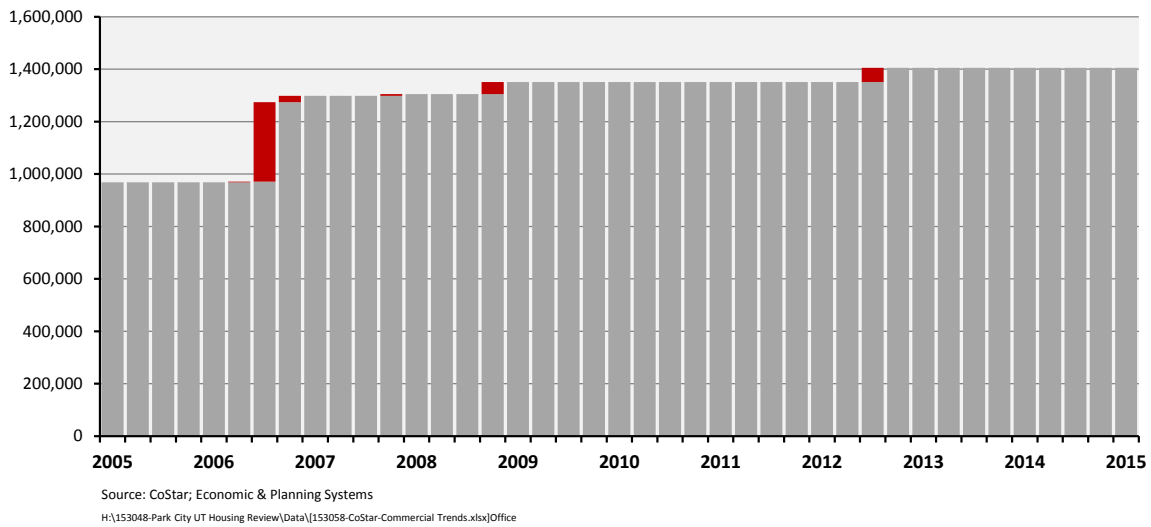


Source: CoStar; Economic & Planning Systems  
 H:\153048-Park City UT Housing Review\Data\153058-CoStar-Commercial Trends.xlsx\Retail

**Office**

Between 2005 and 2015, approximately 345,000 square feet of new retail space has been added to Park City’s inventory, 88 percent of which (303,000 square feet) was added before 2010 –i.e. during the boom years. Following the recession, just 54,000 square feet was added through the 3<sup>rd</sup> quarter of 2015. According to the data collected from CoStar, vacancy rates fluctuated between four and eight percent throughout the data period. Currently, the vacancy rate is approximately 5.6 percent. Based on the analysis of Park City’s employment data, the fluctuation in vacancy rate is attributable to the periodic losses of office users

**Figure 8  
 Office Inventory Growth, 2005-2015**



## 2.3 Housing Market

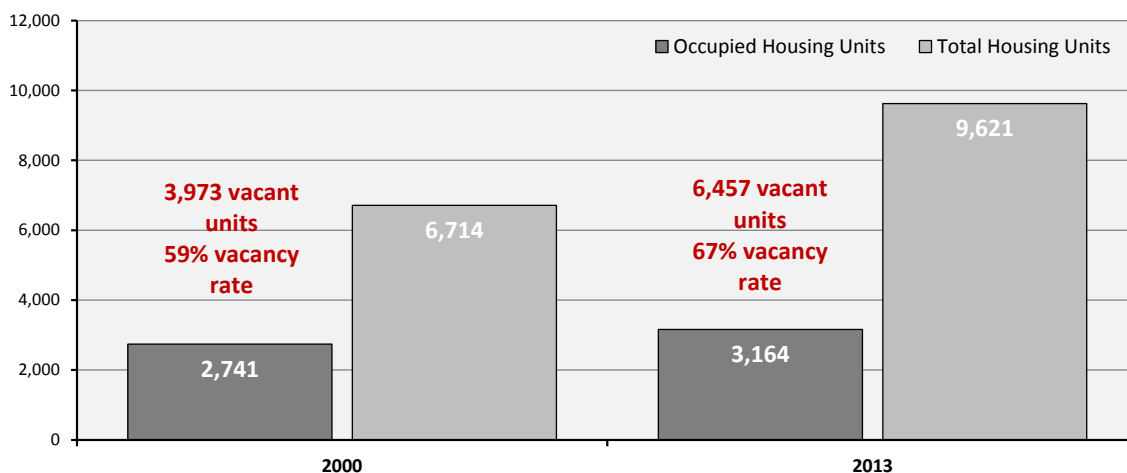
There is dwindling inventory of housing affordable to the community workforce. Other studies and needs assessments have also sounded the alarm. More importantly, there is a dwindling stock of housing affordable to those who work and would live in Park City if they could afford it. This section of the report provides information and grounding in the relevant housing market trends that look at the supply from an affordability perspective.

### 2.3.1 Housing Inventory

The housing inventory in Park City increased 43 percent between 2000 and 2013, or a total of 2,900 units, from approximately 6,700 to 9,600 units. As mentioned previously, the population of the city grew by just 642 permanent residents between 2000 and 2014, fewer than 50 people per year. **Figure 9** illustrates this juxtaposition. The large growth in vacant housing units and the small growth in permanent resident population indicates that very little of the city’s housing inventory expansion benefited anyone wanting to live in the community as a part of the growing local workforce.

Accordingly, the number of vacant, for seasonal use or for rent, however, increased by 63 percent or nearly 2,500 units during the same time. In fact, the net increase in vacant units accounted for 85 percent of the overall net increase in units. The balance of owner and renter households remained relatively unchanged at approximately 60 percent owner households and 40 percent renter households. The only change that did occur within the two types of households, however, was within the distribution of households by income. The number of renter households increased by approximately 190. Among those, there was a decrease of 10 in households earning less than \$75,000 and an increase of 200 in households earning more than \$75,000.

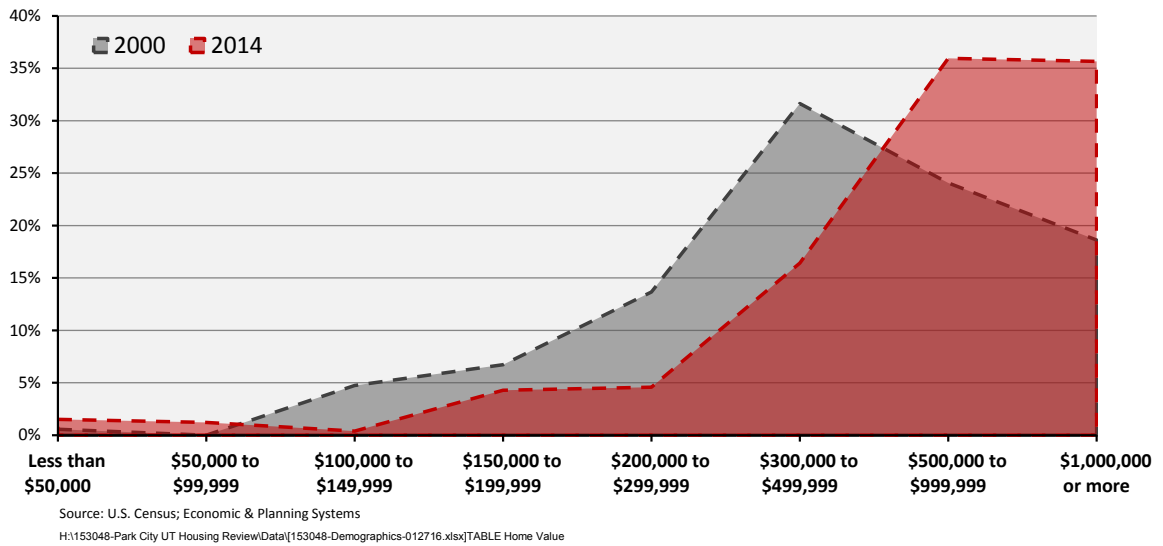
**Figure 9**  
**Total and Occupied Housing Units, 2000 and 2013**



Source: U.S. Census; Economic & Planning Systems  
 H:\153048-Park City UT Housing Review\Data\153048-Demographics-012716.xlsx|TABLE Occupancy

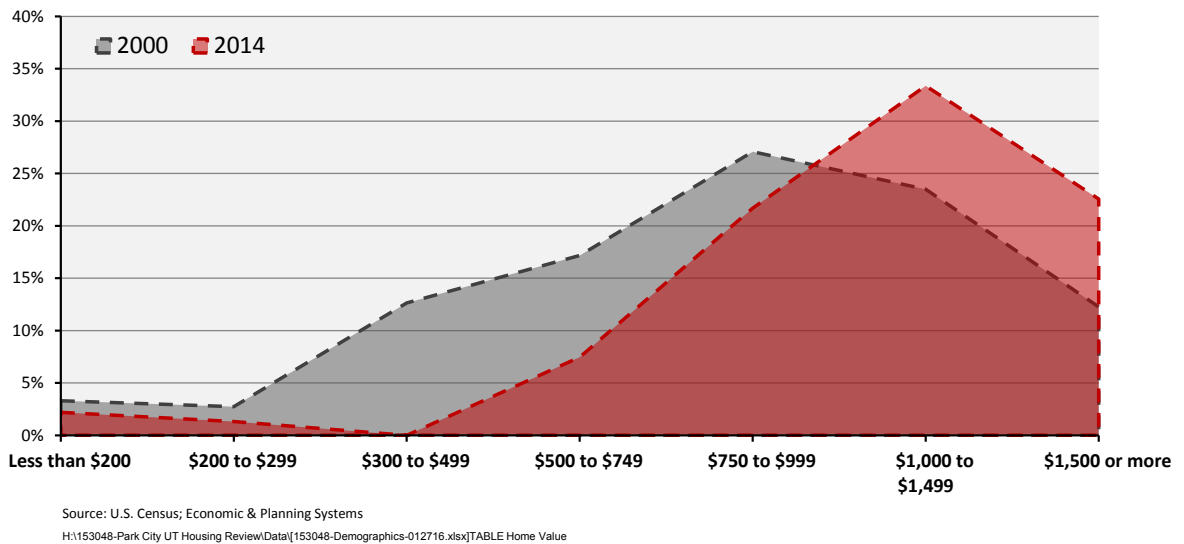
Between 2000 and 2014, **Figure 10** illustrates an aggregate decrease of 31 percent in housing valued between \$100,000 and \$500,000. It also illustrates that housing valued between \$500,000 and more than \$1 million increased by 29 percent. In 2000, 26 percent of the City’s for-sale inventory was valued at less than \$300,000. By 2014, that portion had dropped to 12 percent.

**Figure 10**  
**Owner Occupied Housing Units by Value, 2000 and 2014**



**Figure 11** illustrates a 30 percent decrease in rental units available at less than \$1,000 per month and a 30 percent increase in the portion of rental units priced above \$1,000 per month.

**Figure 11**  
**Renter Occupied Housing Units by Gross Rent, 2000 and 2014**

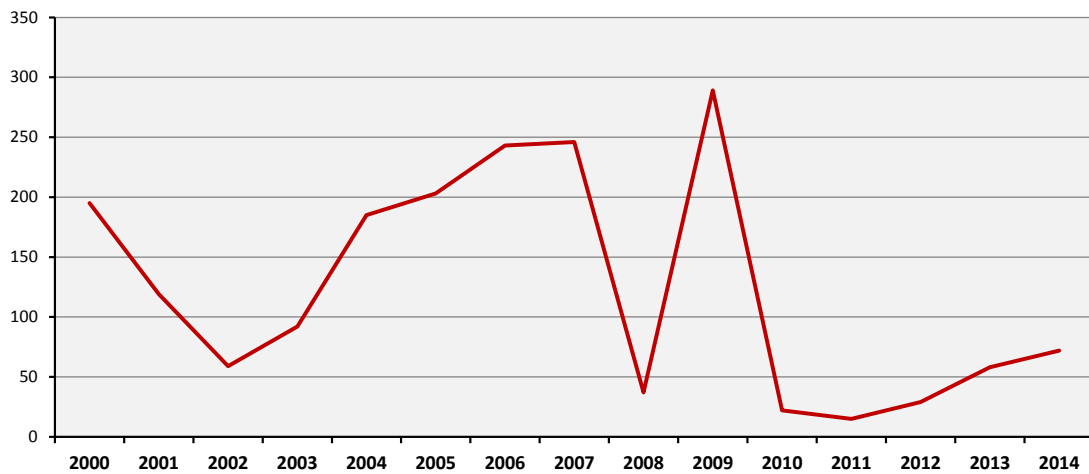


### 2.3.2 New Construction

Between 2000 and 2014, nearly 1,900 single-family and multi-family units were permitted, according to data collected from both the U.S. Census and Park City's building department.

**Figure 12** illustrates the magnitudes of activity by year. In the recession at the beginning of the past decade, activity dropped from 200 to approximately 50 units by 2002. Indicative of the housing boom, unit construction rose to 2007 and peaked in 2009 with the construction of a large multifamily project. Since 2009, however, construction activity has been below average, climbing only to approximately 70 units in 2014. Moving forward, the development pipeline would suggest that there are fewer applications that will apply to the existing housing resolution. According to staff, there are few if any opportunities for future annexation, and only three master-planned developments (MPD) are known. Development is increasingly infill and single-site demolition/rebuild.

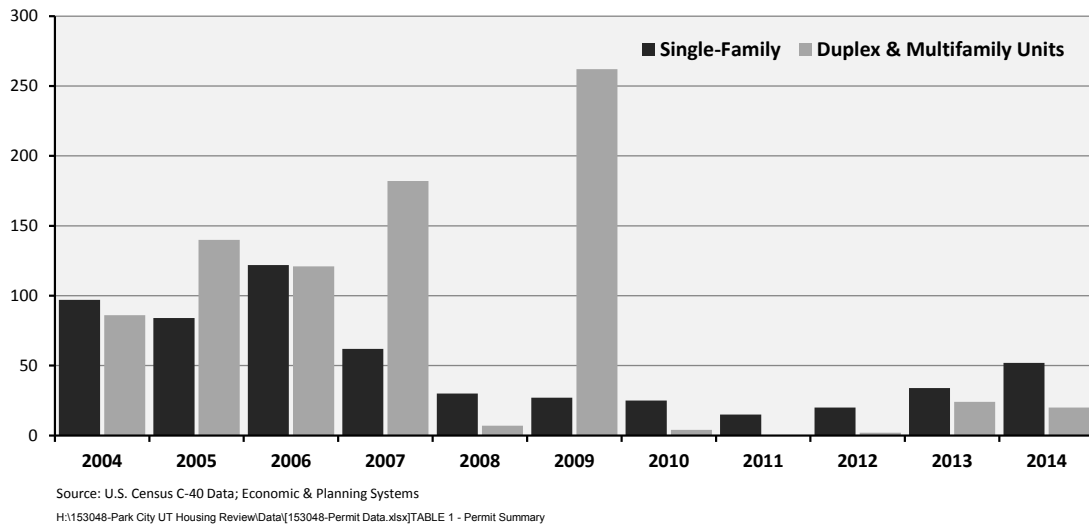
**Figure 12**  
**Residential Construction Activity in Units, 2004-2014**



Source: U.S. Census C-40; Economic & Planning Systems  
H:\153048-Park City UT Housing Review\Data\153048-Permit Data.xlsx\TABLE 1 - Permit Summary

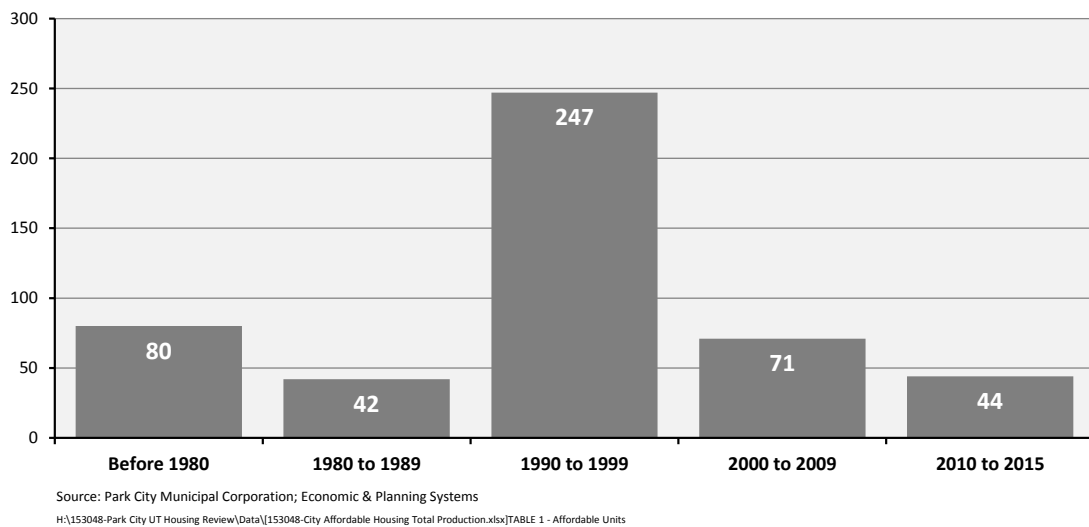


**Figure 13**  
**Residential Construction Activity in Units, 2004-2014**



**Figure 14** illustrates historic affordable housing development in Park City since 1978. In total, there have been 484 units of affordable housing built since 1978, averaging approximately 13 units per year. This includes the construction of inclusionary zoning units, which occurred from 1996 onward, totaling 135 units up to 2015 (not including those units that were expected to begin construction during late 2015 or after). This also includes the development of LIHTC units, a total of 312 units built all before 2000. According to city staff, there are an additional 269 affordable units in the development pipeline, a number which has been pulled into the analysis of housing needs in a later section of the report.

**Figure 14**  
**Historic Affordable Housing Development**



An analysis of the city's overall residential construction activity data and affordable housing construction data, it appears that the inclusionary zoning requirement of Resolution 13-15 applied to approximately 50 percent of all residential construction between 2005 and 2011 – years for which complete data in both series were available. Approximately 78 affordable units were built between 2005 and 2011 under the current housing resolution. As these were the units to meet the 15 percent inclusionary zoning requirement, it is estimated that they were based on projects totaling 520 total units. During those 6 years, however, there were 1,100 residential units permitted.

Based on the review of the housing resolution's evolution, had the intent of Resolution 6-94 been followed, it is likely that more than double the number affordable units might have been built. Among other things it established, resolution 6-94 expressed the City Council's intent to consider whether the future version of the resolution's housing requirements should apply to residential development of more than two units. The largest concern, however, is that Resolution 13-15 is projected to apply to a smaller and smaller portion of all residential development in the future. According to staff, there are only three MPDs in the pipeline for which the existing housing resolution would apply. Moreover, it is projected that there will be little to no opportunity for the housing resolution to apply to annexations.

**Table 1**  
**Residential Building Permits, 2015**

Permit Type	No. of Permits	Average (2015)					Total (2015)		
		No. of Units	Built Square Feet [1]	Valuation	Permit Fees	Fee Per Unit	No. of Units	Square Feet	Permit Fees
<b>Single Family</b>									
Single Development	43	1	4,589	\$713,689	\$29,599	\$27,988	46	197,336	\$1,272,744
Master-Planned Development	5	1	<u>1,932</u>	<u>\$347,432</u>	<u>\$19,897</u>	<u>\$19,897</u>	5	<u>9,661</u>	<u>\$99,485</u>
<b>Average   Total</b>	<b>48</b>	<b>1</b>	<b>3,261</b>	<b>\$530,561</b>	<b>\$24,748</b>	<b>\$23,942</b>	<b>51</b>	<b>206,997</b>	<b>\$1,372,230</b>
<b>Multifamily</b>									
4 Plex	1	4	5,237	\$903,879	\$65,762	\$16,441	4	5,237	\$65,762
Affordable Housing	1	9	11,703	\$1,658,526	\$99,661	\$11,073	9	11,703	\$99,661
Condominium	3	23	59,146	\$9,479,765	\$489,347	\$21,862	70	177,438	\$1,468,040
Duplex	1	2	11,222	\$1,781,912	\$66,999	\$33,499	2	11,222	\$66,999
Mixed Use	1	4	<u>3,404</u>	<u>\$1,275,123</u>	<u>\$67,474</u>	<u>\$16,868</u>	4	<u>3,404</u>	<u>\$67,474</u>
<b>Average   Total</b>	<b>7</b>	<b>8</b>	<b>18,142</b>	<b>\$3,019,841</b>	<b>\$157,848</b>	<b>\$19,949</b>	<b>89</b>	<b>209,004</b>	<b>\$1,767,936</b>
<b>Accessory Structure</b>									
Accessory Structure	1	1	1,320	\$196,390	\$5,597	\$5,597	1	1,320	\$5,597
<b>Average   Total</b>	<b>1</b>	<b>1</b>	<b>1,320</b>	<b>196,390</b>	<b>5,597</b>	<b>5,597</b>	<b>1</b>	<b>1,320</b>	<b>5,597</b>
<b>Commercial</b>									
Commercial	2	2	9,714	\$1,311,209	\$120,329	\$118,183	3	19,427	\$240,658
<b>Average   Total</b>	<b>2</b>	<b>2</b>	<b>9,714</b>	<b>1,311,209</b>	<b>120,329</b>	<b>118,183</b>	<b>3</b>	<b>19,427</b>	<b>240,658</b>

[1] "Built Square Feet" includes residential square feet and finished basement, where applicable

Source: Park City Dept. of Building Safety; Economic & Planning Systems

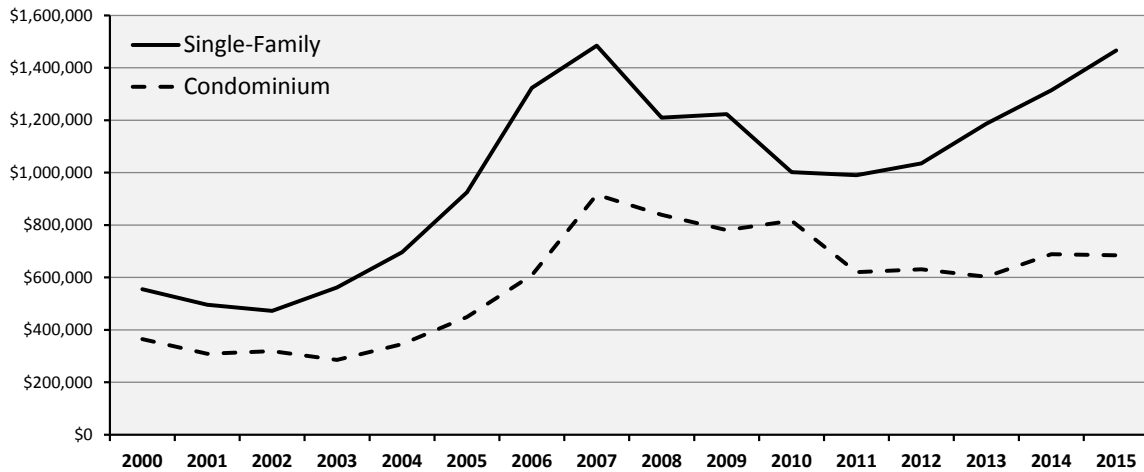
H:\153048-Park City UT Housing Review\Data\153048-Building Permits 2015.xlsx\TABLE

### 2.3.3 Housing Sales Trends

Between 2000 and 2015, the average sales price of a single-family home increased from approximately \$555,000 to nearly \$1.5 million, an escalation of 6.7 percent per year. During the same period, the average sales price of a condominium increased from \$365,000 to \$684,000, or 4.3 percent annual average growth. Between 2000 and 2007 alone, single-family home prices escalated at 15.1 percent per year, and condominium prices increased by 14.0 percent per year.

By comparison to other resort markets, average sales prices in Park City did not seem to fall as far. From the sales pricing peak to point of inflection, single-family home prices dropped 33 percent (between 2007 and 2011) before starting to rise again. Based on analysis of comparable resort markets EPS has completed in the past, during the same time period, Aspen’s overall market pricing fell by more than 60 percent, Telluride and Mountain Village prices dropped more than 50 percent, Vail’s average prices dropped 55 percent, and Northstar/Truckee’s average pricing fell also by more than 50 percent.

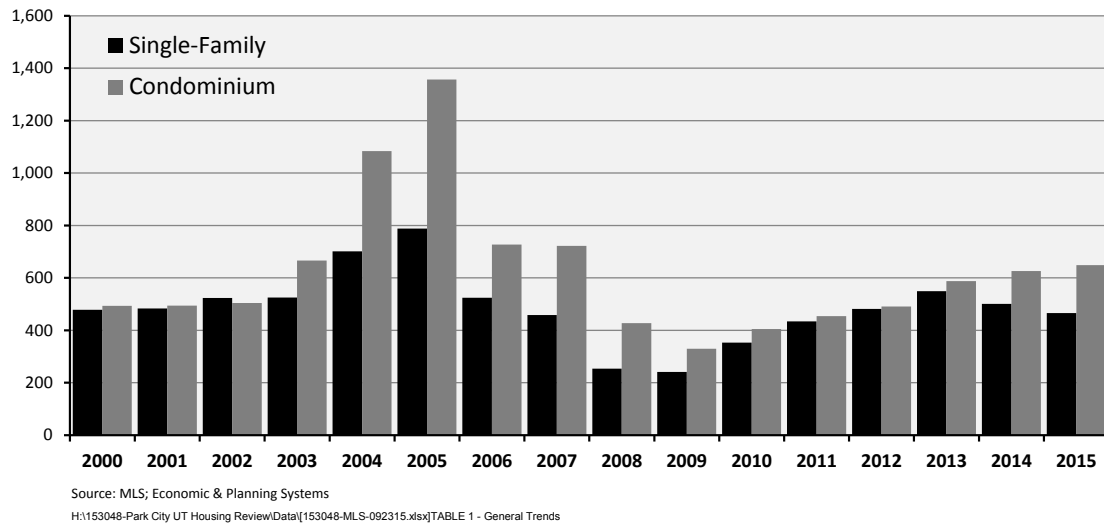
**Figure 15**  
**Average Sales Prices in Park City, 2000-2015**



Source: MLS; Economic & Planning Systems  
 H:\153048-Park City UT Housing Review\Data\153048-MLS-092315.xlsx\TABLE 1 - General Trends

**Figure 16** illustrates the volume of sales for single-family and condominiums between 2000 and 2015. Overall, single-family sales averaged approximately 485 per year during this time, with the highest volumes occurring in 2004 and 2005. Lower volumes occurred during the recession and for several years after, but volumes have only recently returned to their overall averages. In fact, the volume of sales in 2015 is extrapolated from the sales data collected through September 2015 and is estimated to be a lower volume than 2014. On the other hand, the estimated volume of sales for condominiums is slightly higher than the overall average for 2015.

**Figure 16**  
**Indexed Average Sales Prices in Park City, 2000-2015**



## 2.4 Housing Affordability

The definition of housing affordability lies at the intersection of housing costs and household incomes.<sup>1</sup> This section provides a juxtaposition of the housing purchase price that is affordable to a household earning the area median income (AMI) against median housing price levels for Park City and the surrounding communities.

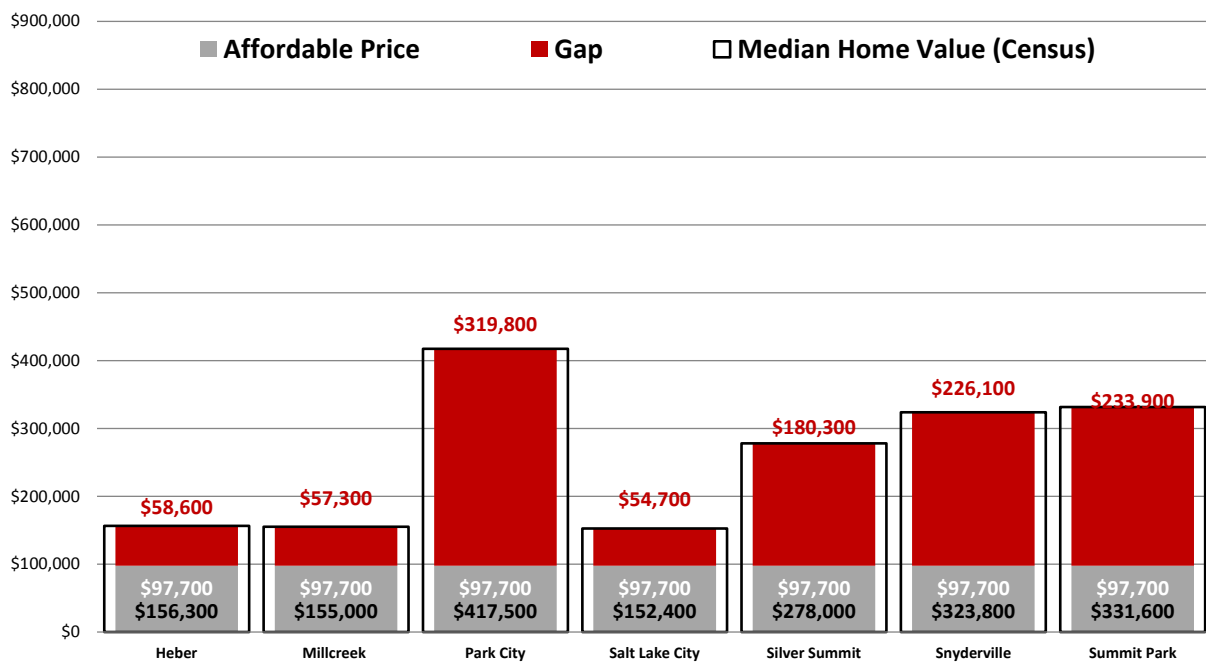
<sup>1</sup> Affordability is defined as a household spending no more than 30 percent of its income on housing, including payments on principal, interest, taxes, and insurance. EPS has calibrated affordability metrics for this project average lending terms and conditions for each time period evaluated, 2000 and 2013. For 2000, the assumptions are: 8 percent mortgage interest rate; 30-year fixed rate mortgage, 5 percent downpayment; property taxes, insurance, and a factor for HOA dues collectively total approximately \$330 per month. For 2013, the assumptions are: 5 percent mortgage interest rate; 30-year fixed rate mortgage, 5 percent downpayment; property taxes, insurance, and a factor for HOA dues collectively total approximately \$500 per month.

### 2.4.1 Affordability Gaps

This last section of the chapter deals with the difference between the median home value in Park City and its commute shed and the price of a home that would be considered affordable to a household earning the regional median income. The two graphics below illustrate affordability conditions in 2000 and in 2015. **Figure 17** illustrates the average price of homes sold in Park City and the surrounding commute shed communities in 2000.

In Park City, the median home value was approximately \$417,500. Silver Summit, Snyderville, and Summit Park were also relatively more affordable, ranging between \$278,000 and \$332,000. On the other hand, median home values in Heber, Mill Creek, or Salt Lake City were considerably more affordable. In 2000, a household working regionally and earning the regional median income, estimated at \$40,240, could afford a home priced at \$97,700. This implied that the gap between the median home value in Park City and what this household could afford was \$319,800. In other communities, that gap was not as wide, estimated at around \$55,000 to \$59,000 in Heber, Millcreek, and Salt Lake City.

**Figure 17**  
**Affordability Gap by Regional Standards, 2000**

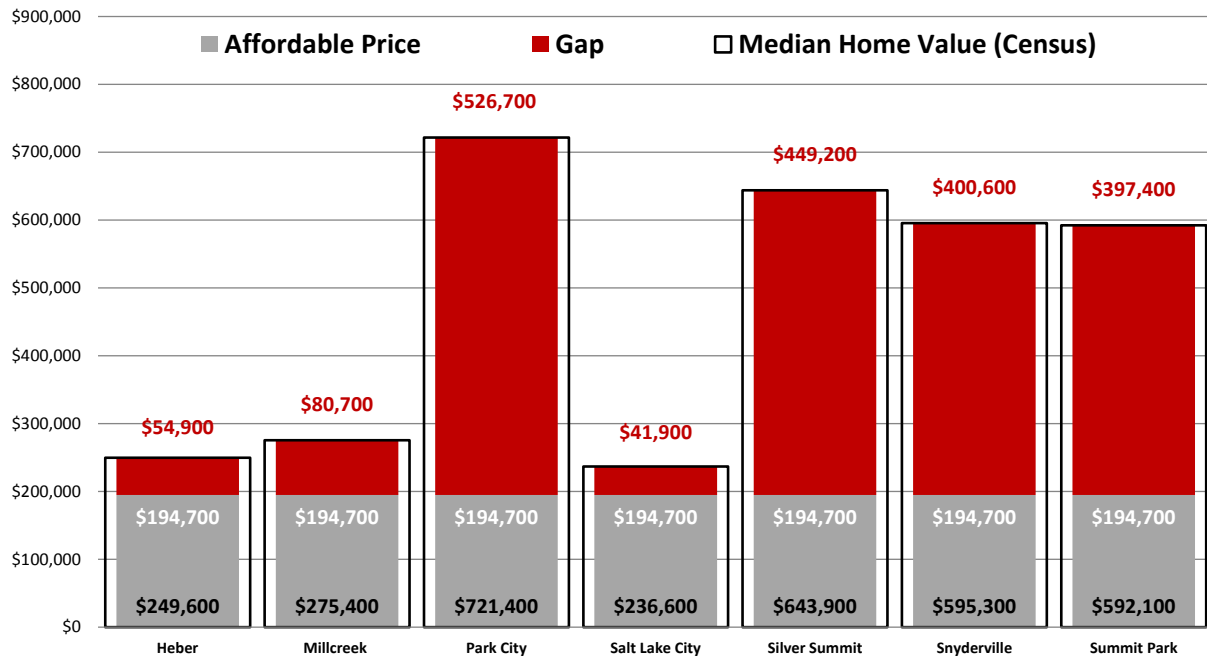


Source: U.S. Census, Economic & Planning Systems  
 H:\153048-Park City UT Housing Review\Data\153048-Census-Affordability.xlsx|TABLE 2 - Aff Price in 2000

In 2013, the estimated regional income had increased to approximately \$53,700 and the average 30-year fixed mortgage rate had dropped to approximately 4.0 percent, making higher-priced homes relatively more “affordable” than under 8.0 percent average mortgage rates in 2000. A household earning the regional median income in 2013 could afford to purchase a home for \$194,700, as shown in **Figure 18**. But because the median value of homes had increased so substantially in Park City, Silver Summit, Snyderville, and Summit Park, the affordability gaps had widened considerably.

In Park City, the affordability gap had increased 65 percent to \$526,700. But most striking were the increases in affordability gaps for the city’s northern three neighbors. The affordability gap in Silver Summit increased 150 percent from \$180,300 to \$449,200. The gap in Snyderville increased by 77 percent, and the gap in Summit Park increased by 70 percent. The affordability of houses in Heber remained relatively unchanged, although Millcreek became slightly less affordable, and Salt Lake City’s housing became slightly more affordable.

**Figure 18**  
**Affordability Gap by Regional Standards, 2013**



Source: U.S. Census, Economic & Planning Systems  
 H:\153048-Park City UT Housing Review\Data\153048-Census-Affordability.xlsx\TABLE 2 - Aff Price in 2013

## 2.4.2 Estimates of Housing Need

The following tables detail updates to two of the methods the City has previously used to estimate the magnitude of housing need for the City. In the first table, **Table 2**, one of the critical assumptions used in the calculation involves a factor called the “location substitution” factor of 34 percent.

### **Location Substitution Method**

As mentioned previously, it appears through research that this number originated from an analysis of 2005 commuting data that identified 34 percent of the City’s jobs were held by City residents. It was held that this was an optimal number to maintain and has been applied to estimates of affordable housing demand since then. Although there is little documentation on the derivation of this 34 percent factor, EPS has determined that the actual number of residents living and working in Park City at the time was approximately 1,800, which equated to 15 percent of the city’s jobs. That portion has remained relatively stable since then, fluctuating only between 15 and 20 percent.

The other factor used in this analysis is 39 percent, which characterizes a portion of all jobs that are deemed to be central or “core” to the local economy. Using this method, it is estimated for 2014 that there is a need for 378 more affordable housing units for households of local job-holders that would be interested in living in Park City, assuming also that the 269 units in the pipeline can meet a portion of this demand.

**Table 2**  
**Housing Need, Location Substitution Method**

	Factor	2013	2014
Individuals working in Park City		12,079	12,911
Multiply by Location Substitution Rate	34%	4,107	4,390
Subtract persons already living in the City		1,737	1,901
Estimate of those wanting to live in the City		2,370	2,489
Divided by 1.5 jobs per household	1.5	1,580	1,659
Multiply by % of core sector jobs	39%	616	647
<u>Less: Pipeline projects</u>		<u>269</u>	<u>269</u>
<b>Estimate of households needing assistance</b>		<b>347</b>	<b>378</b>

Source: Park City Municipal Corporation; Economic & Planning Systems

H:\153048-Park City UT Housing Review\Data\153048-Housing Need Calcs.xlsx\TABLE 1- Location Sub Method

### Commuting Method

The second method of estimating housing need is based on the commuter method, which adjusts for several different factors, including an adjustment for the portion of jobs considered primary, an apportionment for households living in 84098, as well as the portion of jobs considered core sector. This analysis estimates that there is a need for 476 housing units to meet the needs of additional commuters that would be interested in living in the city.

**Table 3**  
**Housing Need, Commuter Method**

	Factor	2013	2014
Individuals working in Park City		12,079	12,911
Less % of those already living in City		1,737	1,901
Workers living outside City limits		10,342	11,010
Multiplied by % of primary jobs	84%	8,687	9,248
Divided by 1.5 jobs per household	1.5	5,792	6,166
Less % for households living in 84098	69%	3,996	4,254
Estimate of those wanting to live in the City		1,795	1,911
Multiply by % of core sector jobs	39%	700	745
<u>Less: Pipeline projects</u>		<u>269</u>	<u>269</u>
<b>Estimate of households needing assistance</b>		<b>431</b>	<b>476</b>

Source: Park City Municipal Corporation; Economic & Planning Systems

H:\153048-Park City UT Housing Review\Data\153048-Housing Need Calcs.xlsx]TABLE 2 - Commuter Method

### Commuting and Distribution Method

EPS has constructed a third method for estimating the magnitude and type of housing need. This method uses multiple pieces of information from commuting patterns and the distribution of employment by industry, as well as average wages by industry and adjustments for average jobs per household. In 2014, there were 12,900 jobs in Park City, and living in Park City, there were nearly 4,000 workers employed either in Park City or elsewhere. This methodology is most likely a conservative estimate of need, given that the total number of in-commuters was approximately 10,600 in 2014.

While it isn't possible with the available data to document the distribution of employment for only those Park City residents employed in Park City, it is possible to identify the general magnitude of net in-commuting by industry by juxtaposing the distribution of Park City jobs with the distribution of employed Park City residents. The following chart illustrates the distribution of estimated households for those remaining (net in-commuting) workers that would be interested in living and working in Park City. The distribution is sorted by AMI level and categorized according to which income levels are appropriate for different housing types. For example, it is estimated that there are a total of 2,284 households at income levels below 80 percent AMI, a majority of which are in the accommodations and food services or arts, entertainment, and recreation sectors.

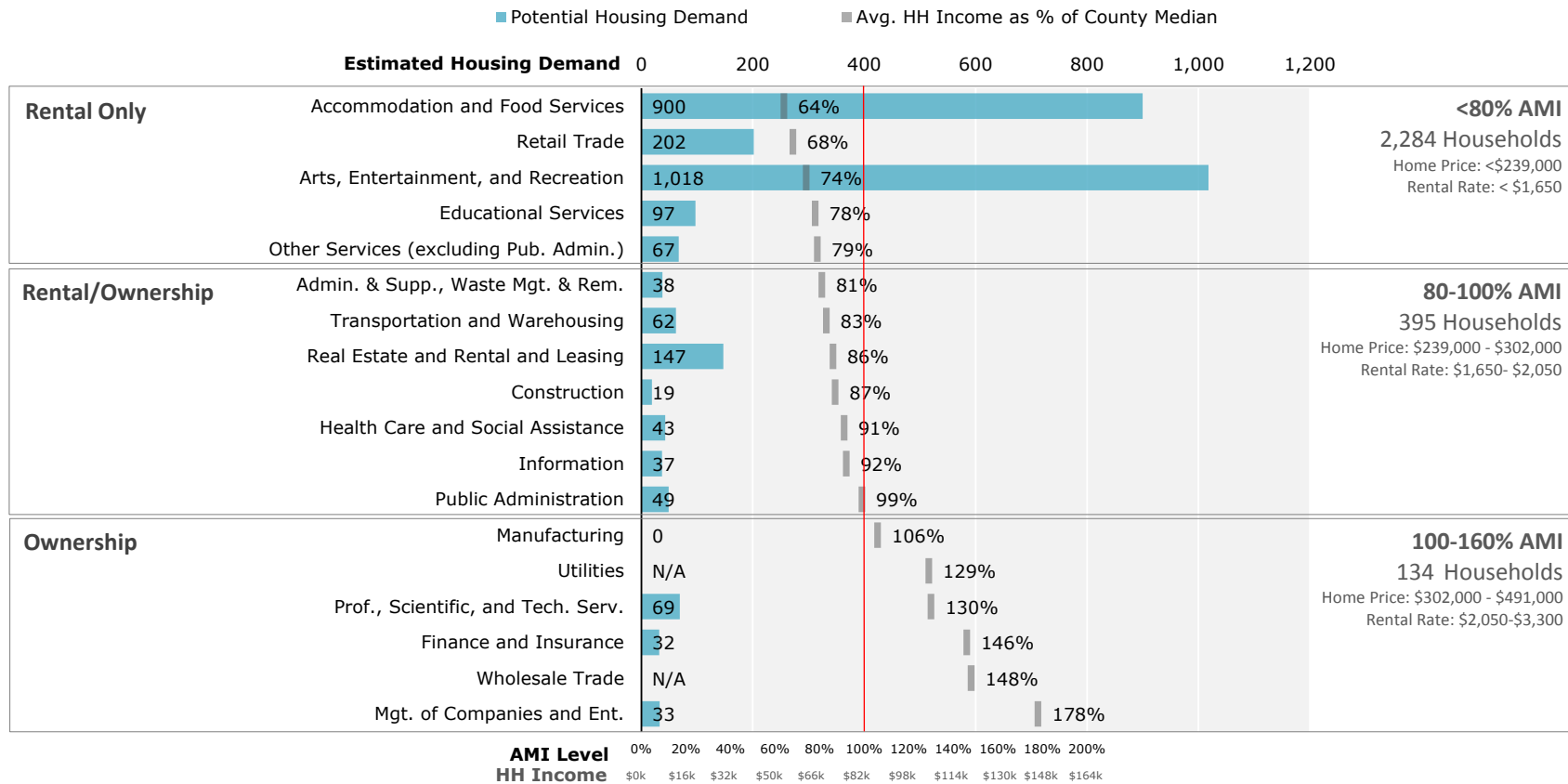


These households fall within the category of rental housing only, though. Their affordable purchase price would be in the range of \$239,000 or less, a category of housing affordability that is generally not available in Park City. There are an estimated 395 households, however, in the range of 80 to 100 percent AMI, where the target affordability range falls between \$239,000 and \$302,000. This is classed as the rental or ownership housing category (e.g. townhomes or condos). At the higher end of the spectrum are an estimated 195 households in sectors that support generally ownership housing and represent also more stable year-round employment categories, such as finance and insurance, professional and technical services, wholesale trade, and management. At this income level, household would be targeting affordable purchase prices of \$302,000 to \$491,000. Combined, the top two categories (from 80 to 160 percent AMI) represent a total possible housing demand of 529 housing units.

EPS does not believe that the magnitude of need estimated with this methodology is any more accurate than the City's other two methodologies. After all, this method assumes that 50 percent of the in-commuting workforce would be interested in living in Park City. It is possible that a smaller portion of the in-commuting workforce would prefer to live in Park City if given the chance. The value in this method, however, is the distribution of housing need by AMI level. As such, these estimates imply that 81 percent of the need is for housing at or below 80 percent AMI. Only 14 percent of the housing need falls in the 80 to 100 percent AMI category, and 5 percent of housing need is estimated to fall into the 100 to 160 percent AMI category.

**Figure 19**  
**Estimated Housing Demand in Park City by AMI Level, 2014**

### Estimated Housing Demand by AMI Level



Source: U.S. Census Bureau, U.S. Department of Housing and Urban Development; Bureau of Labor Statistics; Economic & Planning Systems

## 3.0 POLICY CONSIDERATIONS

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This chapter details research completed for the sake of understanding how Park City’s existing housing policy might evolve further to address its growing affordable housing needs. This section provides a discussion of the most common elements of development-based approaches to affordable housing policy:

- Employment generation
- Mitigation rates
- Inclusionary zoning requirements and set-asides
- Density bonuses

While additional discussion of some of these policy considerations follows in the recommendations chapter, this chapter also contains a discussion on establishing a housing goal of target and the benefits to the local community of achieving the goals. In general, this discussion is intended to facilitate the public dialogue on setting a housing target for the community and identifying which mechanisms are appropriate to achieve it.

### 3.1 Commercial Linkage

#### 3.1.1 Employment Generation Rates

The affordable housing requirements for commercial development in Park City’s existing housing resolution are based on general average employment generation rates from a variety of mountain resort communities. A primary objective of this study was to collect primary data from the city’s employers and provide locally-relevant generation rates that could be incorporated into a modified form of the housing resolution.

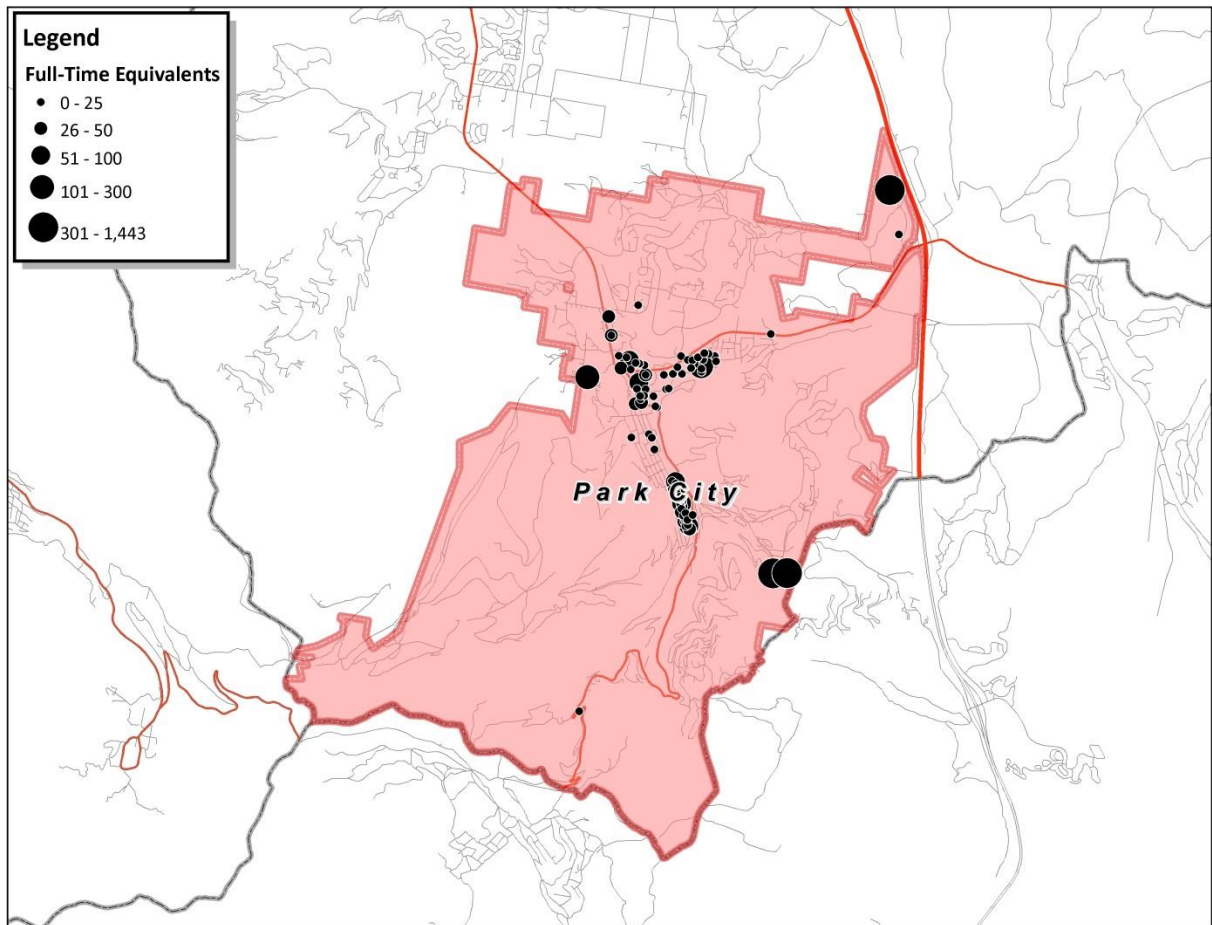
A survey for the city’s businesses was designed and fielded via email through three of the city’s primary business community contacts, including the Park City Area Lodging Association (with 137 members), the Park City Area Restaurant Association (190 members), and all of Park City’s Historic Main Street members. It was estimated that in total, surveys were sent to more than 500 establishments.<sup>2</sup> In addition to collecting responses electronically, survey information was collected door-to-door during December 2015.

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<sup>2</sup> As a point of comparison, there are approximately 2,580 establishments in Summit County. It was not possible to identify the number of establishments for Park City alone with data available from the BLS.

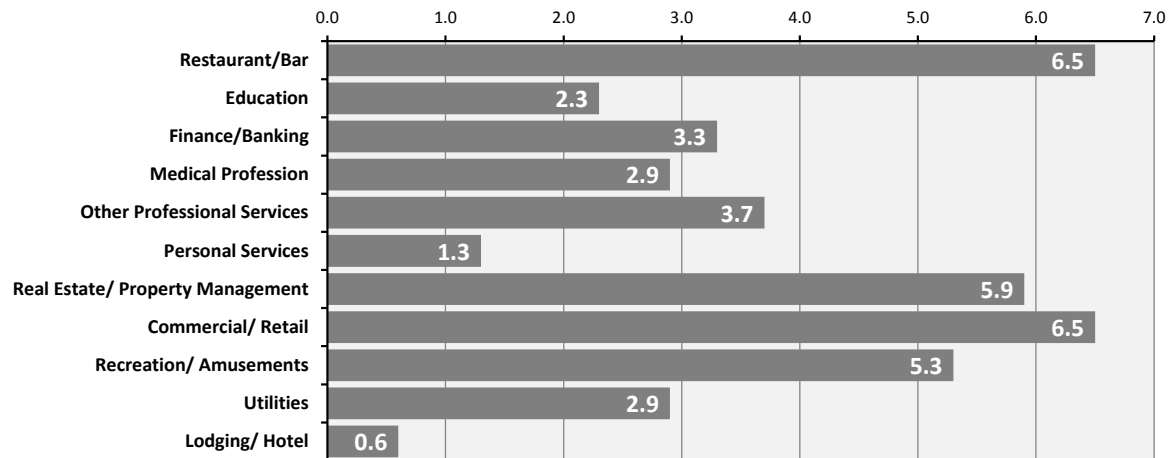
**Figure 20** illustrates the location and magnitude of employment (in terms of full-time equivalents) represented by the survey information. In total, 138 surveys were tabulated, representing a response rate of approximately 28 percent and representing business employment during the low-season of 3,021 FTEs and 5,126 FTEs during the high-season. Additionally, 11 lodging establishments were tallied in the responses, accounting for 3,581 rooms in the city.

**Figure 20**  
**Indexed Average Sales Prices in Park City, 2000-2015**



**Figure 21** illustrates the current FTE rates in Resolution 13-15. These rates have been used for estimating the employment generation rates for new non-residential development since they were first incorporated into Resolution 10-06. According to staff, they reflect overall average FTE generation rates among other resort economies in the Rocky Mountain West and are credited to research from RRC Associates.

**Figure 21**  
**Existing FTE Generation Rates**



Source: Park City Municipal Corporation; Economic & Planning Systems  
 H:\153048-Park City UT Housing Review\Data\153048-SurveySummary\_3.14.16.xls|TABLE 1 - Existing Rates

EPS employee generation survey data for Park City are generally in line with the current factors in the existing housing resolution. In fact, for a majority of the existing categories, the FTE generation rates have decreased: education, finance/banking, medical profession, other professional services, real estate/property management; general commercial/retail. **Figure 22** illustrates the employee generation rates based on information collected through the survey.

The commercial mitigation portion of the current housing resolution bases its mitigation requirement on 20 percent of the 4.4 full-time equivalents (FTEs) generated per 1,000 square feet of commercial space. Based on analysis and vetting of the survey responses from Park City employers, the overall rate is currently estimated at 4.1 FTEs per 1,000 square feet for the City.

The information collected provides sufficient detail to replace the existing types of rates with City-relevant numbers as well as differentiate between, for example, a full-service restaurant (8.1 FTEs per 1,000 square feet) and a quick-casual or fast food restaurant (6.9 FTEs per 1,000 square feet). These generation rates are based on 14 and 10 businesses, respectively.

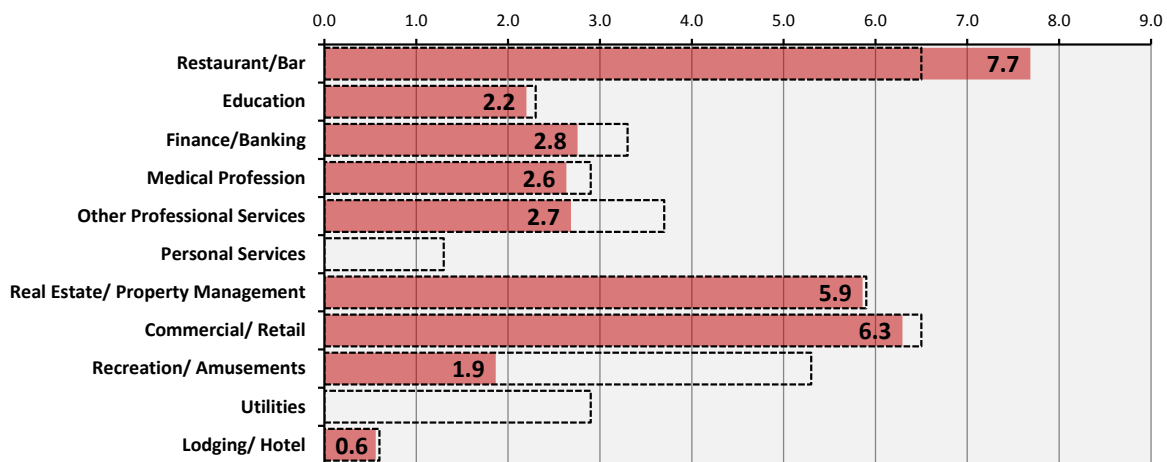
All categories except one (“other professional services”) were within 20 percent of the current generation rate. The current employment generation rate is 3.7 FTEs per 1,000 square feet, and the survey data, which include most likely a different sampling of land uses (i.e. business types), indicate an average of 2.7 FTEs per 1,000 square feet.

Another business category for which its original definition is unclear is the category for recreation and amusement. It is unclear what the composition of recreation and amusements was in the original data. The new category accounts for an average generation rate for: art galleries, other galleries, movie theaters, museums, visitor centers, and theaters.

The restaurant/bar generation rate was 6.5 FTEs per 1,000 square feet and is estimated at 7.7 FTEs in the survey data. Jobs classified as education were at 2.3 FTEs, and the survey data show a factor of 2.2 FTEs per 1,000 square feet. The category of finance and insurance is currently 3.3 FTEs, but the survey data indicate the 2.8 FTEs. Medical profession businesses have an average of 2.9 FTEs, and the survey data have an average of 2.6 FTEs for that land use. Real estate and property management were at 5.9 FTEs per 1,000 square feet and did not change in the survey data.

The restaurant and bar category is the only category to have increased over the existing rates. This generation rate is based on a wide selection of 25 full service and quick casual restaurants and averages 7.7 FTEs per 1,000 square feet of space. Lodging and hotels were at 0.6 FTEs per room, and the survey data indicate that this factor also did not change. The generation rate for lodging establishments, which includes hotels, motels, resort areas, and condo-hotels, is based on 13 responses representing 3,581 rooms in Park City.

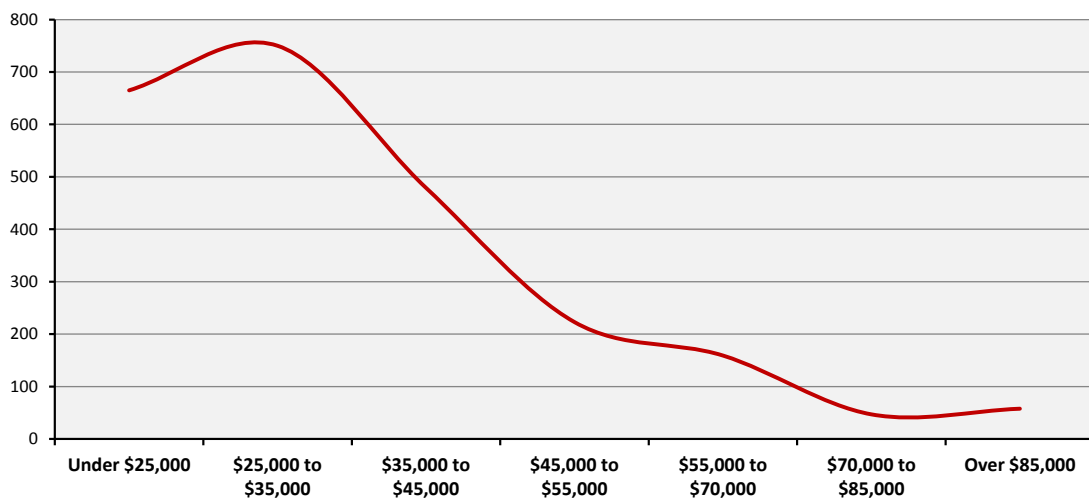
**Figure 22**  
**Survey-Based FTE Generation Rates**



Source: Park City Municipal Corporation; Economic & Planning Systems  
 H:\153048-Park City UT Housing ReviewData\153048-SurveySummary\_3.14.16.xls\TABLE 1 - Existing Rates

**Figure 23** illustrates the distribution of jobs (both part-time and full-time) by salary levels. The purpose for reporting and illustrating this distribution is to provide evidence of the representativeness of the survey sample, while also illustrating the magnitude of relatively low-paying jobs in Park City’s economy. While not all businesses provided this level of information, the following distribution is based on the responses of 44 businesses, representing 2,381 part- or full-time positions. In 2014, the average annual wage for Summit County was approximately \$38,400. Using salary midpoints for each category, the average annual wage for positions represented in the survey data is \$35,900, indicating that the distribution of employment and businesses sampled in the employer survey reflects a representative sample of Park City’s employers.

**Figure 23**  
**Distribution of Employee Salaries**



Source: Economic & Planning Systems  
 H:\153048-Park City UT Housing Review\Data\153048-SurveySummary\_3.14.16.xls\DATA

It should be noted that this basis of calculating employment generation rates is always subject to a margin of error. On one hand, asking employers the number of their full-time and part-time staff relies on the accuracy of the information the person surveyed has available. On the other hand, it relies on the respondent’s knowledge of the total floor area of their space, and in the absence of that (which is very common), the accuracy of this part of the information is reliant on either the respondent’s or the data-gatherer’s ability to accurately gauge the size of the space. EPS made every attempt to fully vet the numbers given to all data-gatherers in the survey work. We cross-checked the square-footage numbers against Summit County Assessor data.

### 3.1.2 Commercial Mitigation Requirements

The city's commercial development employment mitigation requirements are related to commercial linkage programs. Commercial linkage programs are a form of impact fee assessed on new commercial developments or major employers. They are designed to mitigate the need for workforce housing generated by new or expanding commercial business or development. In some cases, commercial linkage programs require the construction of employee housing (as is commonly the case in resort settings), but typically in-lieu fee revenues are collected to fund the development of affordable or workforce housing.

Because linkage fees are a type of impact fee, they require a nexus study. Such a study provides a quantitative basis for the connection (i.e. the nexus) between the affordable or workforce housing demand generated and the amount of space being developed or redeveloped. Fees are often calculated on a per-1,000 square-foot basis of commercial space and based on the number of employees generated by a particular type of land use. Because employee generation rates differ widely among land uses, communities with a commercial linkage program (or similar) distinguish between retail, restaurant, office, hotel, and industrial space, or sometimes with greater distinction of land use as in Park City. It is important to note that commercial linkage fees, like development impact fees and as they are a variation on exactions, can only be used to pay for the impact of the new development and may not be used to address existing deficiencies.

As is the case in many other communities, commercial linkage programs are often just one component of the community's housing strategy. In conjunction with an inclusionary zoning ordinance, for example, a community is able to address the demands for affordable or workforce housing generated by both new residential and commercial development. Such policies have been adopted in Boston (fees are approximately \$8 per 1,000 square feet), Boulder (adopted fees will range from approximately \$1 to \$8), Cambridge (recommended increase of fees from \$4 to \$12), San Francisco (fees range from \$16 to \$24 per square foot), and Seattle (fees range from \$5 to \$17 per square foot). Currently, a few other cities have been evaluating how to structure a commercial linkage program including Denver and Portland.

In addition to these urban markets, the following section provides an overview of several comparable mountain communities' commercial linkage programs.

- Telluride, CO: Telluride's general employee generation rate is 4.5 FTEs per 1,000 square feet, nearly identical to Park City's current overall rate. The Town currently mitigates commercial and hotel uses consistently at 40 percent of the employee generation rate. Research indicates that the program is fairly successful in getting units built on-site, attributable to a land use code that makes it much more complicated to build such units off-site. In addition, commercial developers can only "buy out" of 10 percent of their total mitigation requirements or when the mitigation calls for less than the required minimum 500 square feet per employee unit, further encouraging the building of on-site units. Each mitigation requirement is multiplied by 350 square-feet to establish the total floor area to be provided.



- San Miguel County, CO: San Miguel County's commercial linkage program was last updated in 2012 and requires a 15 percent mitigation of employees generated across all use categories. In addition to its lower mitigation rate, the county's generation rates are also lower than Park City's. Office, restaurant, and general retail uses are all classified as generating 3 FTEs per 1,000 square feet of use, but hotels/lodging are classified as having a rate twice as high as Park City's, i.e. at 1.5 FTEs per room.
- Vail, CO: The Town of Vail's employee housing mitigation program, established in 2007, requires developers to mitigate 20 percent of employees generated by different commercial uses, and that at least 50 percent of those affordable units be built onsite. The town distinguishes between a set of business types slightly different from Park City's current types. Lodging uses are estimated to generate 0.7 FTEs per room; professional office users are estimated to generate 3.2 FTEs per 1,000 square feet (compared to Park City's current 3.7 and survey-based 2.7 FTEs). The Town makes no distinction between types of restaurants, however, and estimates they generate 6.75 FTEs per 1,00 square feet (compared to Park City's current 6.5 FTEs and the survey-based 7.7 FTEs). Real estate offices are estimated to generate 5.1 FTEs versus Park City's current and survey-based 5.9 FTEs. The Town also includes a few other specialty categories, such as conference facilities, health clubs, and spas.
- Steamboat Springs, CO: The Town of Steamboat Springs is illustrative of the challenges faced by mountain communities when balancing the needs of affordable housing options with economic vitality. The town implemented its first commercial linkage program in the mid-2000s, only to remove the program in the face of the economic crisis in 2008. The town council and planning leadership decided that the additional burdens such a program placed on developers and businesses impeded growth and negatively impacted the business climate. Due to the limited duration of the program's existence, town planners say it is difficult to ascertain whether the program would have successfully generated the levels of affordable housing needed in Steamboat. Given the still struggling economy and changes in the town council, there are no immediate plans to revive the program.
- Aspen/Pitkin County, CO: Aspen has broader categories of land uses in its Growth Management Quota System (GMQS), which was updated last in 2012. In general, businesses in Aspen are estimated to generate 4.7 FTEs per 1,000 square feet, which includes its commercial core designations, neighborhood commercial, commercial lodges, and ski base areas. Within its mixed-use zone districts, the city estimates there are 3.6 FTEs per 1,000 square feet, and within its service commercial/industrial zone districts 3.9 FTEs per 1,000. For lodging (specifically, for accommodations located in commercial lodge, lodge, and ski base zone districts), it is estimated that there are also 0.6 FTEs per room. The city's current mitigation rate is 60 percent and has produced approximately 2,800 residential units, 1,500 of which have been for-sale units and 1,300 rental units. And consistent with its commercial mitigation rate, Aspen's community goal is to house 60 percent of its workers locally.

- Jackson/Teton County, WY: The commercial linkage programs of Jackson and Teton County are similar, in that they identify non-residential land uses to be mitigated at 35 percent of employees generated. The difference in their land use codes, however, is that Jackson identifies the floor area of space required per land use category, whereas Teton County identifies the number of employees and thus units that must be mitigated per land use category. Interestingly, Jackson/Teton County's community housing goal (i.e. related to the commercial mitigation rate) is 65 percent, a number they have justified because they believe the loss of a local workforce and associated diversity also reflects the loss of a sense of community. This development-based policy, however, does not seem to be at risk of inapplicability given the coordinated effort between the town and county, as well as the land availability for offsite affordable housing construction in unincorporated Teton County.

## **3.2 Inclusionary Zoning**

### **3.2.1 Set-Aside Requirements**

Inclusionary zoning (IZ) requires developers to "set aside" a portion of new housing construction as affordable to households at specified income levels. IZ set-aside requirements generally range from 10 to 30 percent, and the affordability level generally ranges from 60 to 100 percent of area median income (AMI), based on family size defined by HUD. In most versions of IZ, a developer can comply with its requirements by building the units on site as a part of the overall project master plan and/or by building them in an off-site location. Alternatively, many IZ programs allow for all or a portion of the housing requirement to be met by cash-in-lieu (CIL) payments – i.e. the payment of a fee in-lieu of building units, as with Park City's policy.

Nationally, according to recent research by the Lincoln Land Institute (Jacobus, 2015) more than 500 communities have adopted some form of inclusionary zoning. Montgomery County, Maryland was one of the earliest to adopt IZ and has built over 14,000 affordable or workforce housing units, although a majority of these units' deed restrictions have since expired and are no longer in the affordable housing inventory. All cities and towns in Massachusetts, for example, are subject to General Law Chapter 40B which requires communities with less than 10 percent affordable housing to require new developments to provide 20 percent affordable housing and redevelopments to provide 15 percent affordable units.

In general, most policies in the U.S. apply only to new residential construction, and there is generally a threshold of applicability. Most programs set a threshold where the policy applies only to projects at a scale of 5 to 10 or more units. There are a few outlier policies, though. On one end of the spectrum, there are a small handful of policies that have no threshold, i.e. that apply to all projects and thus assess a fraction of an affordable housing requirement. On the other hand, there are programs with much larger thresholds, e.g. 30 units, where the intent is to apply the policy only to mid- to larger-scale projects.

The selection of cities chosen for research here fall in the middle of the range with thresholds of 5 to 30 units and with set-aside requirements of generally 10 percent. Based on EPS's recent research, the following is a summary of set-aside requirements from more urban markets around the country:

- Arlington County, VA: 5 percent
- Austin, TX: 20 percent (of bonus floor area)
- Boston, MA: 13 percent
- Boulder, CO: 20 percent
- Burlington, VT: 15 to 25 percent
- Cambridge, MA: 15 percent
- Chapel Hill, NC: 15 percent
- Chicago, IL: 10 percent
- Denver, CO: 10 percent
- Irvine, CA: 15 percent
- Montgomery Co., MD: 15 percent
- Redmond, WA: 10 percent
- San Francisco: 12 percent
- Santa Fe, NM: 15 percent
- Santa Monica, CA: 20 percent
- Washington, D.C.: 8 to 10 percent

This section provides an overview of the inclusionary zoning requirements of the same mountain resort communities.

- Jackson/Teton County, WY: This policy sets a residential inclusionary zoning policy set-aside at 25 percent workforce housing on-site. As in other communities, alternative compliance may be satisfied through the provision of off-site units, dormitory style units, the conveyance of land, or deed-restricting existing housing. There are, however, multiple clauses in the land development regulations that state on-site construction is not required if "impractical or inequitable", for example, allowing for the possibility of off-site pooling of workforce housing unit requirements from one or more projects. Off-site locations are evaluated by the Jackson Town Council based on land use criteria such as: proximity to employment centers, commercial services, and infrastructure; compliance with Jackson/Teton County Comprehensive Plan; compatibility with surroundings; compliance with maximum gross densities of surroundings; size and materials for the selection of an appropriate location.

Interestingly, there is also a residential linkage requirement for large single-family dwellings of 2,500 square feet or greater to mitigate the additional service workers generated by these types of housing units. These fees are estimated via a highly-complicated formula that differentiates between construction on lots platted before or after 1995. Fees per square foot range from \$1.98 per square foot to \$14.39 per square foot.

Similar to Aspen, a weakness of the program is there is no provision for the development of units for the gap between workforce and market rate housing. With average prices in excess of \$1.0 million in the county, workforce households in the \$65,000 to \$100,000 income range are still largely priced out of area housing and are commuting from over one hour away in the Victor and Driggs communities of Teton County, Idaho.

- Telluride, CO: The Town of Telluride and its housing authority adopted comprehensive workforce housing guidelines in 1994 (and subsequently amended over the years). The general goal of Telluride’s workforce housing programs is to provide workforce housing for persons who make a living from employment within the boundaries of the Telluride R-1 School District and their families.

Telluride requires that all new residential (i.e. single-family, duplex, and multifamily) development provide workforce housing for 60 percent of new employees generated. For new commercial development, housing units must be provided for 40 percent of employees generated. The workforce housing requirements can be met by cash payments, construction of new deed-restricted housing, or deed-restriction of existing housing. Incentives to create new housing also exist, such as a density bonus granted within residential zones intended to establish more secondary dwelling units.

To incentivize the provision of housing under these land use requirements, Telluride grants several types of incentives. The first, and most common among all communities is a density bonus, where a residential development, for example, is allowed to construct secondary dwelling units. There is also a green building incentive, where if a development exceeds minimum green building requirements, an incentive is granted. Some typical incentives are the waiver of water/sewer tap fees for the employee dwelling units or the building and development application fees are credited toward building permit fees.

- Vail, CO: The Town of Vail started a workforce housing program in 1996. At that time, Vail created a housing team responsible for policy direction, project definition, developer and consultant selection, and asset management. Vail has helped more than 175 local employees purchase housing units (through a lottery system) within its boundaries. There are currently 727 deed-restricted rental and for-sale employee housing units within Vail.

In addition to its non-residential development policy, the employee housing program requires that new residential development and redevelopment provide 10 percent deed-restricted employee housing units (EHUs) where the 10 percent results in a mitigation requirement of 438 square feet or greater. The housing requirement is actually measured in gross residential floor area (GRFA) which is then converted to housing units.

As with the town’s commercial mitigation strategy, the employee housing program requires that at least 50 percent of employee housing mitigation be provided on-site unless the developer provides sufficient evidence that such units are not possible. Because Vail is almost completely built out, there are limited available sites for building off-site units. Instead, developers typically purchase individual existing condominium units that are then designated as deed-restricted employee housing. These units tend to be concentrated in several condominium projects in West Vail. This concentration is generally not viewed as a “problem” by the community, as West Vail is predominately occupied by permanent residents and many of these buildings have long been employee housing. Thus, new workforce units represent a continuation of current use rather than a noticeable change in use.

- Aspen/Pitkin County, CO: The City of Aspen and Pitkin County both created their workforce housing programs in 1974. In 1982, both entities were combined into the Aspen/Pitkin County Housing Authority (APCHA). There are two main funding sources for the housing program, a 1.0 percent RETT (City of Aspen only) and a portion of the City/County sales tax. The purpose of the housing program is “to create a balanced community representative of the various types of people that live, work and retire in the area and to assure the existence of a supply of desirable and workforce housing for persons currently employed in Pitkin County, persons who were employed in Pitkin County prior to retirement, the disabled who have worked or are working in Pitkin County, and other qualified persons of Pitkin County as stated in the Aspen/Pitkin County Workforce Housing Guidelines.” As indicated previously, the city maintains an overall goal to house 60 percent of the area workforce locally.

The city Growth Management Quota System (GMQS) affects any new residential and commercial construction in Aspen. Though Aspen characterizes its workforce housing requirements as more general employee housing requirements, Aspen has each of the major workforce housing tools: an IHO for multifamily residential construction, residential linkage program for single-family and duplex construction, and a commercial linkage program for non-residential development. For example, in addition to the commercial mitigation rate, the GMQS requires residential development provide a total of 30 percent of total floor area as affordable.

As with most IHOs or linkage programs, a developer may construct units off-site or pay a fee in-lieu of the construction requirement. Each year the CIL is increased by 3 percent or the Consumer Price Index (CPI), whichever is greater.

Aspen has also recently adopted another alternative to the on-site, off-site, and payment of a CIL option: a housing certificate program. This program, established in 2010, created an open market solution, much like a "cap and trade" program functions to benefit the environment by incentivizing the reduction of emissions. A developer who provides workforce housing units beyond the required amount by zoning receives housing certificates that another development may purchase in lieu of building units. Aspen does not place value on these certificates, so their value is determined in the free market by the two developers. If there are no or insufficient certificates to purchase, the developer must return to the Aspen Planning Board and/or City Council to amend the final approval and satisfy the workforce housing requirement either through the construction of units or payment of a CIL.

### **3.2.2 Density Bonuses**

Use of the density bonus as a development incentive is generally the most economically valuable incentive governments have to leverage. They are widely used around the country in the context of other common development incentives, but their effectiveness varies as widely as the variety of communities who use them. In some communities, density bonuses have little to no value because either the market wants low-density development or development pressures have simply never reached or exceeded base entitlements. In other communities, density bonuses have measurable economic value that can be leveraged for the provision of community needs, such as affordable housing.

Based on EPS's experience with the financial and economic modeling of density bonuses within the context of development-based policies such as mandatory and voluntary inclusionary zoning, or simply in the context of incentives, the following is a general overview of findings that occur consistently among our projects in both rural and urban settings. That is, the economics, and thus value, of density bonuses are reflective of construction and building types, and less dependent on the regional variations in construction labor or materials costs.

In areas where demand for density or development exceeds the base entitlement level, a density bonus can create positive additional value (i.e. profit) for a development. Using a financial modeling tool to estimate residual value under multiple development prototypes, EPS has consistently found that positive economic value can be leveraged to feasibly provide community benefits. Residual value refers to an additional profit value, netting all development costs and profit factors.

There are multiple trigger points as a project increases in scale, however, where greater density does not result in positive economic value to the project. Specifically, when a project exceeds 6 floors (usually constructed as one floor or concrete with 5 floors of wood frame above), significant additional costs were incurred for different construction materials, fire suppression systems, and general building core if a density bonus was offered that required a development to shift into a higher cost construction type. Trigger points also occur at 10 floors and again at 20 floors.

Strong markets like Park City, however, can support an increase in market rate rents, sales prices, or lease rates in proportion to the higher construction costs. If a market is strong enough to support revenue increases in proportion to the increased construction costs, then the density bonus maintains a positive residual value.

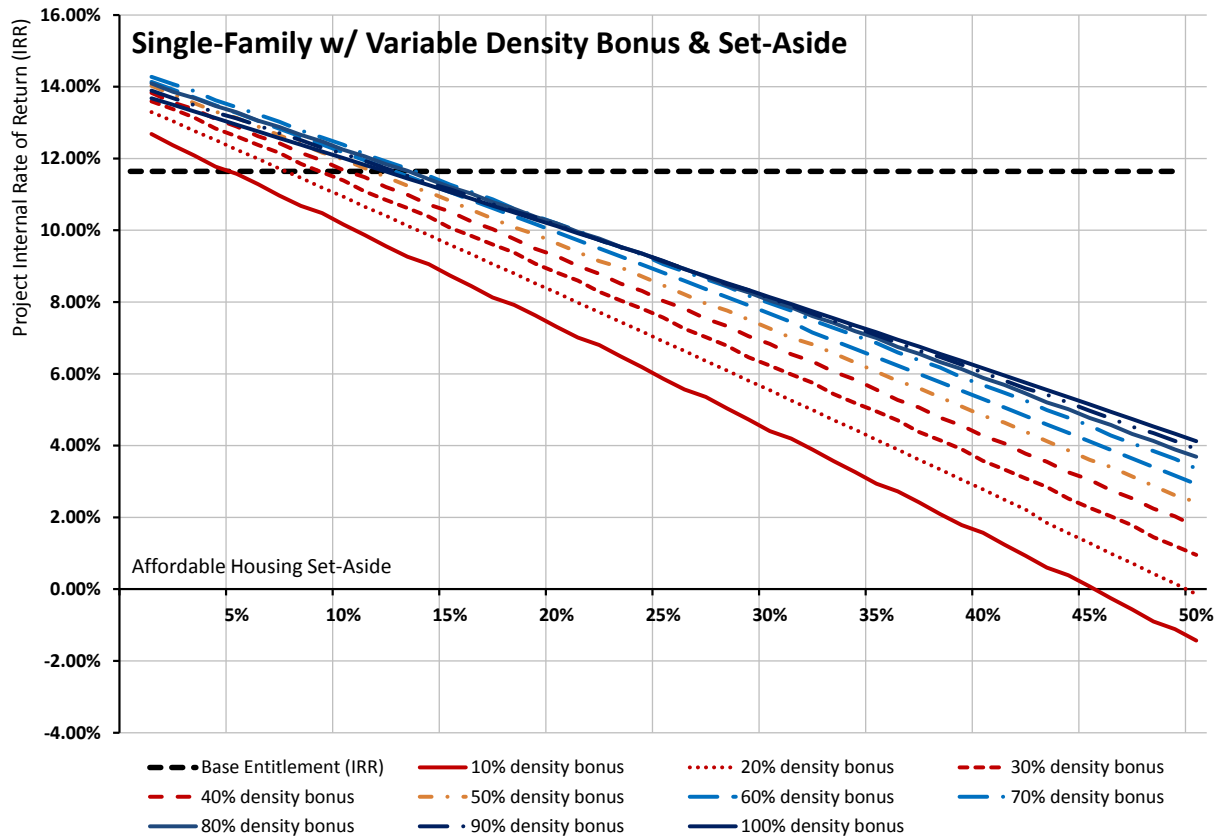
### ***Supportable Set-Asides***

The following two figures illustrate the results of economic and financial modeling for single-family and townhome developments, two of the more common prototypical residential development types for Park City. The modeling is based on typical relationships between construction costs, land values, and supportable market-rate for-sale pricing. The model used determines the internal rate of return (IRR) for various project prototypes with different set-aside requirements for each level of density bonus assigned.

**Figure 24** illustrates the magnitudes of supportable affordable housing set asides within the context of typical single-family developments. Each colored line series represents a different level of density bonus granted to the project, and the intersection between those lines and the perpendicular dotted black line (the IRR for a project with no affordable housing requirement) reflects. The point of intersection indicates the optimal affordable housing set-aside for a project granted respective levels of density bonus. The purpose of identifying the point of intersection in a development-based policy analysis is to identify a point at which the decision to take advantage of a certain development option is optimal by comparison to alternatives.

For example, a project receiving a 10 percent density bonus could not support more than a 5 percent affordable housing set-aside without pushing the IRR below the base entitlement level. A project receiving a 20 percent density bonus could support nearly a 12 percent affordable housing set-aside. A project receiving 90 percent density bonus could support up to 13 percent affordable housing, but a 100 percent density bonus seems to begin affecting the IRR negatively.

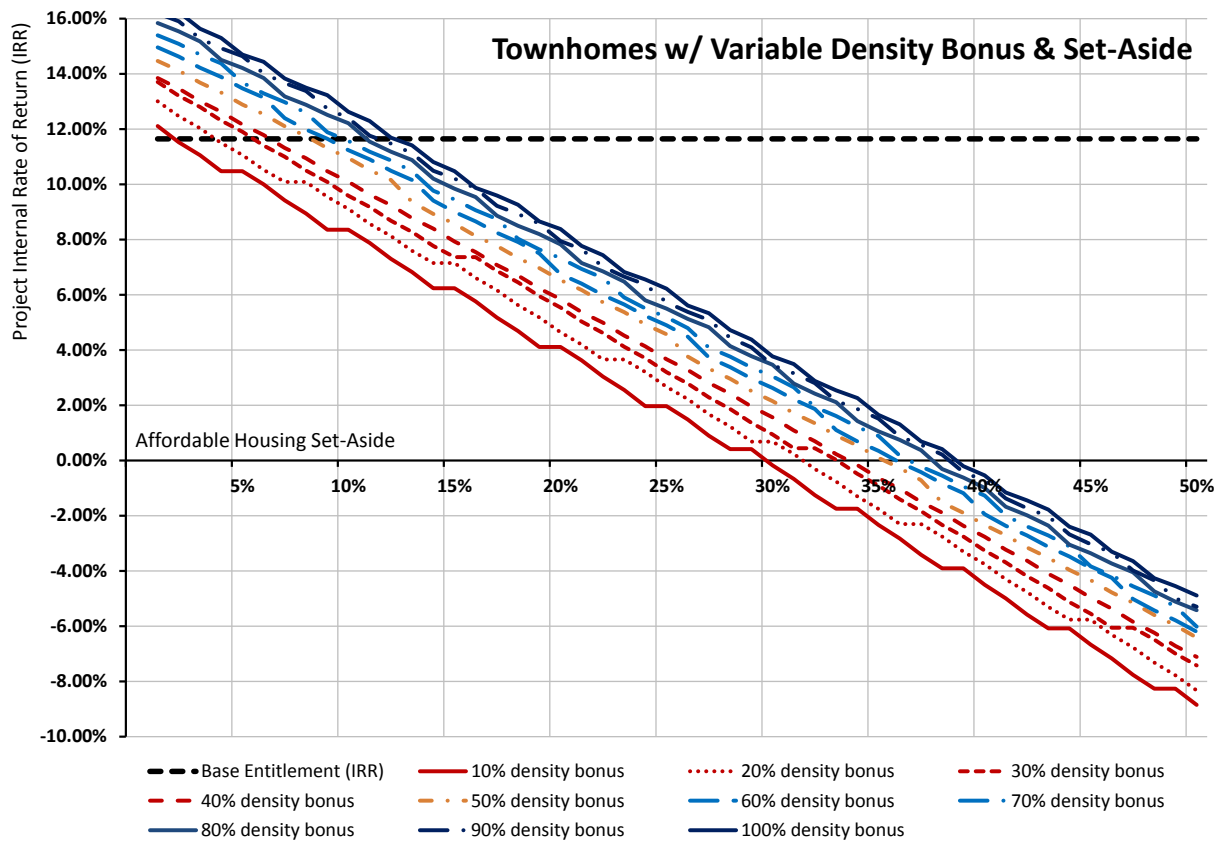
**Figure 24**  
**Supportable Set-Aside with Variable Density Bonuses in Single-Family**



**Figure 25** illustrates the magnitudes of supportable affordable housing set asides within the context of typical townhome developments. Again, each colored line series represents a different level of density bonus granted to the project, and the intersection between those lines and the perpendicular dotted black line (the IRR for a project with no affordable housing requirement) reflects. The point of intersection indicates the optimal affordable housing set-aside for a project granted respective levels of density bonus.

The findings here illustrate that a project receiving a 10 percent density bonus could not support more than a 2 percent affordable housing set-aside without pushing the IRR below the base entitlement level. A project receiving a 20 percent density bonus could support nearly a 5 percent affordable housing set-aside. A project receiving 70 percent density bonus could support up to 10 percent affordable housing, and a 100 percent density bonus could support up to 13 percent affordable housing.

**Figure 25**  
**Supportable Set-Aside with Variable Density Bonuses in Townhomes**





### 3.3 Housing Goal

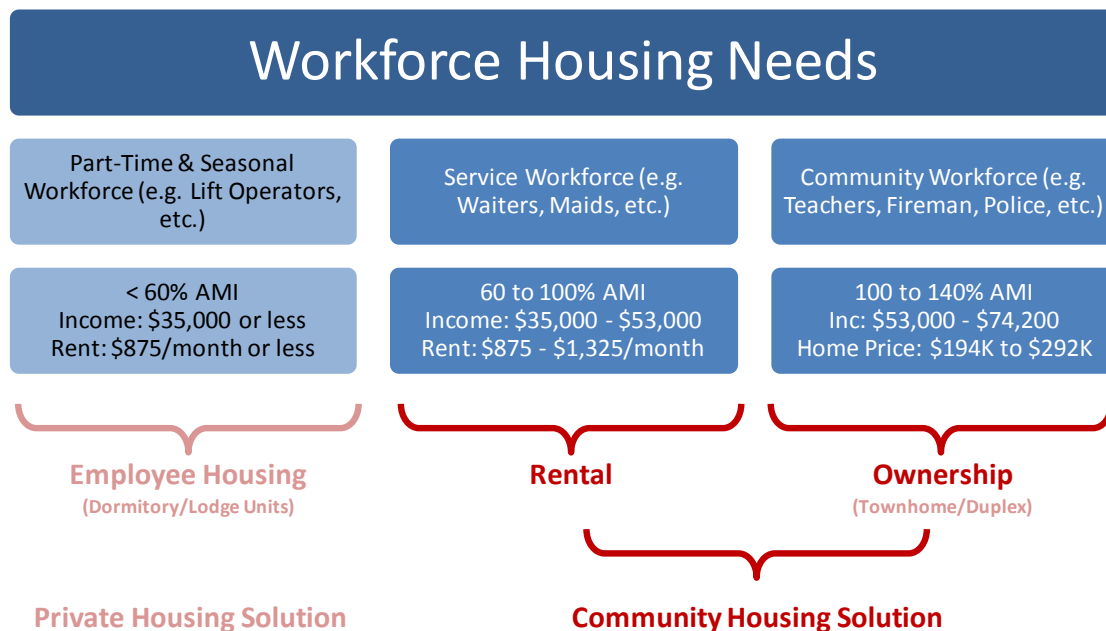
A target of 60 or 65 percent of its workforce living locally, as in the case of Aspen or Jackson Hole, may be a long term goal, if not unfortunately out of reach for Park City right now. EPS recommends that Park City set a more realistic target, reflecting on where it is today (i.e. 15 percent of the city’s jobs live locally), of what can be achieved in the next 10 years.

#### 3.3.1 Spectrum of Need

Among the first considerations, as illustrated previously under the estimates of housing need, is a spectrum of housing need (**Figure 26**) that identifies two types of need to be provided by the community: those of the service workforce, such as retail and service sector jobs; and those of the community workforce, such as teachers, fireman, police, etc.

- **Rental Housing:** Given the distribution of wages from the employer survey, a majority (80 percent) of housing needs would fall under the category of the part-time and seasonal workforce housing (less than 60 percent of the region’s median income – approximately \$53,000). As such, most of the housing need would be most appropriately met with either dormitory-style employer-built rental housing or market-rate/affordable rental housing.
- **Ownership Housing:** Approximately 10 percent of the workforce falls into the category of community workforce, or between 100 and 140 percent of the region’s median household income. This need would be met by for-sale units (townhomes and condominiums, with some portion of single-family), and to the extent possible, the greater the variety of product developed to meet these needs, the more the housing may be able to accommodate longer-term stability and upward mobility possibilities.

**Figure 26**  
**Workforce Housing Spectrum**



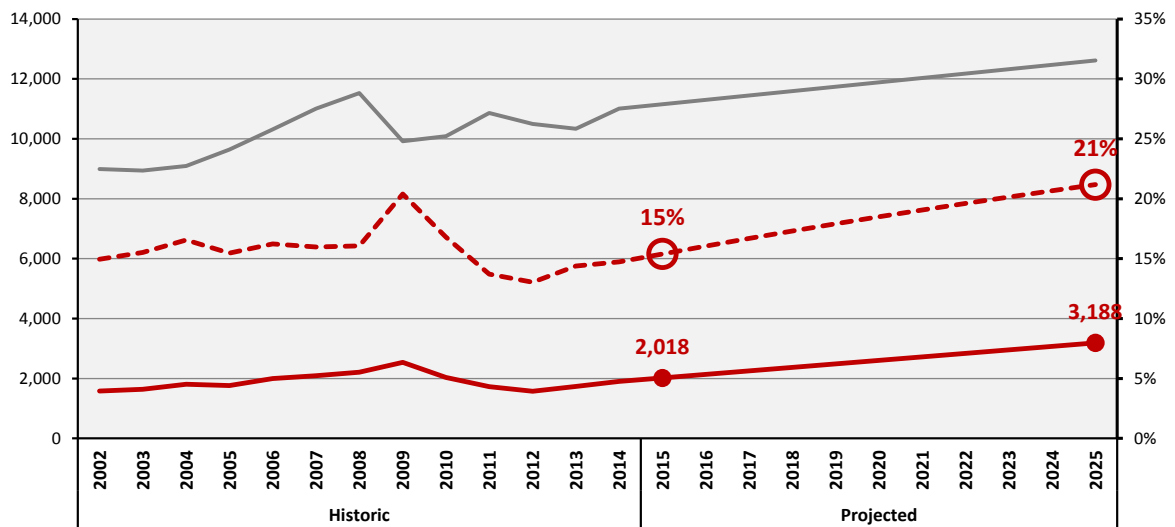
### 3.3.2 Community Target

**Figure 27** illustrates a projection of the number and portion of Park City’s workforce that live and work locally, given an increased commercial mitigation rate. This projection assumes that Park City adopts a much higher commercial mitigation rate, in line with the highest among comparable communities, at 60 percent. The analysis assumes that the City’s employment level continues to grow at the annual rate of 195 jobs per year for the past 13 years, which averages out the effects of the recession.

The solid grey line illustrates both the historic and projected in-commuters. The solid red line illustrates both the historic and projected jobs held by the city’s residents, and the dotted red line illustrates the portion of all jobs held by city residents. (The portion of the city’s total jobs is currently 15 percent, roughly the same as in 2002.) The projection assumes that 60 percent of each year’s new 195 jobs, equating to 117 jobs, is housed locally. By 2025, this would imply that an additional 1,170 jobs would be held by local residents, lifting the ratio of locally-employed residents to 21 percent.

If it is assumed that there are 1.5 jobs per household and that households form exclusively from the new 117 locally-employed residents, a demand for 78 housing units would result from this policy, translating to a total demand for new housing (independent of housing that is also built for the second homeowner market) of 858 units over 10 years. This magnitude of affordable housing development would be equivalent to more than two times the magnitude of affordable housing developed in the city (including inclusionary zoning and LIHTC projects) since 1980.

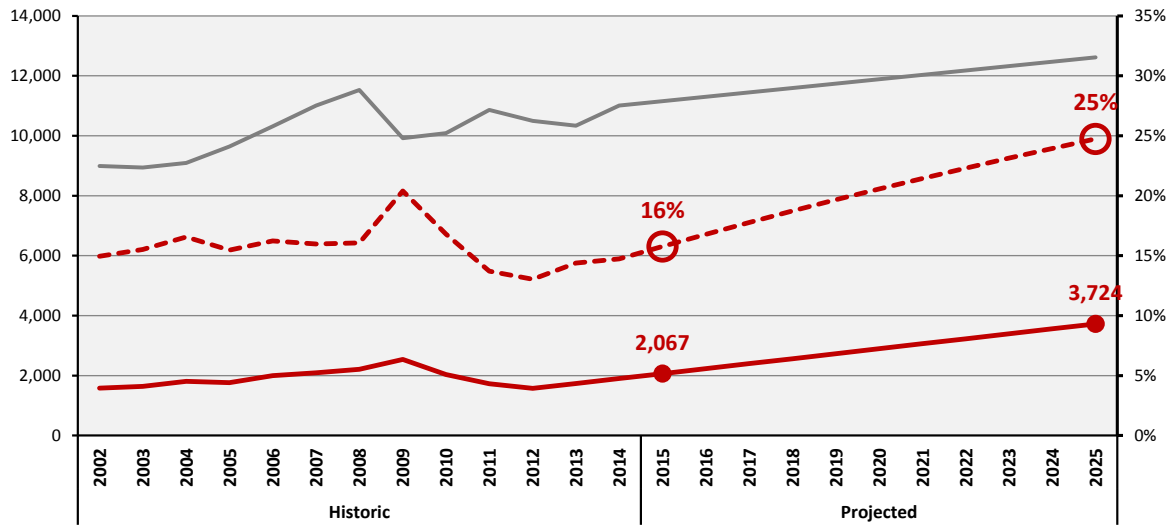
**Figure 27**  
**60 Percent Mitigation Rate, Projection of Locally-Employed Residents**



Source: U.S. Census LEHD, On the Map; Economic & Planning Systems  
 H:\153048-Park City UT Housing Review\Data\153048-Projection of Housing Need.xlsx\TABLE 1 - Projection

Alternatively, **Figure 28** illustrates how a very aggressive mitigation rate of 85 percent might impact the portion of the city’s workforce living locally. This projection assumes that 85 percent of new workers are housed locally, requiring the production of 111 new housing units per year to meet this demand. In total, this goal would require more than 1,200 new housing units over the next 10 years.

**Figure 28**  
**85 Percent Mitigation Rate, Projection of Locally-Employed Residents**



Source: U.S. Census LEHD, On the Map; Economic & Planning Systems  
 H:\153048-Park City UT Housing Review\Data\153048-Projection of Housing Need.xlsx\TABLE 1 - Projection

### 3.3.3 Benefits of Local Resident Workforce

Housing a larger portion of Park City’s workforce locally has broader community, social, and economic benefits. The more households that live locally, the better for developing the sense of community on which households place increasing value. Among the economic benefits, the more households that live locally, the more local business is supported.

Illustrated in **Table 4** below are estimates of the impact that the workforce housing goal would have on local retail spending. Assuming that new households had similar incomes to a recent regional income estimate (\$53,700), total personal income (TPI) estimated between \$46.1 million and \$65.3 million annually. Of that total, households typically spend approximately 35 percent of their income on retail goods and services, of which a portion comes from daytime expenditure, such as meals or small errands during the workday.

Retail expenditure includes a wide spectrum of purchases, including convenience goods, clothing, electronics, sporting and entertainment, building materials and gardening supplies, eating out, and groceries. Based on EPS’s experience evaluating these conditions for other mountain resort communities, we believe it is reasonable to assume that approximately 50 percent of working households’ expenditure could occur within Park City, or approximately \$16.1 million to \$22.9 million in additional local spending. This additional spending would support the equivalent of an additional 26,900 to 38,100 square feet of local retail space at an average of \$300 per square foot per year.

**Table 4**  
**Estimated Impact of New Household Retail Spending**

	Household Income			Estimated Income Spent on Retail		
	Households	Average	Total	Annual	Local Capture	Supportable Floor Area
				35%	50%	\$300
<b>New Resident Households</b>						
Target 20% of Workforce Living Locally	858	\$53,703	\$46,080,000	\$16,130,000	\$8,065,000	26,900
Target 25% of Workforce Living Locally	1,216	\$53,703	\$65,280,000	\$22,850,000	\$11,425,000	38,100

Source: Economic & Planning Systems

H:\153048-Park City UT Housing Review\Data\153048-Retail Capture of New HHs.xlsx\Calculation

## 4.0 RECOMMENDED POLICIES AND IMPACTS

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### 4.1 Recommendations

The following recommendations are intended to directly address the city's interest in updating and modifying the residential and non-residential applications of the existing housing resolution. They are also intended to serve as a basis for:

- Continuing city-led discussions and efforts regarding the prioritization of affordable housing policy;
- Identification, by the city's leadership, of affordable and workforce housing production targets; and
- Identification of who is or should be the beneficiaries of such policy

Most of the recommendations concern the existing housing resolution, which can be classified as a development-based approach to addressing affordable housing problems. In this category, a community often needs an increase to the supply of housing. Such approaches stem from the view that because the development community builds housing (and thus, whose housing prices are a part of the problem), they are equipped and should be responsible. This is the case with inclusionary zoning and linkage programs, the two development-based approaches that are at the root of the city's housing resolution.

A few of the recommendations, on the other hand, can be classified as community-based approaches. For a growing number of communities, strong leadership and political will are translating into the recognition that a policy that broadens the responsibility of addressing complicated challenges across the community not only lowers the financial burden placed on any one portion of the community, but, because it is locally generated, results in greater flexibility of its use.

#### 4.1.1 Development Incentives

From a development-based approach, Park City should consider providing additional development incentives. A first consideration concerns the development of rental units. To address this need, the City could consider deferring, abating, or granting back some portion of local property taxes to property owners/managers for keeping units in long-term affordability.

From one perspective, and because 9 percent low-income housing tax credit (LIHTC) allocations are so limited, it might be worthwhile to explore this tool as a way to "fund" additional housing without necessarily having to generate funds. In such a case, there are a number of communities that have established such a mechanism to very effectively incent the development of affordable rental units.

The City could decide what level of affordability (e.g., a percent of the affordable workforce wage) and what term (e.g., units remain affordable at specified income level for 15 to 30 years) to require. This technique could be applied to new and rehabilitated rental properties, as well as new developments. (This recommendation needs to be considered within the City's legal authority.)

To illustrate the potential impact on a new development, Table X below shows the impact that a full (100 percent) property tax abatement could have on the return on cost (ROC) metric. The calculations are shown for a LIHTC project as well as a market-rate rental project. The general assumptions made are based on either information available from the Summit County Assessor's website or common practice regarding development costs. As such, a few of the assumptions made in this analysis are:

- LIHTC development costs are \$200,000 per unit
- Market-rate rental development costs are \$240,000 per unit
- Both projects have 80 units
- LIHTC rents are estimated at 60 percent AMI or \$1,050 per month (2015)
- Market-rate rents are estimated at \$1,650 per month
- Average annual O&M expenses are \$4,800 per unit

#### **LIHTC Projects**

Although Summit County property tax records for five past LIHTC projects (which were all developed before 2000), average property taxes per unit are approximately \$230 per year. This is based on tax records for Holiday Village, Parkside Apartments, Washington Mill, Aspen Villas, and Iron Horse Apartments. The assumptions outlined above indicate that a new LIHTC project might have property taxes as high as approximately \$900 per month.

Under these assumptions, the base ROC for a project not receiving a property tax abatement is estimated to be 3.43 percent. By abating property taxes for this project, the ROC is estimated to increase to 3.90 percent, reflecting an increase in NOI of nearly \$75,000 per year. While it is difficult to presume that this would be accretive to every project ROC, the fact remains that decreased expenses means a greater debt service coverage ratio for a project.

#### **Market-Rate Projects**

The use of a property tax abatement in the context of a market-rate rental development, however, could have a substantial impact on the ROC metric in a development consideration. Assessors often appraise rental properties by either the replacement or income methodologies. As mentioned above, it is assumed that the development cost for such a project would be slightly higher at \$300,000 per unit. It is also estimated, that because of it, property taxes are estimated to be higher as well.

The base ROC is estimated to be approximately 5.78 percent with all expense and 6.25 percent with the property tax abatement. It is fairly common that a rental project development will seek a base ROC of 6.00 percent. While these numbers are not based on any specific project, the impact of the property tax abatement could, assuming the magnitude of these assumptions is correct, make a project either more feasible or encourage a project to move forward that otherwise would not have.

**Table 5**  
**Estimated Impact of a Property Tax Abatement**

	Units	Total Dev. Cost	Gross Income	Expenses		NOI		ROC	
				O&M	Property Taxes	Base	Excl. Prop. Taxes	Base	Excl. Prop. Taxes
LIHTC Project	80	\$16,000,000	\$1,008,000	\$384,000	\$74,624	\$549,376	\$624,000	3.43%	3.90%
Market-Rate Rental Project	80	\$19,200,000	\$1,584,000	\$384,000	\$89,549	\$1,110,451	\$1,200,000	5.78%	6.25%

Source: Economic & Planning Systems

H:\153048-Park City UT Housing Review\Data\153048-Development Incentive Values.xlsx\TABLE 2 - Impacts

As it concerns for-sale housing, the City should consider whether the per-unit fee waiver, currently a part of the existing housing resolution, is worth maintaining. Because the gap between market rate and affordable units is so great (currently estimated at nearly \$950,000), the \$5,000 per unit waiver of fees is not enough to motivate a developer; it is therefore, largely symbolic. At a minimum, the City should consider having a discussion about waiving either 100 percent or some substantial portion of permit and impact fees. (In context, the fee waiver was set at \$5,000 in 1991. In today's dollars, it would need to be approximately \$8,600 to have at least the same value.)

#### **4.1.2 Density Bonus**

##### ***Applicability***

The City should expand the applicability of the density bonus for affordable housing and consider raising the density bonus. The density bonus is granted only to MPDs in the City's Land Management Code. Using additional entitlements to motivate a developer to provide affordable housing can be a strong incentive in markets where additional density is particularly valuable. As a matter of policy coverage, EPS believes that the density bonus should be made available to any development that would look for ways to include affordable housing, including commercial and infill developments.

##### ***Current 10 Percent***

The density bonus is frequently the strongest incentive an inclusionary zoning ordinance can offer in any setting where development pressures exceed entitlement. In EPS's experience, an increase in density, while greater efficiencies of land are usually realized (lowering the per-unit costs of land), is still associated with more construction costs. There are two challenges for most communities utilizing this incentive.

On one hand is calibrating the amount of density, recognizing the marginal costs of construction, so that it has sufficient residual value to motivate a developer to pursue it. On the other hand is calibrating the amount of the "requirement" so that it doesn't eliminate the positive residual value of the density bonus itself. That is, there is value in the density bonus that can be leveraged for additional community benefit (i.e., affordable housing), but it needs to be of sufficient scale so as not to make the density bonus worth pursuing at all.

Currently, Section 15-6-5(A)(1)(b) allows the Planning Commission to grant a maximum of 10 percent density bonus if a developer proposes an MPD where more than 30 percent of the equivalent units are affordable (or employee) housing. Therefore a developer of a residential MPD in Park City would have two basic choices: comply with the standard 15 percent set-aside requirement, or provide an additional 15 percent affordable housing for 10 percent additional density. It is very unlikely that these two elements have been calibrated such that a developer would be economically indifferent to the two choices – i.e., they would both yield the same financial return, or even ideally that the financial return of the project with the density bonus is actually higher.

### **Recommendation**

EPS recommends that the City re-evaluate its motivation for the two factors and discuss to what extent they can be brought into closer economic alignment. For example, the findings of the economic modeling detailed in the previous chapter indicate that density bonuses of various higher magnitudes may more economically support certain set-aside requirements.

For example, a single-family project receiving a 10 percent density bonus could not support more than a 5 percent affordable housing set-aside without pushing the IRR below the base entitlement level. A project receiving a 20 percent density bonus could support nearly a 12 percent affordable housing set-aside. A project receiving 90 percent density bonus could support up to 13 percent affordable housing, but a 100 percent density bonus seems to begin affecting the IRR negatively.

In the townhome example, the findings illustrate that a project receiving a 10 percent density bonus could not support more than a 2 percent affordable housing set-aside without pushing the IRR below the base entitlement level. A project receiving a 20 percent density bonus could support nearly a 5 percent affordable housing set-aside. A project receiving 70 percent density bonus could support up to 10 percent affordable housing, and a 100 percent density bonus could support up to 13 percent affordable housing.

### **4.1.3 Commercial Mitigation**

The City should modify the commercial component of the housing resolution. From the perspective of a policy modification, it is always possible to convert this commercial mitigation strategy into an actual commercial linkage program— i.e., using a nexus study to establish fees that are assessed to new non-residential developments on a per-square foot basis by land use categories.



EPS believes that the current version of a “commercial mitigation strategy” generally achieves the same outcomes as a commercial linkage program might, and that the magnitude of units built or in-lieu fees collected would be roughly equivalent. Like the survey data collected in this study, a nexus study also collects data to identify the number of FTEs generated by different non-residential land uses. It quantifies the distribution of jobs by occupational category and assigns them to wage levels. The workers (and their households) are distributed by median income categories, from which it can be estimated what portion of all jobs created by the new non-residential development require housing assistance. The fee is calculated as the affordability gap, or the difference between the market rate and price of an affordable housing unit to particular households by median income level. The total affordability gap for the lower-income households is estimated and divided by the total square feet of a development to determine a per-square foot fee.

### **Generation Rate**

The City should discuss the merits of incorporating the new survey-based employment generation rates. It should be acknowledged that this type of basis for calculating employment generation rates is always subject to a margin of error. On one hand, asking employers the number of their full-time and part-time staff relies on the accuracy of the information the person surveyed has available. On the other hand, it relies on the respondent’s knowledge of the total floor area of their space, and in the absence of that (which is very common), the accuracy of this part of the information is reliant on either the respondent’s or the data-gatherer’s ability to accurately gauge the size of the space. EPS made every attempt to fully vet the numbers given to all data-gathers in the survey work. We cross-checked the square-footage numbers against Summit County Assessor data.

### **Mitigation Rate**

Aside from the 15 percent residential set-aside requirement, there are a couple other factors that seem to be associated with mitigation of affordable housing need. On one hand is the 20 percent mitigation factor applied to the commercial component; on the other hand is the 34 percent “location substitution” factor identified and both require the mitigation of some portion of the housing demand generated by those uses. In the case of the City’s current resolution, 20 percent appears to have been chosen as a number reflective of the portion of FTE-based households in need of housing assistance, though no documentation is available to confirm this. EPS recommends that the City evaluate whether or not to pursue a substantially higher mitigation rate, as via by the establishment of a housing goals, discussed in the following recommendation.

#### **4.1.4 Establish a Housing Goal**

The evolution of the city’s current housing resolution, as outlined in Chapter 2, illustrates clearly the city’s intent to prioritize affordable housing, but also illustrates how the City’s statements did not identify actual goals. In the original ordinance, 37-91, City Council states if feels a need to protect and enhance the community’s diversity by encouraging a mix of housing, and to “assist those members of our community that have demonstrated their commitment to Park City by either their residency and/or their work history...” A few years later, in 6-94, the City Council established affordable housing as a high priority goal and top priority action item, but did not identify what that goal should be. In the revised 7-95, City Council indicated that affordable housing should be an “action target” for the years 1995 and 1996, but did not identify what that

target would be. In one of the more substantial characterizations of the City's goals, 17-99 listed out seven categories of target populations, such as those who live in Park City, the "essential" public and private sector service workforce, full-time employees of businesses within city limits, residents of the city for the past 24 months, business owners or their representatives, senior citizens, and the physically or mentally challenged.

At this time, establishing an actual housing goal – i.e. a concrete numeric target, should be the city's highest priority.

As indicated earlier in the report, the closest the city has come to identifying a numeric target has been the informally-adopted "location substitution" rate of 34 percent. Research into the root of this factor shows that it may have been based unintentionally on the incorrect ratio of "job-holding residents" to total Park City jobs. Historic in- and out-commuting trends indicate that in 2005, when the location substitution factor was developed, that the ratio of Park City residents working in Park City was actually 15 percent (not 34 percent).

As outlined in the previous chapter, a number of other mountain resort communities who deal with the same problem of an in-commuting workforce have either a higher mitigation rate or have codified a housing goal based on City Council direction. Both Jackson Hole and Aspen have adopted housing goals. Aspen has a stated target of housing 60 percent of its workforce locally, and as such, holds its commercial mitigation rate at 60 percent. Jackson Hole also has a stated policy target of housing 65 percent of its workforce locally, although it requires just 35 percent commercial mitigation.

EPS recommends that Park City not only engage in a discussion of what it would like the target to be, but whether or not it believes that a modified commercial mitigation rate should or needs to be the only manifestation of that policy goal. That is, even if the City chooses to adopt a high locally-housed workforce target, the City will likely never achieve its goals with future commercial development alone. And if Park City did embark on a nexus study to quantify the jobs-housing linkage for commercial development, this mitigation rate would be a factor developed in the analysis, which then becomes, for communities with such policy, the subject of policy debate and community goals.

**Target #1: 20 Percent Workforce Living Locally**

Based on the projection of future employment levels with a modified commercial mitigation requirement of 60 percent, it is optimistic but attainable to achieve a level of 20 percent of the workforce living locally within the next 10 years. This would mean, however, that the rate of housing production for the local population would have to more than double from its current rate of 33 new occupied housing units per year to nearly 80 occupied housing units per year.

**Target #2: 25 Percent Workforce Living Locally**

Based on the projection of future employment levels with a modified commercial mitigation requirement of 85 percent, it is optimistic but attainable to achieve a level of 25 percent of the workforce living locally within the next 10 years. This would mean, however, that the rate of housing production for the local population would have to more than triple its current rate of 33 new occupied housing units per year to nearly 110 occupied housing units per year.

#### **4.1.5 Fee In-Lieu Structure**

The City should modify its in-lieu fee structure. The current housing resolution establishes a structure based on three pieces of information: 1) the median market value per square-foot of 600 to 1,600 square foot units sold in the prior year; 2) multiplied by 900 square feet; and 3) the affordable home sale price for a household earning Park City's workforce wage subtracted from the result. Questions that the city should answer in this process include:

- Is the City receiving adequate revenues from these fees such that the same number of units as the 15 percent residential or 20 percent commercial mitigation rate requirements could build?
- Has the City been able to use those funds to build the same number of units?
- Or is the in-lieu fee inadequate to build units in appropriate locations?
- Should it be based on assumptions that more accurately reflect the market?
- Looking ahead, are there even development opportunities for which the fees based on the same calculation will be useful?

As a point of consideration, if land is becoming scarcer and its value continues to escalate, there may be a good justification for changing the fee methodology such that it results in a higher fee per unit.

#### **Approaches**

There are a variety of approaches to structuring an in-lieu fee: 1) the difference between a market rate unit and a deed-restricted affordable unit; 2) a percent of the construction cost; 3) a percent of the maximum affordable sales price; 4) a percent of the land value to construct units elsewhere; and 5) nexus-based fee, which is described in recommendation above.

For example, the current methodology (#1 above) relies on one piece of outside information: the market rate price per square-foot from the Summit County Assessor. In #2 above, no outside information is needed for calculating a percent of the affordable sales price. In #3, outside information is required for two components: one for establishing a base construction cost per square foot that developers can agree is accurate, and another for escalating the value annually with the Bureau of Labor Statistics Producer Price Index (PPI), for example. In #4, outside data would need to be collected as well to document the value of land with comparable sales. In #5, the methodology would use outside data for the fee calculation, but because of its complexity of inputs, an annual escalation with the PPI, for example, might be too simplistic, while a full recalculation of the fee might be unnecessarily time-consuming.

#### **Construction Cost Method**

Given considerations for complexity versus simplicity of the in-lieu fee's design, considerations for the magnitude of revenues generated, and considerations for the ease in making annual updates, EPS recommends that the City adopt a construction cost methodology for its in-lieu fee structure. This method would rely on only one piece of information for the actual in-lieu fee (construction cost per unit), rather than the current three.

This per-unit factor could be developed using the City’s own development projects of a relevant prototype, such as single-family homes, townhomes, or condos. The methodology would also involve making annual updates, using either the BLS producer price index (PPI) for all residential construction (i.e., for Material and Supply Inputs to Construction Industries, which is published annually on a 1½ year lag), or the consumer price index (CPI), which is published by the BLS monthly and without a lag. Either way, the methodology does not rely on collection of magnitudes of MLS or Assessor data each year for updates.

EPS also recommends that the City consider applying a percentage to this factor, such as 75 percent of the total cost of construction, so as to remove a portion often attributable to land costs.

To illustrate the potential revenues that might have been generated with this methodology, **Table 6** shows the overall number of units permitted between 2004 and 2014 along with the number of units permitted that yielded inclusionary zoning units. In total, there were 1,416 units permitted between 2004 and 2014, 520 of which are estimated to be in MPDs and annexations for which there were inclusionary zoning units produced.

Had the housing resolution been applied to all residential development, as recommended, and assuming these remaining residential developments paid a fee in-lieu of constructing affordable units, it is estimated that the city would have generated approximately \$19 million in in-lieu fees.

This calculation is based on the average cost of construction of \$240,000 for 2014, which has been de-escalated for the previous years using the Bureau of Labor Statistics’ producer price index. The calculation also assumes that the fee in-lieu is 75 percent of the cost of construction. The rationale for such a factor is that land costs are often approximately 25 percent of the total development cost. As such, the city would want to structure its fee in-lieu to compensate at least for the cost of construction.

**Table 6**  
**Estimated Hypothetical Fees In-Lieu, 2004-2014**

	Units Permitted				Fee In-Lieu		
	Overall	Less: MPDs / Annex.	Other	IZ Applied to Other	Const. Cost [1]	Fee / Unit	Revenue (\$ million)
<b>Factor</b>				15%		75%	
<b>2000 to 2014</b>							
Overall Total	1,416	520	896	134	---	---	\$19,132,538
Annual Average	129	47	81	12	\$240,000	\$180,000	\$1,739,322

[Note 1]: The cost of construction is assumed to be \$240,000 in 2014. It is de-escalated by the producer price index from the Bureau of Labor Statistics. In 2004, it is estimated that the cost of construction per unit was \$171,000.

Source: U.S. Census; Park City Municipal Corporation; Economic & Planning Systems

H:\153048-Park City UT Housing Review\Data\153048-Fee in-lieu estimates.xlsx\TABLE 2 - Estimates

#### **4.1.6 Housing Resolution Applies to All New Residential Development**

The City should consider modifying the residential portion of the housing resolution to apply to all residential development.

The City should consider applying this portion of the resolution to all residential development. This is based on the review of the intent of the original housing resolution and the focus of subsequent iterations on annexations and MPDs, as well as analysis of historic building permit data, and an understanding of development in the pipeline. That is, it is unlikely that annexations or MPDs will be a majority or even a substantial component of development moving forward, such that the housing resolution as written will continue to be effective.

For either of the previous options, EPS would recommend that an exemption be structured for projects that are contributing to the City's affordable housing inventory. As such, the exemption could be drawn at units that are priced below a certain affordability mark. For example, in 2014 the maximum affordable purchase price for a household earning 100 percent of median income (\$89,886) was \$359,600. Alternatively, the maximum affordable purchase price for a household earning 150 percent of the Park City workforce wage (\$73,253 for a household of two persons) was \$282,700. Whatever the threshold, EPS recommends that it serve equally as a proxy for the size of units being constructed.

The implication of this is that all new residential development, large and small-scale projects of all structure sizes would apply. Given that the City has been concerned about recent increases in the number of larger single-family homes (i.e., second homes) that have not been subject to the resolution, it would be in the interest of the City to adopt a mechanism by which these are either subject to a higher mitigation, or that units priced more affordably (or of a smaller size) would be exempt.

One option available is that the City could consider establishing a residential linkage program, which would establish the nexus between the level of affordable housing demand generated by units at various price points (i.e., proxy for size). There are two methodologies that such an analysis could employ: 1) other resort economies who have traditional residential linkage programs have conducted door-to-door surveys of the actual employment generated by their household (i.e., gardeners, housekeepers, other staff, etc.); and 2) there are a few larger, urban markets that have adopted residential linkage programs that rely on a nexus established on the basis of overall employment (i.e., jobs vis-à-vis household spending patterns). The first method requires primary data collection, and the second relies on input-output modeling factors.

The other option is that the City keep its existing mitigation structure, but apply it to all new construction or demo-rebuild projects (i.e., no threshold). The fee in-lieu structure would be kept the same, but its outcome would require that smaller projects would be a fraction of a per-unit fee.

#### **4.1.7 Deed Restrictions**

The City should pursue a blended approach to structuring deed-restricted ownership units. There are two common approaches to deed restrictions – shared equity and value appreciation limits. In general, the shared equity model lowers the initial cost of home-ownership for households and offers them the opportunity to own the property in the long run while not necessarily attempting to manipulate the “value” of the property for the sake of keeping it in the affordable inventory.

The limited appreciation model, on the other hand, seeks to manipulate the value by arbitrarily setting a price appreciation limit that is sometimes set to 2 or 3 percent. During high appreciation times, this is a frustrating element for buyers because they don’t benefit from equity gains. Both of these approaches may offer the development community more flexibility in the product it builds, and may open up a slightly wider inventory of housing to households in need of affordable housing.

##### ***Shared Equity***

This tool works well in an environment where considerable magnitudes of new housing are being built. Although it might have been very effective for Park City to have had this in place when a vast majority of new development was occurring in annexations and MPDs, there still are opportunities to use it moving forward. It would be worthwhile engaging city officials in a discussion of how to establish the program so that it could be utilized where effective.

Specifically, the shared equity approach means that a borrower purchases a home by providing a downpayment, typically 5 percent, borrows approximately 75 percent of the value of the property and receives a low-interest equity loan of up to 20 percent (or some limit). At the end of the mortgage term or earlier, the equity loan is paid off in full plus 20 percent of the property’s value escalation.

In a housing market where construction costs are high, this may be an effective way to leverage the construction of units that would otherwise enter the market at slightly higher price points than the typical affordable unit. Because the mortgaged value of the property to the homeowner is actually 75 percent of its face value at the time of sale, it may also be a valuable technique to address the burgeoning need for middle-income housing, an issue that has been raised with increasing frequency.

While a lower equity loan means less for a household to pay back over time, the larger the equity loan, the lower the “point of entry” for households in need. As such, the City may want to consider this element as a point of leverage to manipulate given market conditions. That is, the City could establish a policy where equity loans are available up to a maximum amount, and the borrower could choose whether or not to take advantage of the full value.

The challenge with this technique, however, will be that the City effectively cannot lend its credit or make loans. To take advantage of this option, the City will have to explore what third-party entities would be appropriate for administering such a program, such as Mountainlands Community Housing Trust or the Housing Authority. Perhaps the City could work to organize local and regional banks to establish a shared equity loan pool whereby the banks receive Community Reinvestment Act credits or other tax abatement incentives.

Beyond the obvious application for this structure on ownership condominiums, townhomes, and single-family homes, this may be a model worth exploring in a rental (or leasehold) context. Instead of an equity loan to the homebuyer, the City might explore whether it has the resources (i.e., pass through of capital funds) to grant lower interest equity loans to a new rental development in exchange for a portion of the units to be provided as affordable.

While the specific terms of the stipulations would have to be worked out, this might be a second policy option to use for new rental developments (versus the option to utilize property tax abatements for new or rehabilitated rental properties). In such an example, instead of a 20 percent equity loan being paid off at the end of the mortgage term, the City receives a 20 percent share of the rents.

In general, the advantages of the shared appreciation model are that it lowers the barrier to entry for households and gives them an opportunity to buy into the market and build equity at the same pace as the rest of the market. On the other hand, the shared equity model works well in a market that is constantly producing new units. In theory, after the first round of households has purchased such a deed-restricted home and sold it, there is risk that the housing inventory could enter the market-rate inventory unless a fail-safe mechanism is included, such as a first right of refusal for the city.

The advantages of the limited appreciation model are generally that once the unit enters the deed-restricted inventory, and assuming that covenants are written appropriately, the unit will remain in the affordable inventory, benefiting households for as long as the deed restriction lasts.

On the other hand, in a market like Park City's, where the average sales price of units continues to escalate at more than 6 percent per year, maintaining an affordable inventory that is limited to 2 or 3 percent appreciation means that households who buy these units do not have an opportunity to build equity alongside the market. Beyond this equity concern, the affordable inventory is likely to be a more limited inventory of housing types, meaning that if a household living and working in Park City wanted to move into a different home, they would be limited to the overall variety of available affordable inventory.

#### **4.1.8 Timing of the Policy Change**

It is important with the modification of existing policy or adoption of new policy that affects land development that a date be selected sometime in the future, at which point all applications received would apply to the revised policies. Depending on the length of time between, for example, permit application and time of construction or site plan and building permit, EPS recommends that, at the time City Council may approve the recommendations governing the housing resolution, a date be chosen that reflects this amount of time.

#### **4.1.9 Funding Priorities**

The City should establish priorities for allocating the recent \$40 million RDA Fund allocation. Previous Councils have drawn made important, symbolic, but necessary declarations of need, intent, and priorities in the housing resolution. The recent allocation of \$40 million for capital is an important backdrop to such conversations. The City should engage its elected officials, however, in a policy discussion oriented around determining and voicing their concerns, vision, and direction regarding housing priorities.

That discussion should utilize major analytical findings from this study as guideposts for policy debate, not necessarily as prioritizations or exact magnitudes of need. The analytical findings of this study, and other studies that have preceded it, can be interpreted as a selection of ways to look at this need. As there are multiple methodologies here and developed throughout the years by PCMC staff, there is a need to view these findings through the lens of political priority, perceived urgency, as well as within the context of other City priorities.

EPS recommends that the City consider the various programmatic ways it might utilize the allocated funds. Programmatic considerations include making some portion of the funds available through a Notice of Funding Availability (NOFA), through which the City could create a competitive environment among both housing developers and service providers for use of the funds. Such a process can leverage the private sector for creative and financially efficient uses of funds.

Another potential programmatic use of funds could be the acquisition of a strategic parcel of land that the City believes might be valuable in the future as a mixed-use redevelopment, in which the land could be leveraged for a public-private partnership development.

In addition, some portion of the funds could be allocated to the purchase of existing units that might be appropriate for a shared equity or shared ownership program.

While the City is not authorized under its accounting rules to make loans (i.e., for the purpose of establishing a mortgage pool or shared equity program), the City should still engage in discussion around who would be an appropriate entity to carry out such a function, how it would be done, and what variety of programs it would offer. It is valuable to consider that the original resolution (37-91) set forth an objective to establish a mortgage pool, working with lenders. While it is not clear from subsequent versions of the resolution whether this concept was ever piloted, it is clear that there are obvious obstacles to doing it today. Furthermore, it does not appear that the Mountainlands Community Housing Trust offers this type of assistance through its various ownership programs.

In terms of beneficiaries, the City could utilize analysis of affordability conditions from this and other studies to identify magnitudes of need, looking at income level, community workforce contingent, and the type of development typically associated with that type of need. For example, EPS prepared revisions of previous gap analyses as well as a new methodology to estimate magnitude of housing type need by respective income levels of in-commuters.

Based on the analysis of trends, the City would see more effective results and higher production if it focused more on community-based solutions, such as use of funding mechanism, than relied solely on its housing resolution, which is a development-based approach.