

Vision Park City 2009 Summary Report

Background

Park City has conducted several community outreach and visioning events in the past. Through community visioning processes conducted in 1987, 1993, and 2002, we have seen that community values, concerns and perceived or actual problems have remained remarkably consistent over the past 20 years.

- *Preserve: community, history, scale and natural environment*
- *Promote: resorts, year-round economy, quality growth, and recreational opportunities and amenities*
- *Address: housing, sprawl, transportation, water and sustainability.*

The last significant community-wide visioning effort was completed in 1993 in advance of the mid-1990s general plan update.

One of the most valuable outcomes through out each of the past visioning processes was the individual involvement and community building that occurred through the shared discussions. Common to each visioning process was the focus on current conditions and resources. The focus was on addressing problems and anticipating what they might be 5 – 10 – 20 years out with an emphasis on government programs and services.

Vision Park City 2009 asked Parkites to express what they value about their community and want to preserve for the future. Equally important was the goal of community engagement – a cornerstone of community governance. Finally, the project was tasked with creating an evaluative tool that staff, policy makers and the community may use

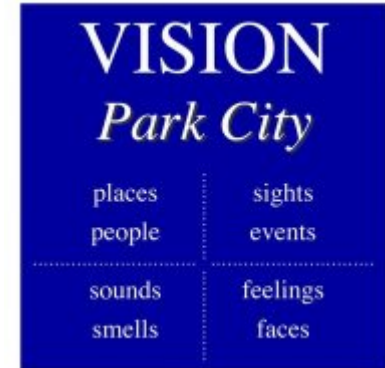
when considering future land use, economic, social and environmental decisions.

Process

Park City engaged **czb**, an Alexandria, Virginia-based neighborhood planning firm with experience working in 44 states on strategic analysis and planning to design and facilitate the visioning process.

Vision Park City 2009 was an open-ended dialog between Parkites – including full and part-time residents, employees, business owners and other community stakeholders. It began with a dialog about what Parkites as individuals hold dear about their community which revealed a set of shared values. Next we identified concerns and challenges facing Park City, as well as future goals in order to reveal a set of shared values to guide Park City in the future.

We asked the people of Park City some questions about the future of Park City. They had some great ideas and strong opinions. The process was fundamentally different from an issues-based approach in that participants were not given a pre-selected list of issues or responses from which to select from or to rank. The process was open-ended intentionally so as not to shape or direct the responses.



There were three phases of Vision Park City 2009. The first phase was the *Community Engagement and Data Collection* process that incorporated a variety of community participation activities in order to engage a broad and deep cross section of the community including those not typically present at more formal public meetings. There were four stages of community engagement and data collection: *Community Brainstorming, Listening, Exploration* and *Distillation*. Parkites engaged in the process in many ways:

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

Collectively this process represents a tremendous body of knowledge about Park City and a remarkable commitment of time and energy by Parkites.

Following the Community Engagement and Data Collection, the consultants began *Phase Two: Data Analysis* in which all of the input was cataloged, distilled, and eventually shaped into a format from which a set of shared values, concerns and hopes for Park City's future began to emerge. *Phase Three: Key Findings, Recommendations and Next Steps* were prepared including the creation of an evaluative framework to guide future decision making.

Community Engagement and Data Collection Phase: March 31 – June 15

Community Brainstorming March 31

Vision Park City 2009 formally launched with the first Community Gathering held at the Yarrow Hotel on March 31. It was attended by 117 community members who engaged in a discussion of “*who is Park City*”, “*what do we*



believe in” and “*what concerns us*”. One hundred eight two input with more than 534 comments addressing these questions were collected during the meeting. Ideas and issues identified on the input cards were discussed in small groups and then shared among the whole group. The cards were collected and their input recorded for later analysis. The evening was designed to be highly interactive and creative. Following reports from small groups on their comment cards, they were challenged to develop a representational tool identifying inputs and processes for evaluating ideas, projects or proposals.

Community Listening April 1 – June 15

Following the Community Brainstorming Session, more than 480 people participated in a Community Listening project with the objective of sharing their stories and experiences about Park City, exploring personal and shared goals and concerns and ultimately define a set of community values to guide Park City's future. A variety of outreach and engagement approaches were used. The

most significant tool was a series of one-on-one interviews where community members volunteered to interview not only their friends, neighbors and colleagues, but to introduce themselves to others in the community who they did not know. Interviews were conducted in English and Spanish, as necessary. More than 35 volunteers completed 386 community interviews. An additional 64 interviews were collected via an on-line survey. These interviews engaged people at the individual level and provided an opportunity for meaningful participation for folks who were unable or uninterested in attending an evening meeting. The interviews revealed a snapshot of Park City today, a vision for the future and concerns in reaching that goal. We also conducted focus groups to capture feedback from the part-time resident community. We also conducted a Spanish-speaking focus group in partnership with Holy Cross Ministries. Randy Barton hosted a call-in show where community members were invited to share their stories about what brought them to Park City, what keeps them here and what would make them leave.

Focus Groups

Three focus groups were held to get input from part-time residents. Part-time residents see Park City as a friendly and welcoming place, an authentic mountain town with a sense of heritage and place and place high value on its sense of community and small town feel. Park City is seen as a first class, accessible resort town with year round recreation. They are concerned about over-development without sustainable practices and the related issues of traffic, pollution and climate change and how it affects Park City's community and economy. Participants noted that Park City has an active retirement community, but health and age issues were of concern to them and their ability to stay. Several participants added that they would like to

receive more regular information about Park City and suggested better use of electronic communications. The comments and concerns brought forth in these focus groups were remarkably consistent with those of full-time residents.

An additional focus group was conducted in Spanish at St. Mary's. Two key themes that emerged were the ability to find work in Park City and the educational opportunities for their children. Parents were very complimentary of the schools. Participants liked the smallness of the community, describing Park City as mellow, and the ability to get around and access services. They discussed their concerns about being able to find secure housing and live without fear of SB81. The general consensus was the things work well in Park City. The only significant complaint was insufficient public laundry services. Two divergent views of note emerged during the discussion. The first is that while the population in general did not see Park City as diverse, participants in the Spanish-speaking focus group felt that Park City was diverse in terms of culture, activities and food. The second is the perception that the general population places the greatest importance on open space, the environment and the outdoors while affordable housing, equity and diversity were considered more important to the participants. Participants did think that the above two issues were mutually exclusive and both can be obtained.

Community Exploration

April 1 – May 5

Vision Park City 2009 also created a visual component. Community members volunteered to develop a visual vocabulary for Park City and create a visual representation of our values, beliefs and concerns. Approximately 20

community members volunteered to take photos to create this visual iconography.

From there a core group of 12 continued with this process and contributed a significant amount of time in collecting, assembling and distilling hundreds of images. A smaller group prepared the presentation for the next community gathering. The quality and quantity of visual data was excellent and created a visual vocabulary to represent qualitative concepts, provided an additional means for folks to participate and provided an alternative to verbal communication. A DVD with hundreds of images representing images that were illustrative, treasured, at risk, eyesores, representative of old and new Park City, of what works and what we do (or don't) need more of was compiled.



Community Reports May 5

A second Community Gathering was held on May 5. One hundred ten community members attended the second community gathering to hear community reports on initial learning from interviews and to participate in the visual survey project. More than half of the participants had not attended the initial community gathering. Many of the new participants were brought into the process through the community interviews. Attendance at the second community gathering was affected somewhat by the closure of schools due to the H1N1 virus during which time many families left town.

The photography group collected nearly 1,000 images and distilled them into a photo exhibit at the second community gathering. Community members, working in small groups, further refined the collection and identified images that best represented Park City and who were as well as images that were not in keeping with our values and vision.



Stage 2: Data Analysis and Distillation

Hundreds of Park City citizens, business owners, employees, and stake holders gathered in large group meetings, smaller focus groups and one on one interviews. Within less than three months, more than 5,300 ideas, comments, suggestions, criticisms (constructive and otherwise) and well penned visions for Park City's future were collected. What Parkites told us during this process provides valuable insight into the community and helps identify community needs, programs and services to sustain our shared vision for Park City.

All of this input was cataloged, distilled, and grouped by topic or theme to identify points of commonality, conflict and anomalies. Through an iterative analysis process, data was distilled into a usable format from which a set of shared values, concerns and hopes for Park City's future began to emerge. Over the summer, **czb** further evaluated the data and prepared a set of findings and analyses which begins on page 16 of this report.

What we said about ourselves: Community Interviews

The community interviews were open-ended questions and many participants listed more than one reason. The percentages below represent the number of times a specific reason or issue was identified among all reasons given for that question.

What brought you here:	Percentage
Skiing / Snow	17.88%
A great small town / the community	16.32%
A job / business opportunity	14.76%
The scenery / weather/ air quality	9.03%
My significant other / family came, and I joined	7.99%

What keeps you here	Percentage
The community and people	19.39%
Mountain Lifestyle/Quality of Life	18.76%
Open Space/Setting/ Outdoor beauty	11.01%
The small town character	10.59%
Recreation (year round)	8.49%

What would make you leave	Percentage
Too much change or growth	17.86%
Loss of natural beauty/ environmental decline	12.66%
Loss of job / better opportunities elsewhere	11.20%
If the people change too much	9.90%
If it gets too expensive / forced out by high cost of living or lack of off-season jobs	9.58%

Where would you go	Percentage
Back home for family	14.08%
Colorado	11.27%
Big City (e.g., Seattle, Manhattan & Portland)	8.45%
Northern California/Tahoe	7.04%
Montana	7.04%

What we said about ourselves: Community Interviews

Proud of Park City	Percentage
Olympics	24.62%
When we rise to a challenge and do the right thing for the community and its people	17.67%
When we host cultural events	14.47%
City / Town events that are for the town (e.g. Miner's day, 4th of July, summer concerts)	14.29%
Sundance	11.65%

What don't we like to admit	Percentage
Growing income gaps/workforce being pushed out/social equity	23.42%
We're elitist/money-focused	19.37%
We need to address traffic & other big city issues	10.36%
Not really diverse	9.31%
Social separation between long timers and new comers	7.21%

Park City's Personality	Percentage
Active/Involved/Community-Oriented	12.0%
Outdoorsy/Recreation-Oriented	10.0%
Friendly/Outgoing/Welcoming	8.0%
Fun loving/Living Life to the Fullest	7.0%
Bourgeoisie Bohemian	6.0%
Ego-Centric/Pretentious	6.0%

What do you hope Park City will be like in 20 years?	Percentage
Stays the same/ small town feel, sense of community, uniqueness	22.20%
Less development/smarter growth/more Green & Open	14.04%
Diverse, Affordable and Inclusive: people who work here live here	13.38%
Less traffic/integrated transit & alternative modes/connected trail/bike/pedestrian system	11.57%
Stays local (particularly no chain stores or real estate offices on Main Street & more family/kid friendly shops/activities)	9.87%

What we said about ourselves: Community Input Cards

At the first community gathering and at focus groups participants were invited to provide their thoughts on “*who is Park City*”, “*what do we believe in*” and “*what concerns us*”. A total of 182 cards were collected with more than 534 comments. The diagrams on the following pages summarize the main themes captured on the comment cards. The size of the word indicates its relative frequency as compared to others.

How we see ourselves...



*How we see our
town...*

Unique
Growing
Beautiful
Healthy
Interesting
At risk
Mountain Resort
Ski Resort
Historic Mining Community
Historic

*We feel great about
our:*

A word cloud featuring the following terms: History, Future, Environment, Capacity, Quality of Life, Independence, Community, Leadership, and Flexibility. The words are arranged in a non-linear fashion, with 'Flexibility' and 'Independence' being the largest and most prominent.

History Future
Environment
Capacity Quality of Life
Independence
Community Leadership
Flexibility

But we are very concerned about:

Sameness
Development **Pollution**
Self-Centeredness
Complacency **Traffic**
Overcrowding **Loss of Diversity**
Global Environment
Lack of Vision
Growth

What we said about ourselves: Visual Inventory

The third method of data collection and input was the visual inventory which created a visual representation of our values, beliefs and concerns. These images were distilled first by the photography committee and later by the community members at the gathering held in May. The photos that follow are representative of the outcome of the May meeting.

Most illustrative



This image was selected as most illustrative because:

1. Historic
2. Small & intimate
3. Importance of the Arts in Park City

Most treasured



This image was selected as most treasured because:

1. History
2. Open space
3. An icon that greets and welcomes people to Park City

Don't need more of



This image was selected as things we don't need more of because:

1. Strip malls encourage driving and traffic
2. Bad aesthetics
3. Not sustainable

What works



This image was selected as what works because:

Outdoor events:

1. Bring people together and build community on equal footing
2. Fun & kid-friendly
3. Arts & culture (good music)

Park City funk



This image was selected as Park City funk because:

1. Community
2. Fun
3. Eclectic

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What we need more of



This image was selected as what we need more of because:

1. Sustains cultural diversity
2. Reduced commute
3. Promotes viable workforce

Most at risk



These images were selected as **most at risk** because of:

Development pressures

vs.

Natural resources and water quality and quantity

Eyesores



These images were selected as **eyesores** because:

1. Construction mess/disorderly
2. House too large
3. Ongoing, never-ending construction



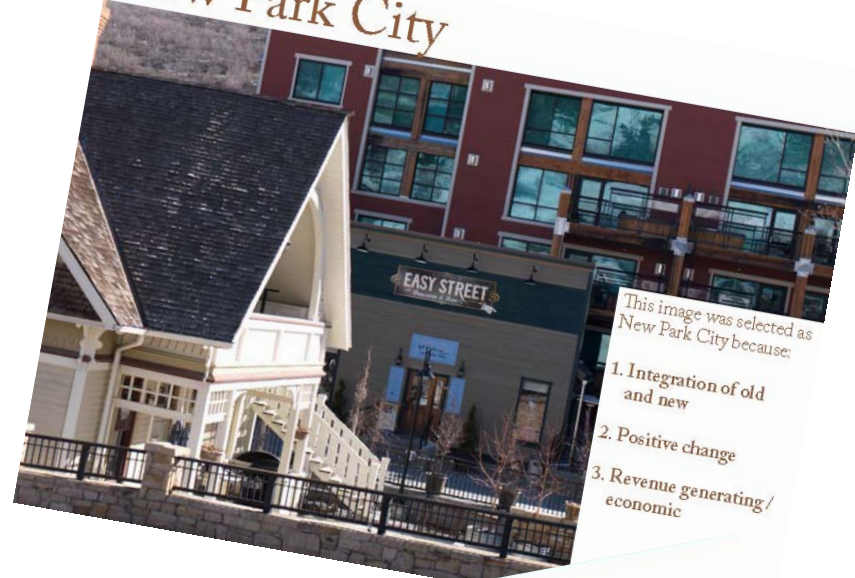
Old Park City



This image was selected as Old Park City because:

1. It represents community
2. Adaptive re-use
3. Sensitive restoration

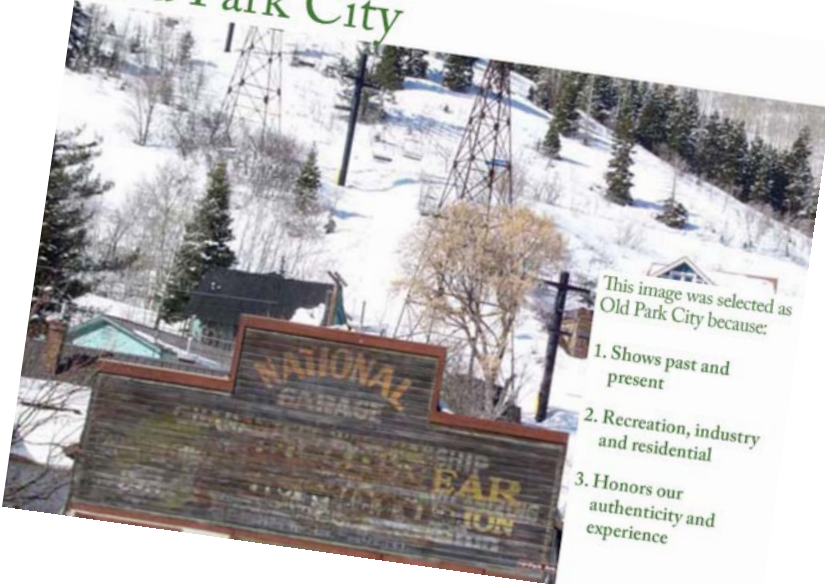
New Park City



This image was selected as New Park City because:

1. Integration of old and new
2. Positive change
3. Revenue generating/economic

Old Park City



This image was selected as Old Park City because:

1. Shows past and present
2. Recreation, industry and residential
3. Honors our authenticity and experience

Most treasured



This image was selected as most treasured because:

1. Ski town
2. It's core to who we are
3. Quality of skiing

SUMMARY OF KEY VISIONING THEMES

Respect and conserve the natural environment.

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

Promote balanced, managed and sustainable growth.

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

Preserve a strong sense of place, character and heritage

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

Foster a strong sense of community vitality and vibrancy.

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

Support and promote diversity in people, housing and affordability.

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

Promote a diverse, stable and sustainable economy.

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

Phase 3: Key Findings, Recommendations and Next Steps

Key Findings

Park City residents overwhelmingly live in Park City *by choice*. This is important because it means that residents have options, and overwhelmingly financial resources. It renders Park City a *community of choice*, placing a premium on many of its qualities. It means that the community's qualities become what are known as "pull factors", and serve to attract households to Park City that have sufficient means to act on their desire to live or own property in Park City. It means there is what economists call a high "willingness to pay" factor in Park City. When a market enjoys a high "willingness to pay" quotient, the "ability to pay" becomes an additional and equally influential factor in shaping the market. People arrive with an expectation the qualities that attracted them in the first place will remain if not get better (as they define it) and they have the means (financial or otherwise) to get involved to ensure precisely that result.

Residents have a deep commitment to getting the results they want through sustained commitment. At one level, residents work hard to make Park City continually better, and have distinct results to show for their efforts. Once a struggling near-ghost town, Park City today is an economic powerhouse. Once a place with severe environmental challenges, Park City now models sustainability and open space preservation. As Park City has polished its signature qualities and grown in demand, and as prices have risen and affordability declined accordingly, Park City has been responsive with leading edge housing affordability outcomes.

At another level, the success in making Park City *even better* by virtue of sustained hard work by people used to success has created an ever present expectation of and demand for success of stakeholders themselves, but also of the public processes and public institutions. Ordinarily, high levels of confidence in a community couples with sharpened political and social skills mean good results. And Park City has consistently generated very good results, as noted. But as Park City has become more exclusive owing to cost, which owes to the preservation of old and creation of new assets, confidence to shape the future of Park City has become diversified. That is, different populations with Park City, mainly segmented by year of arrival, may have differing aspirations. The result is not a single Park City, but rather several populations within Park City each with confidence to shape their competing vision of the future.

But, even within potentially competing visions for the future, there are clear, identifiable ingredients in Park City that have attracted and continue to attract people to Park City. While different people describe them in different ways, mainly they fall into three distinct categories.

Park City as a Historic Small Town

Park City is in an Incomparable Natural Setting

Park City's Sense of Community

Park City as a Historic Small Town

Park City is a small town variously and enthusiastically described as an “old mining town”, “historic”, “quaint”, “charming”, and “beautiful”. It’s a big part of why many people came to Park City. For the town’s historic qualities, it’s charm, and it’s beauty. It’s very important to residents that the town remains “charming” and retains its “historic character”, and stay “beautiful” and “lovely”.

When the town is threatened in any way that might result in a reduction of its “beauty”, “charm”, or “historic” value, it alarms residents, but as beauty and charm are subjective, what alarms some residents is not a problem for others.

- Residents who are alarmed by potential threats to Park City’s small townness have and will continue to mobilize to protect the town.
- Residents who are alarmed by limitations on the ability to invest in and leverage gains that owe to the town setting have and will continue to mobilize for the ability to do so.

The implication for the planning process and for public institutions addressing the issue of the town is to find the right balance between retaining the qualities that make the town unique and permitting those activities that leverage Park City’s uniqueness economically.

Park City is in an Incomparable Natural Setting

Park City is a place of rare and exceeding natural beauty. It is the main direct or indirect reason why most everyone is in Park City in the first place. It’s very important to residents that the natural setting remain “pristine” and retain its wild character, typified by open undeveloped space.

When that natural setting is threatened in any way that might result in a reduction of the amount of open space, or the addition of development inconsistent with environmental values, it alarms residents. But what defines a threat to the natural environment is subject to disagreement – what alarms some residents is not a problem for others.

- Residents who are concerned by potential threats to the natural setting have and will continue to mobilize to protect the environment.
- Residents who are concerned by limitation on or to the ability to leverage gains that owe to the natural setting have and will continue to mobilize for the ability to do so.

The implication for the planning process and for public institutions addressing the issue of the environment is to find the right balance between preserving open space to the exclusion of development and permitting development activities that leverage Park City’s economic strength.

Park City’s Sense of Community

Park City’s sense of community is the glue that transcends both the aesthetic and functional qualities of the town and the majesty of the natural environment, with all its incredible recreational opportunities. Park City is a community of involved citizens. It’s a reason many people came and continue to stay in Park City. It’s vitally important to residents that the community they know remain in tact and retain its funkiness and playfulness.

Park City is a community of a size and composition where it's part of everyday living to run into friends in the grocery store or the coffee shop. So, when the sense of community people have come to know and love feels threatened, it alarms some. But as the definition of community differs among people, what alarms some is not a problem for others. Residents who are alarmed by potential threats to these qualities of their community have and will continue to mobilize to protect their sense of community.

Residents use a variety of 'touchstones' to indicate whether their community is changing: where and under what circumstances they see one another, for example. The implication for the planning process and for public institutions is to pay attention to the richness of civic and community life in Park City, for it is a vital ingredient in making Park City *Park City*. As attention is given in planning processes to the economy and the environment, how residents *experience* life in everyday routines - traffic, in the grocery store, at the coffee shop, on the trails or in restaurants - will be invaluable indicators for whether economic and environmental decisions are meeting the community's expectations.

Park City's unique and appealing qualities

The town and the natural environment and the sense of community come together - naturally and by intention - and have unique and very appealing qualities that further enhance life in Park City and Park City's attractiveness in the marketplace.

World class skiing and outdoor recreation

Incomparable arts and culture

Unparalleled property ownership opportunities

Park City offers world class skiing and outdoor recreation

The Olympics cemented Park City's well-deserved and earned reputation as the finest ski destination in the United States and among the very best in the world. Its infrastructure – for hosting world cup and sub-professional outdoor recreational activities - is second to none. Park City is nearly a 12 month resort community in terms of outdoor recreational opportunities.

Park City has incomparable arts and culture

Sundance is one of many cultural venues that sets Park City apart from otherwise similar mountain resorts. The galleries and performing arts venues in town provide access to visual and theatrical arts almost nonexistent for communities of its size. There is an active and sophisticated network of nonprofit organizations based in Park City that exercise leadership on a wide variety of issues, local and global in aim and reach.

Park City has unparalleled property ownership opportunities

Real estate in Park City is very valuable and its economic value continues to rise. The high and increasing quality of life in Park City means the imputed value of owning a home in Park City is equally strong. This is strengthened further by the fact that Park City offers:

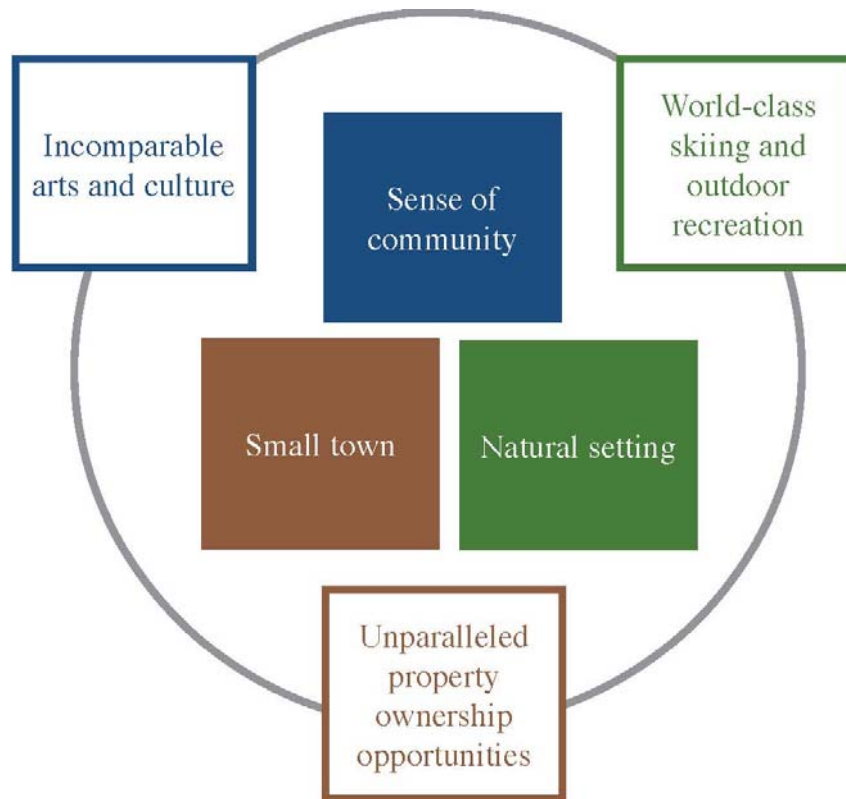
- One of the finest school districts in the state and beyond.
- Extremely sophisticated infrastructure.
- Municipal government recognized praised for its competence and leadership
- World class medical services
- Access to the Salt Lake region means global reach

When we balance and optimize these assets—who we are as a community, and what we offer to both residents and visitors—we make Park City a unique and highly desirable place to live and vacation. But it's not easy to keep this system in balance. Over time, all towns and cities naturally change, grow, and develop. Done well, it's part of what keeps a place vibrant, prosperous and a 'good place to live'. Done less optimally and those changes can jeopardize the city's core elements that make it unique and loved by its residents.

Environmental Impact

How will any proposed activity demonstrate responsible environmental stewardship?

Quality of Life Impact
How will the proposed activity 'make Park City 'Park City'?



Equity Impact
How will any proposed activity add to or subtract from economic diversity?

Economic Impact

How will any proposed activity bring revenue and wealth to Park City?

Analysis and Next Steps

At its most basic, residents live in Park City by choice, *choosing* to live in Park City because of its small town qualities, its natural setting, and its sense of community. Along the way they have enhanced the town, the setting, and the community through their force of will: preserving historic architecture, open space, and building lasting civic institutions and cultural traditions. Parkites have made Park City an exceedingly rare if not priceless jewel in a 21st century America of increasing sameness, banality, and gracelessness. They have great confidence in local government, and in civic institutions to work together to great outcomes.

Yet there is a growing and not inconsiderable angst among residents that the place they *chose*, and having chosen *improved*, has become less and less the place they intended to wind up with. This is a substantial paradox given the self-confidence to achieve whatever outcome Parkites typically set out for that is a part of Park City's DNA.

On the one hand, Park City is a place populated by people of financial and social capacity; if ever there were three thousand households capable of charting their own course exactly as they wish, it's Park City. On the other, there is the growing sense that the community they thought they were building is at risk of becoming something else. As Park City has become better and better, it has increasingly attracted more and more people with ever (a little bit at a time) different values and intentions.

For these reasons, significant successes - like historic and open space preservation, the improvement of the public schools, and the development of a sophisticated event infrastructure, the advent of a well developed nonprofit sector, and the development affordable housing - can be overshadowed by the concerns many have about the change they have wrought and what might come next.

As Park City moves forward with the next phase of general planning, **czb** identified are four 'levers' at the community's disposal citizens must pay attention to. They are levers that keep the Park City 'ecosystem' in proper balance.

1. Economic Impact

How will any proposed activity bring revenue and wealth to Park City?

- Revenue and wealth are essential building blocks for any community. They are necessary to fund public services and maintain a quality of life.
- The benefits of an economic activity have to be weighed against its costs.

2. Quality of Life Impact

How will any proposed activity make Park City Park City?

- The qualities that make Park City like no other place are the very ingredients that make it economically and socially attractive. The 'funk', the playfulness, the friendliness, the small town setting, the charm. Each articulates Park City in ways that create value.
- The benefits of a proposed activity have to be weighed against its costs.

3. Environmental Impact

How will any proposed activity demonstrate responsible environmental stewardship?

- Park City in any other setting ceases to be Park City. If Park City were to be surrounded right up to its municipal boundaries by Wal-Marts, gas stations, McDonald's, Best Buys, and other placeless retail, or by endless seas of mountain condos and serpentine housing developments, it would no longer be the charming town in a natural setting defined by incomparable view corridors and other ingredients of a more rustic era.
- The benefits of a proposed activity have to be weighed against the costs

4. Impact on Equity

How will any proposed activity add to or subtract from economic diversity?

- More than seven in ten dollars of economic activity in Park City trace to tourism and thus the city has hitched its wagon in no small measure to the service industry. This means that those who provide essential public (teachers, police) and private services (ski instructors, waitresses) either find affordable housing in Park City or commute. Affordable living in Park City has a cost and a benefit. Affordability outside Park City has a cost and a benefit.
- The benefits of a proposed activity have to be weighed against the costs.

These four levers are not oppositional. But neither are they symmetrically harmonious. Rather, they form a network of considerations that must be taken into account as part of the work of managing Park City's *interconnected complex system*.

Traditional comprehensive planning is organized to consider a proposed activity and weigh, for example, its housing costs, and on the basis of the ratio of those costs to the activity's benefits, support, reject, or modify the activity. There is wisdom to a benefit-cost ratio analysis. But, shoehorning an activity into a single threshold criterion often obscures deeper realities that eventually must be addressed.

What this means is that all of the elements that make Park City are interconnected. Sound planning therefore absolutely cannot be atomized any longer. Prospective efforts - from real estate development projects at one end of the spectrum to cultural activities on the other - cannot be evaluated one dimensionally when both their benefits and costs are, by definition, multi-dimensional.

Example: In traditional planning, a new hotel might be approved because a formula provides for affordable housing. But development of both carries potential environmental costs. A new open space buy might be approved because land became available and the purchase served as an insurance policy against encroachment of unwanted development. But as more space is held in conservatorship, less is available for development and rising land costs impact housing costs, generating commuter pressures and reductions in air quality.

Implementation

The data and knowledge gained about our community through Vision Park City 2009, together with the evaluative framework proposed by **czb** provide us with the tools to plan for the future in an interconnected context.

Park City cannot take a telescopic view of activity on the horizon if it aims to retain those signature qualities that make Park City great: its small town charm, the natural beauty all around, and the binding glue of an involved and informed community of caring citizens. We can widen our evaluation criteria *contextually* so that the range of consequences for any possible activity is evaluated in *concert*.

The outcomes of the community visioning process can be used by the City as it shapes a new general plan or land management code, but also by other stakeholders in the community as they make their plans for the future in Park City. Below is a summary of implementation initiatives in the next 12 – 18 months.

General Plan Update

The Community Visioning process is a core component of the General Plan update. The data, community input and key learnings serve as starting points for the General Plan re-write which began this fall. The result is a General Plan that aligns with the community's values and goals for Park City. The community values and vision identified through this process should be reflected in the purpose statements of the General Plan.

Sustainability Strategic Plan

Many of the ideas, issues and future goals identified in this process focus on the environment, economy and community – the core of the City's Sustainability Team. The Sustainability Team will use the information gained through Vision Park City 2009 to inform a strategic plan for the department beginning in 2010.

Review of Existing Strategic Plans

As other City departments and programs review and update their strategic plans and annual work programs, the findings of Vision Park City 2009 will be considered to ensure that goals, programs and services align with the community core values.

Guidance for Decision Making

The evaluative tool described in the Analysis section identified four key areas or levers that must work in an interconnected framework to “*keep Park City, Park City*”. City staff will be incorporating these four impact areas: quality of life, economy, environment and equity into their analysis of proposed projects and programs. This will provide a fuller review of significant impacts and provide a broader context for decision makers when considering policy or program alternatives.

PARKITES SHARE THEIR HOPES FOR THE FUTURE

I hope PC is just like today but a little better. We need to be more inclusive with a greater sense of community, smaller houses and a willingness to address issues.

I hope it still has that small town feel, not just second homes but lots of year round folks and locals. If that happens everything else is OK.

I hope we still have an offbeat radio station and the Follies.

Carless and still surrounded by open space. If we need more space for people we should densify.

A sustainable, livable community that is environmentally aware with more trails and walkability and excellent schools. We need to be affordable. I would like to see us excel at being an arts and culture destination.

That we have grown well and have a high quality of life for everyone that lives and works here.

Although the population will have grown significantly in 20 years, I hope that it will not have forgotten (or forsaken) its sense of history and community nor its commitment to securing open space and preserving its rich environment.

Accepting of a wide variety of people, with different levels of wealth; that is retains its community feeling and cultural diversity; and that it will continue its support of and easy access to performing arts and live theater.

A city using alternative energy to power its energy needs, actively recycling, producing more energy than we use. I hope the trails in and out of Park city are completely connected and there are sidewalks in every neighborhood.

A truly sustainable community that remains reasonably accessible physically and economically centered around its vibrant outdoor offerings (snow or no snow since that's somewhat beyond our control), with Sundance as a continued partner and draw and with an unapologetic drive toward zero waste.

I hope that Park City still has an identity as a historic ski resort town and its residents are still passionate about preserving the quality of life while understanding that it won't be the Park City that we knew it to be in 2009.

A place where people of all incomes, cultures, values, and occupations can live together as a loving, trusting, respectful community.