

PARK CITY **FORWARD**



a comprehensive
transportation blueprint

DRAFT **FINAL PLAN**

2022

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CONTENTS

WHAT IS PARK CITY FORWARD?	1
YOU ARE PARK CITY FORWARD.....	11
A SHARED VISION AND GOALS.....	21
OUR PLACES: NODAL PLANS	27
OUR SYSTEM: MODAL PLANS	53
MOVING PARK CITY FORWARD: PROJECT LIST	73
FINANCIAL PROGRAM	97





Photo Park City Municipal Corporation

1

WHAT IS PARK CITY FORWARD?

OUR PLAN FOR ACTION

Park City is a historic, small town, home to long-standing residents and a world-class recreational playground for local and global visitors. Each day Park City balances its visitor-based economy with the daily needs of its long-time residents and valued employees, an evolving dynamic as the city and region grow and diversify. To preserve and maintain the Park City everyone loves, the broader community must find ways to address its long-standing transportation challenges.

Business as usual will no longer work. Doing nothing is not an option. The challenges are too big, and the stakes are too high.

In response, Park City Forward articulates a community-driven plan. It supports and leverages the Park City Vision 2020 call to embrace action and prioritize our transportation system.



As the city’s long-range transportation plan for the next 30 years, Park City Forward includes a package of investments that will guide decisions on how to spend our limited transportation funds that best serve our needs.

Implementation of Park City Forward will not be easy in the face of challenges presented by COVID-19, climate change, and limited funding. Park City must make tough choices, but the community is unified by a desire to improve the transportation to and within the City.

Since 2018, we have talked with and heard from hundreds of people – their worries, challenges, priorities, and goals. While the needs and opinions of community members vary, a shared set of values anchors this work.

Park City Forward is your plan.

ORGANIZATION OF PARK CITY FORWARD

Park City Forward includes multiple documents that present its work and outcomes. They include:

- **Park City Forward Vision Summary:** Our vision and recommendations.
- **Park City Forward Final Plan:** A user-friendly document of the project process, analysis, and outcomes. Coordinated Nodal and Modal Plans show how the Project List will be prioritized and programmed by location and transportation mode.
- **Park City Forward Reports:** Technical reports presenting additional detail on project work. The reports include:
 - » *Community Engagement Report* – a recap of the community outreach process and public feedback.
 - » *Briefing Book* – a summary of our transportation system’s existing conditions, key data points, and trends.
 - » *Monitoring and Reporting Plan* – a “How To” for decision-makers, staff, and the community on measuring progress over time.



OUR ROLE IN THE REGION

Park City Forward is the long-range transportation plan for Park City. As such, it is guided by local values and focused on the needs of Park City residents, visitors, and employees. Park City Forward recognizes that our long-term success is intimately connected to Summit County and the region.

Park City Forward is our opportunity to foster productive regional dialogue and a shared transportation future. In collaboration with our regional partners, Park City Forward integrates past and ongoing plans and studies to ensure that the local transportation system evolves in tandem with surrounding communities. Close coordination between Park City and Summit County is even more critical following the 2020-21 realignment of transit service between Park City Transit and High Valley Transit.



OUR PROCESS

DISCOVERY

The first phase focused on initial listening sessions with stakeholders to understand transportation issues, challenges, and opportunities. We also reviewed previous and ongoing plans, collected key data sets, and documented travel behaviors and trends. The first phase also established a shared transportation vision and goals.

DESIGN

The second phase focused on collecting ideas from the community and stakeholders. We held workshops and hosted surveys to test different types of strategies. Investments were organized by mode and further defined into an initial list of projects, policies, and programs.

DOCUMENT

In the final phase projects, policies, and programs were refined based on stakeholder and community feedback. The vision and goals were also updated based on Park City Vision 2020. Further outreach and evaluation in 2021 allowed for additional definition of the recommendations.

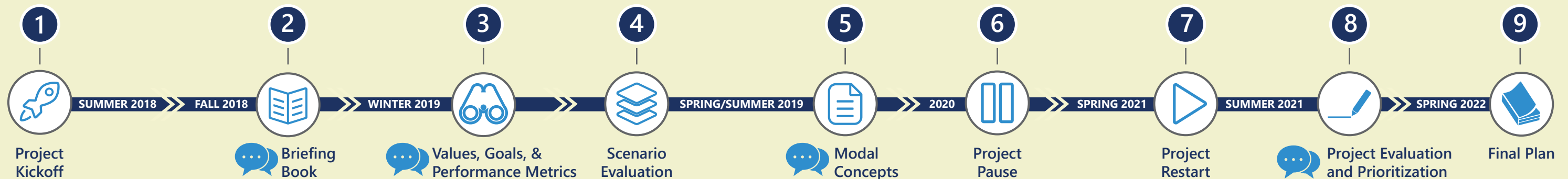
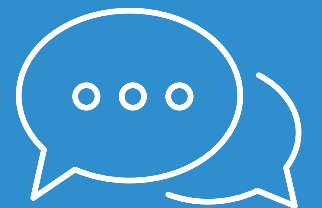
- 1 Project Kickoff (Spring 2018):** Launch of project with a series of stakeholder interviews and initial Technical Advisory Committee meetings. Project brand, website, and public involvement plan finalized.
- 2 Briefing Book (Fall/Winter 2018):** A 3-day travel diary, known as rMove, provided detailed data on local travel behavior. The Briefing Book summarized preliminary community input, data analysis, and key issues and opportunities.
- 3 Values, Goals, and Performance Metrics (Winter 2018/2019):** Informed by workshops and an online survey, a vision and goals were defined to serve as the anchor point of Park City Forward and its recommendations.
- 4 Scenario Evaluation (Winter/Spring 2019):** Developed a scenario-based evaluation framework to prioritize investments based on project goals and identify relative costs and benefits.
- 5 Modal Concepts (Spring/Summer 2019):** Based on past plans and studies, stakeholder ideas and public input, and best practices, an initial list of projects, policies, and programs were developed and reviewed with stakeholders.
- 6 Project Pause (2020):** Park City Forward was paused at the beginning of the COVID-19 pandemic.
- 7 Project Restart (Spring 2021):** Project was restarted, and the project vision and goals were refreshed based on Park City Vision 2020 and after the COVID-19 slow down. The Technical Advisory Committee was re-engaged to provide ongoing direction.
- 8 Project Evaluation and Prioritization (Summer/Fall 2021):** Updated project list and conducted high-level evaluation. Finalized a project list and a plan for each transportation mode and key geographic nodes. Summarized the funding program to ensure fiscal sustainability.
- 9 Final Plan (Spring 2022):** Documented project work and finalized Park City Forward.

COMMUNITY ENGAGEMENT

Outreach was a consistent feature of Park City Forward and emphasized at project milestones. A Public Involvement Plan was created at project outset, establishing diverse methods and multiple opportunities for community participation.

(Re)engagement in 2021 focused on virtual community feedback via online surveys, Miro, and Mentimeter.

See Chapter 2 and the *Community Engagement Report* for more information.



2020 PROJECT PAUSE

Park City Forward was paused in March 2020 due to the COVID-19 pandemic, allowing Park City to address immediate public health issues and navigate the pandemic’s ongoing impacts on the Park City community. During 2020 and the first half of 2021, however, two important initiatives moved ahead.

- The City released [Park City Vision 2020](#), which articulates the community’s vision – Embracing Bold Action. It defines a specific strategic “pillar” for Transportation Innovation and several related transportation actions:
 - » Supporting net-zero carbon emissions through fleet electrification
 - » Creating car-free, pedestrian-oriented areas
 - » Enhancing transit, biking, and walking connectivity to all parts of the community
 - » Embracing new transportation technology and innovative solutions
 - » Enabling a “car-optional” lifestyle, in which people have many transportation options and can forgo ownership of one or all personal automobiles to meet their daily needs.
- The reorganization of local and regional transit service into Park City Transit, serving areas primarily within the city limits; and High Valley Transit, serving unincorporated areas of Summit County and connecting Park City to Kamas, Francis, and Salt Lake County.

Work on Park City Forward resumed in early 2021. The Park City Forward vision and goals were updated to reflect the community work on Vision 2020. In addition, the project list and funding assumptions were updated to account for Park City Transit’s new service area.



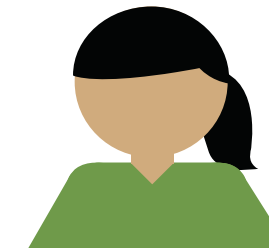
OUR PEOPLE

Park City thrives because of its people. Park City Forward examined the community’s diverse transportation needs through a lens of its typical users to define tailored, yet complementary transportation solutions.



Park City Resident

People who live in Park City are active, eco-conscious, and familiar with many of the options for getting around. Innovation of the transportation system will allow Park City to improve congestion and be environmentally sound, in a way that protects transportation necessities.



Year-Round Employee or Business Owner

People who work and/or own a business understand that Park City’s long-term vitality is dependent on its transportation system. Convenient, reliable, and flexible travel modes are essential to economic success.



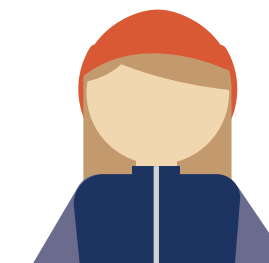
Culture and Event Visitor

Events draw thousands of people to Park City. Making transit and other non-driving options easier and more attractive to visitors is key to reducing traffic congestion.



Recreation Day-tripper

Park City attracts people from across the region. More travel options and incentives can further encourage the day-tripper to reduce reliance on travel by car and utilize park-and-rides, transit, and shared mobility options.



Seasonal Employee

Park City relies on an influx of employees, especially during the peak seasons and for construction projects. Park City must provide affordable and reliable transportation options that connect the places they live to the places they work. Employee travel incentives are crucial to a more equitable Park City.



Long-stay Visitor/Second Homeowner

Park City includes people who regularly vacation or live here part of the year. They value Park City’s travel options and are amenable to leaving the car at home if the transportation system is convenient, safe, and flexible.

OUR PLAN

Park City Forward elevates the projects that will best help us reach our goals and fulfill our vision. The map on the next page shows some of the highest priority projects to keep Park City moving forward.

GETTING TO PARK CITY

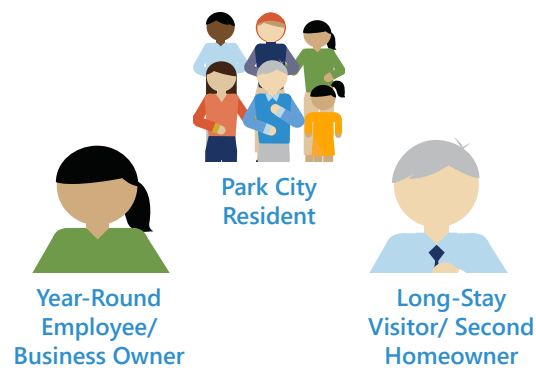


Park City is working to decrease the amount of traffic coming into town by providing robust mobility options, including new regional services, parking areas outside of town via intercept lots, and enhanced transit service.

Highest Priority Projects

- **R02:** SR-248 Corridor Mobility Improvement Project
- **T04:** Support Regional Projects (PC-SLC Connect)
- **T05:** SR-224 High-Capacity Transit
- **T06:** SR-248 Transit Corridor Study
- **T09:** Park-and-Ride Facilities
- **T10:** Park City Mountain Resort (PCMR) Multimodal Hub
- **T11:** Deer Valley Resort Multimodal Hub
- **Peak Day Mitigations**
 - » **P05:** Wayfinding, Real-time Information, and Data
 - » **P11:** Marketing & Communications
 - » **ITS01:** Real-time Travel Information

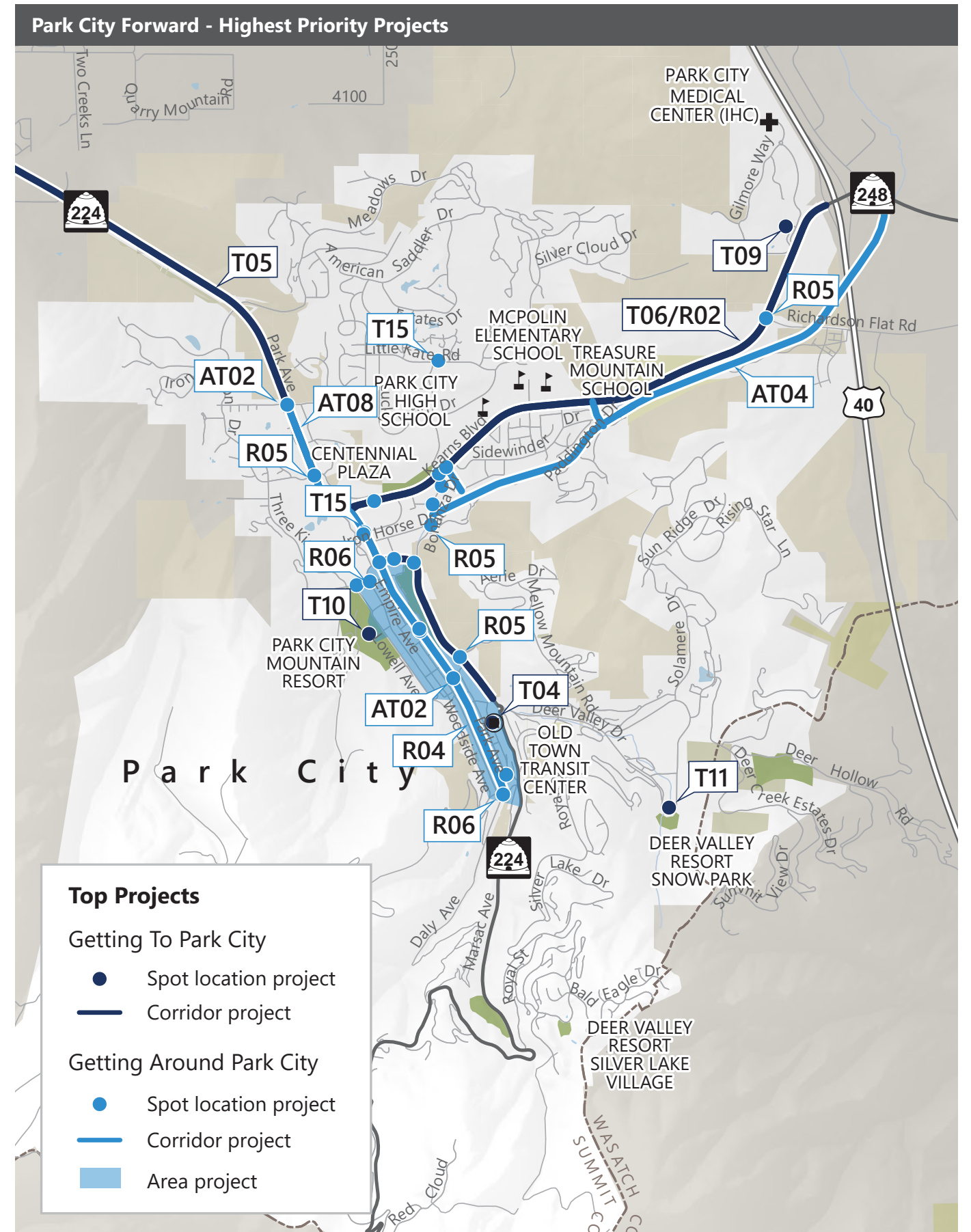
GETTING AROUND PARK CITY



When people are in Park City, we focus our investments in projects and modes that support parking once, using non-driving modes as able, and improving connections for the local community.

Highest Priority Projects

- **AT02:** Pedestrian Crossing Improvements
- **AT04:** Rail Trail Connections
- **AT08:** Park Avenue Complete Streets
- **R04:** Old Town Circulation Plan
- **R05 & R06:** Intersection Improvements
- **T02:** Flexible Transit Zones
- **T15:** Bus Stop Improvements



For a complete list of investments, please see Chapters 4-6.

2

YOU ARE PARK CITY FORWARD

MOVING FORWARD TOGETHER

The Park City community has shaped Park City Forward at all stages of the planning process, from early listening sessions to refinement of proposed transportation strategies. In the end, Park City Forward will be successful because it is rooted in Park City's values and way of life.

At the outset of Park City Forward, the project team articulated four core principles to guide how we engaged the public throughout the planning process:

- **Listen** to understand people's transportation and mobility challenges, needs, and desires.
- **Involve** a broad range of stakeholders with diverse perspectives and experiences.
- **Educate** people about potential solutions and what tradeoffs may be necessary to achieve meaningful results.
- **Collaborate** to develop locally generated solutions with technically sound expertise.

This chapter summarizes our engagement process, highlighting the activities and tools used to solicit feedback from the community. A more detailed summary of the community engagement outcomes and findings is provided in the *Community Engagement Report*.



Photo Park City Municipal Corporation

WHAT WE DID

The Park City Forward project team developed and implemented a diverse set of tools and methods to engage the public. We connected with hundreds of people through online surveys, a smartphone-based travel survey, community open houses, mobile workshops, and virtual engagement tools. Additional and more detailed technical feedback was provided to the project team through advisory committees, stakeholder interviews and focus groups, and face-to-face meetings with City Council members.



Participants in the stakeholder meetings worked together to mark up maps with trouble spots and opportunities for improvements.

STAKEHOLDER INTERVIEWS

The team met with key stakeholders during the project kickoff. Participants included the Park City School District, community advocates from Future Park City and event organizers from Park Silly Sunday Market, City Council, key City departments, and the Utah Department of Transportation.

The team also convened a focus group with representatives from the hospitality industry and Park City's Visitor Bureau to better understand how transportation can serve Park City's visitors and people employed in the service industry.

How Did We Use This?

- Understand community vision for the plan
- Document stakeholder goals and desires
- Brainstorm transportation challenges and solutions

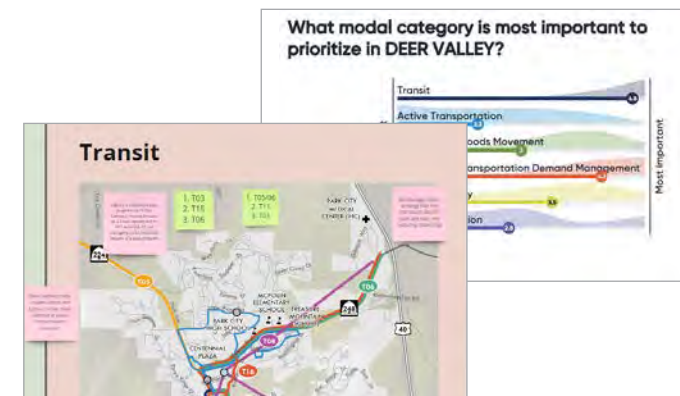


ADVISORY COMMITTEES

Park City Forward was guided throughout by two advisory committees: a Technical Advisory Committee (TAC) and a Project Support Team (PST). These two groups met with the project team more than a dozen times over the course of the project.

The TAC included representatives from resorts (Deer Valley and Park City Mountain), Park City Chamber of Commerce, Historic Park City Association, Summit County, Park City Lodging, Park City School District, Utah Department of Transportation (UDOT), Ski Utah, High Valley Transit, and other local businesses, employers, and residents.

The PST included staff from nine Park City departments, including Planning, Engineering, Sustainability, Police, Fire, Trails, Economic Development, Utilities, and Community Engagement.



The TAC used online tools to give input on modal plans and the project list in 2021.

PROJECT BRAND AND WEBSITE

The project team created the Park City Forward brand to ensure the project was easily identifiable. The brand was applied to a Park City Forward website that served as a central source for information. The website included a project overview, updates on work in progress, links to surveys, project reports, results of outreach activities, and a calendar of upcoming public events. People visited the website more than 1,000 times.



How Did We Use This?

- Define project vision and goals
- Solicit guidance on project process and methods, such as the rMove survey design and methods
- Review project data, findings, and deliverables
- Help connect to, and engage with, the community
- Solicit project ideas and review proposed investments



COUNCIL RETREAT AND WORK SESSION

In addition to periodic meetings with individual council members, the project team participated in the 2019 City Council retreat and a Council Work Session in 2022 to help define transportation goals and measures for success. The City Council identified a priority focus for the plan - reducing car trips on Park City's gateway corridors.

How Did We Use This?

- Affirmed key values and needs
- Provided guidance to staff on priority investments
- Defined measures of success



At their 2019 retreat, council members prioritized transportation goals and helped the project team define a set of metrics to guide Park City Forward and its outcomes.

PARK CITY VISION 2020

Vision 2020 work continued during Park City Forward and the final report was issued in 2021. While this visioning effort covered all aspects and sectors of Park City's future, its parallel engagement process also surfaced the community's desire to address key transportation challenges and prioritize mobility investment.

How Did We Use This?

- Refreshed Park City Forward vision and goals, ensuring strategic alignment
- Reviewed Vision 2020 outreach to capture new project ideas or update ones previously identified
- Ensured that Park City Forward Project List reflects Vision 2020's four Key Action Areas for transportation



The Park City Vision 2020 strategic pillars

RMOVE TRAVEL SURVEY

Over 300 people participated in a smartphone-based travel survey – called rMove – in November and December 2018. Participants downloaded the rMove app which recorded every trip for three days, creating a valuable dataset about why, where, and how people got around.

The survey encouraged participation by providing materials in both Spanish and English and by offering a small financial incentive to participate. Participants who do not use smartphones could log trips using a paper version of the travel survey.

How Did We Use This?

- Collected robust information on travel behavior for a broad range of trip purposes
- Established baseline and target travel mode splits for key geographic nodes (Chapter 4)
- Can be repeated in future years to track our progress toward these targets



The rMove app allowed participants to easily log their trips.

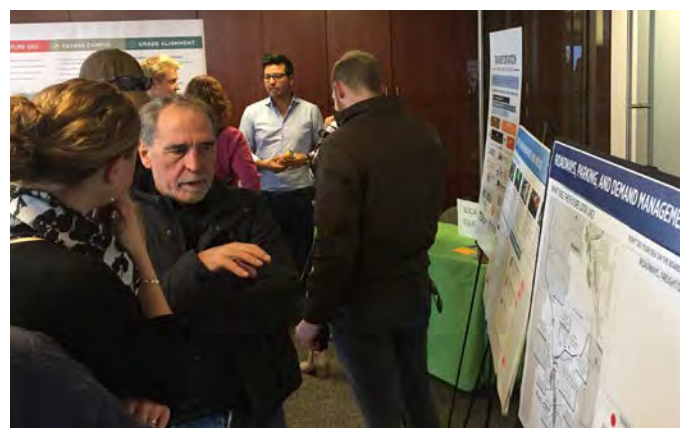
OPEN HOUSES AND MOBILE WORKSHOPS

Park City Forward was showcased at four open houses – September 2018, March 2019, and September 2019, and September 2021. Meeting people where they are is one of the best ways to reach a broad audience, so the project team hosted mobile workshops at six different locations, including one location specifically targeting the Spanish-speaking community.

How Did We Use This?

- Inform the community about Park City's existing transportation network
- Identify trouble spots and ideas for improvement
- Solicit community values and create a community "mobility values tapestry"
- Share investment ideas by mode and ask the community to prioritize
- Give feedback on specific proposed transportation projects, policies, and programs

MARCH 2019

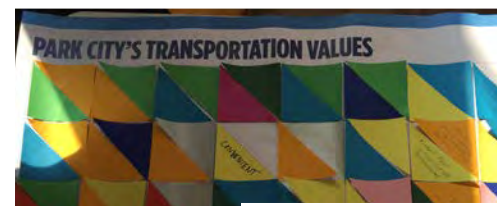


Park City Forward connected with the community at citywide open houses and at mobile workshops throughout the city.

MOBILE WORKSHOP



SEPTEMBER 2019



SEPTEMBER 2021

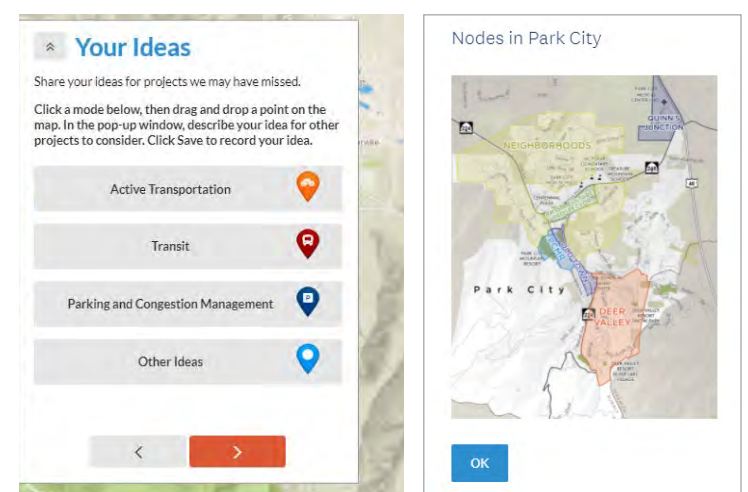
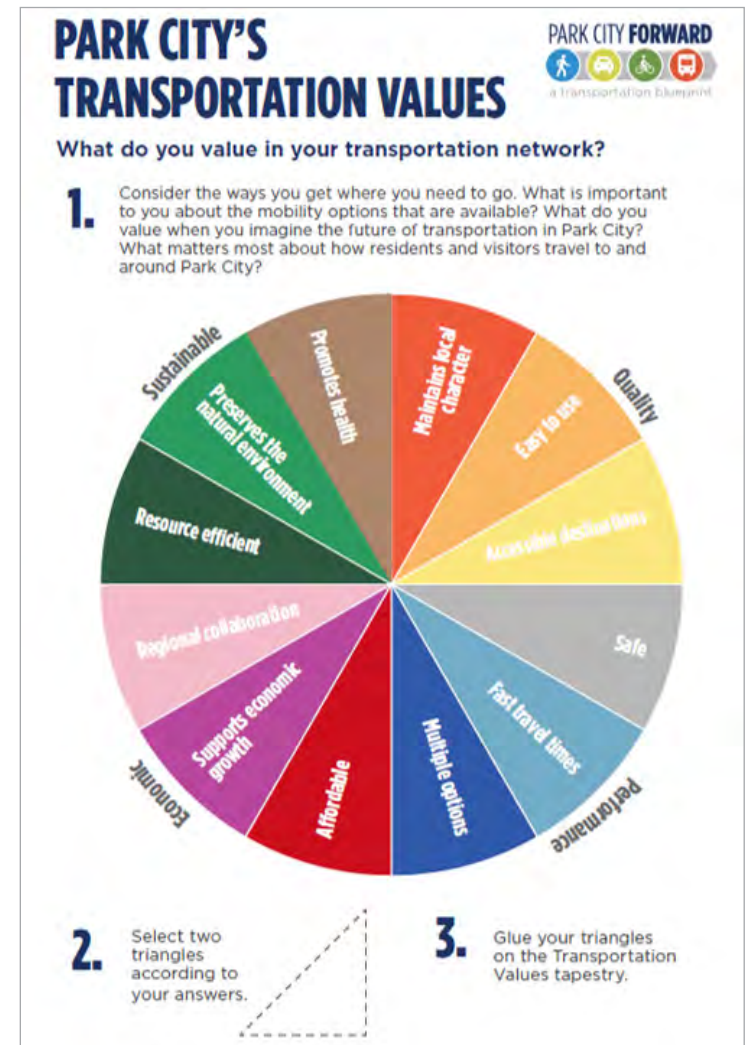


ONLINE SURVEYS

In addition to the rMove travel survey, the project team collected public feedback through four online surveys at key milestones throughout the project. The surveys included a combination of question types and methods, ranging from rank choice and open-ended questions to an interactive mapping exercise.

How Did We Use This?

- **Fall 2018:** We translated the Values Tapestry exercise into an internet-friendly format. More than 160 participants chose the most important characteristics of their ideal transportation system, such as maintaining local character or supporting economic growth.
- **Spring 2019:** We asked the community to help us shape the most impactful project concepts and choose the best ways to measure success. We received more than 330 responses.
- **Fall 2019:** Nearly 450 survey participants prioritized and commented on the specific projects, programs, and policies; browsed interactive map layers showing proposed project locations; and added their own refinements to an online map.
- **Summer 2021:** The team updated the project list and gathered one more round of feedback to finalize the list and understand priorities by geographic node and mode of travel. Nearly 100 people participated and provided comments.



Online surveys collected public input during every phase of Park City Forward.

WHAT WE HEARD

“The rail trail is there for a reason. It connects all of us to everything in PC and beyond.”

“Allow preemption for transit vehicles. They have to be a priority. If it takes longer by transit than by personal vehicle ridership will suffer.”

“I would really like a PCMR transit hub that provides direct slope access from the bus door.”

“Discourage traffic shortcuts through residential neighborhoods.”

“Walkability is very important. I would love for residents and visitors to be able to live their day-to-day life without a car.”

“Put bike racks at all major bus stops.”

“Create a park and ride lot to encourage commuters to leave their car outside of the city and take transit.”

“I would love to see a safe way to get from the Poison Creek bike path to the McCloud Creek bike path.”

“If you want people on buses, they need to be bypassing traffic.”



Public support for several key themes and top project ideas emerged consistently throughout Park City Forward’s public engagement activities and phases. Highlights include:

- Improvements to Main Street and Old Town to support business operations while balancing the need for safe, comfortable walking and bicycling access.
- Develop commute incentive programs and update parking pricing and options to improve employee and visitor access at resort areas.
- Increased bus service in early morning and late evening hours to better serve service industry employees.
- Improve sidewalks and crossings and develop multimodal improvements in Bonanza District and along Park Avenue, Kearns Boulevard, and Deer Valley Drive.
- Develop high-capacity transit service and transit priority lanes along gateway corridors.
- Expand the network of high-frequency transit service.
- Complete the sidewalk network to make walking the default choice for short trips.
- Develop new park-and-ride facilities and serve them with fast, frequent transit connections.

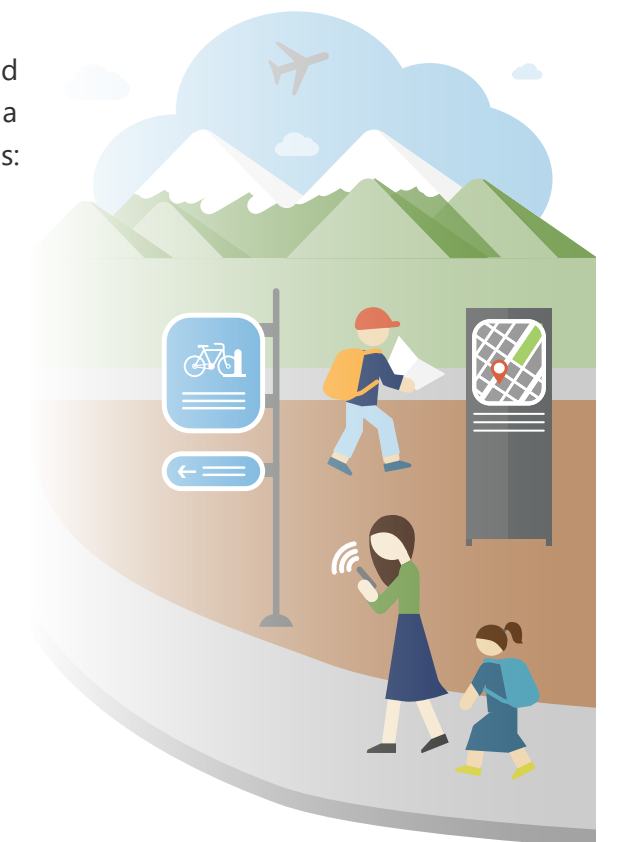
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A SHARED VISION AND GOALS

WHAT WILL GUIDE US?

People living and working in Park City, elected leadership, and City staff contributed their ideas, hopes and values to create a lasting and inclusive transportation plan. The vision and goals:

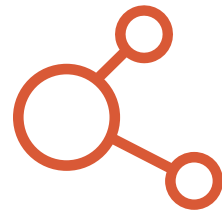
- Tied Park City Forward to past planning and projects by integrating and addressing consistent community themes. Examples include the City's General Plan and Vision 2020.
- Focused analysis and stakeholder feedback on projects, actions and investments that are most important to Park City.
- Created a framework for decision-making, from which we will evaluate and monitor how well the transportation supports the community we want to create.
- Clearly communicated how transportation and mobility are an essential part of the city's progress.



VISION STATEMENT

Park City's transportation system embraces innovation to provide safe, year-round transportation options that promote a connected, inclusive, and multimodal mountain community and culture.

GOALS + OBJECTIVES



ACCESS

Improve local and regional multimodal transportation connections between activity nodes for residents, commuters, and visitors. Ensure the transportation network supports Park City's future growth and land use changes.

Objectives:

- Create a cohesive transportation network that responds to land use patterns and future development
- Support creation of pedestrian-oriented districts
- Manage parking and user mobility to incentivize efficient transportation choices
- Build a network of connected multimodal transit corridors to key nodes



INCLUDE

Ensure equitable access to opportunity, catalyzed by local and regional mobility choices that are affordable and support healthy living.

Objectives:

- Create and maintain a safe transportation system for all users
- Provide equitable mobility options for the entire community
- Ensure that the transportation system does not disproportionately affect under-served communities



SUSTAIN

Support a resilient, net-zero carbon community, anchored by long-term transportation investments that reduce greenhouse gas emissions, decrease single occupancy vehicle trips, and mitigate environmental consequences of growth.

Objectives:

- Reduce trips by single occupancy vehicles
- Reduce vehicle miles traveled (VMT)
- Maximize person throughput and minimize person delay
- Reduce environmental impacts from transportation
- Ensure system preservation and long-term financial sustainability
- Continue to expand the electric vehicle and transit network



INNOVATE

Embrace innovative action to prioritize a community-focused, multimodal transportation network that is easy to use, efficient, convenient, safe, and incorporates cutting-edge technologies.

Objectives:

- Provide a balanced multimodal and pedestrian-oriented transportation system
- Incorporate new technologies and solutions to foster shared mobility for all
- Build tomorrow's technologies through pilot projects and implementation
- Increase system reliability and operational efficiency

To make these goals a reality, Park City operates within these six guiding principles on a daily basis:

- **Develop a Park Once community**
- **Collaborate with regional partners on long-range transportation solutions**
- **Identify, manage, and mitigate traffic during peak conditions**
- **Expand our world class biking and walking infrastructure**
- **Proactively review and analyze disruptive transportation and transit ideas and innovation**
- **Continue to develop and improve the internal Park City Transit System**

DEFINING THE VISION

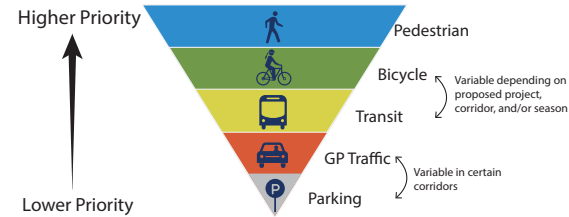
The Park City Forward vision and goals build on years of community voices and knowledge. We brought in new information and ideas from the following sources.

Park City's Long-Term Strategic Plan

Vision: This initiative identifies the City's shared values based on extensive engagement with people living in, working in, and visiting Park City. The values underpin the Park City Forward vision and goals.



Modal Hierarchy: Park City Forward helped the City define a new citywide modal hierarchy and design toolbox to guide street redesign and construction projects. Walking, biking, and transit take priority over driving and parking when allocating space in the public right-of-way.



City Council: Councilors and the Mayor listened to the needs and ideas collected in Park City Forward, and shared their own through direct conversations about transportation. The Council and staff also put forward ways to address and measure priorities in housing, environment, social equity, and transportation through retreats and workshops.



Park City Vision 2020: The release of the community's unified vision for the future in early 2021 provided an excellent opportunity to refresh Park City Forward's goals, objectives, and project list to fully integrate Vision 2020's call for action on transportation.

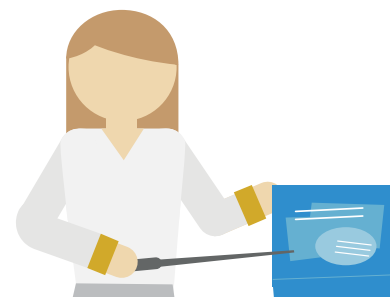


Park City Forward Transportation Surveys and Community Workshops:

We heard directly from the community through online surveys, mobile workshops, and citywide open houses. People living, working, and visiting here shared their ideas about what the community can and should be.



Technical Advisory Committee and City Project Support Team: Park City Forward is indebted to teams of Park City staff and from partner organizations who provided key resources and guidance. These committees shaped the project from the beginning and continued to review methods and results to ensure the plan builds from their work and helps them improve transportation.



Best practices: We looked to peer cities and mountain towns with successfully evolving transportation systems and plans to learn about what has worked. We identified ways to communicate a transportation vision and goals that is clear, attainable, and provides a strong foundation for delivering world-class transportation and quality of life.

HOW DO WE MEASURE SUCCESS?

The vision, goals, and objectives provide a framework for measuring the success of the Park City transportation system and its investments. See the Park City Forward *Monitoring and Reporting Plan* for additional detail on the metrics and process to track our progress and report back to the community.

4

OUR PLACES: NODAL PLANS

Park City is composed of distinct neighborhoods, districts, and places. These geographic nodes serve different functions and have unique transportation needs based on location, land uses, topography, and form. Park City Forward **identifies six key nodes** where significant growth is planned, major projects are anticipated, crucial hot spots exist, or where challenges and their solutions are representative of the broader city.

Each node has a transportation ecosystem that will require different investments. Of course, these nodes do not operate in isolation – investments in one node can benefit others and connections between nodes are also crucial. The Modal Plans (Chapter 5) include projects focused on connectivity between nodes.

This chapter summarizes the transportation needs and projects for each of the six nodes. It includes:

- **The people:** who typically travels to this node and what are their habits and needs?
- **Key challenges:** why do we need to invest in transportation in this node?
- **Mode split targets:** how do people travel to the node currently and how will they get here in the future?
- **Our plan:** what are the key transportation solutions that will help us reach our targets?

MODE SPLIT TARGETS

Each nodal plan includes a mode split target to guide investment in the coming decades. The mode split shown is for all trips to a destination within the node's boundaries.

The targets were developed based on data from the rMove survey and U.S. Census. They reflect an estimate of existing mode split, as well as Park City's ambitions for the future. For example, the targets for Old Town reinforce Vision 2020's call for more pedestrian-only spaces.

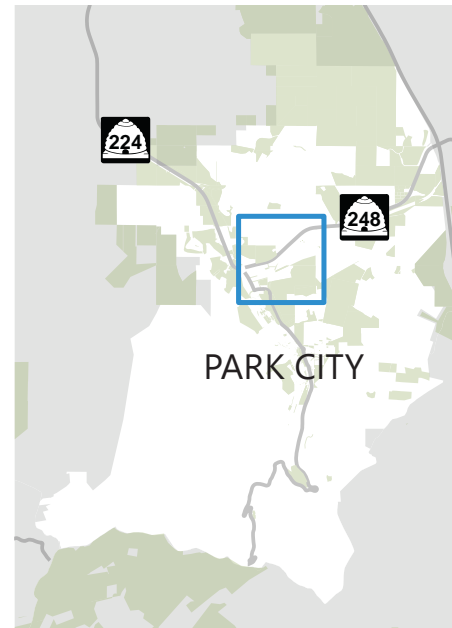
The targets are "living," requiring consistent review and update based on Park City's progress towards success.

BONANZA DISTRICT

THE PLACE

The Bonanza District encompasses the geographic heart of Park City and sits at the crossroads of the SR-224 and SR-248 gateway corridors. The area plays a unique role, as it balances day-to-day retail, office, commercial, light industrial, and municipal services with hotels and restaurants. The Homestake Road corridor and Prospector area also include some of Park City’s densest affordable and multifamily housing.

The District serves as a cultural and event space anchor, with frequent events at the Kimball Arts Center. Several parcels have been prioritized for potential redevelopment. Plans include critical housing, a new circulation network, and a transit node that will catalyze the General Plan’s vision of a pedestrian-oriented, mixed-use center.

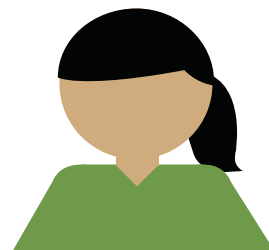


THE PEOPLE



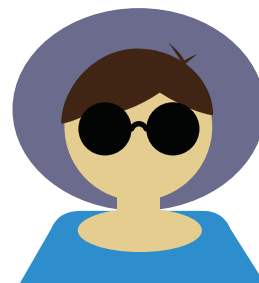
Park City Resident

- Works, dines, visits, or plays here and values local business
- Passes through to connect to key nodes, like schools
- Lives in multifamily housing and uses multiple travel options



Year-Round Employee or Business Owner

- Travels to area every day to work or manage business
- Wants and expects off-street parking for customers



Culture and Event Visitor

- Visits to attend events at Kimball Art Center or dine at local restaurants
- Takes advantage of convenient transit connections to Old Town and resorts

KEY CHALLENGES



Walking and biking can be difficult due to adjacent auto-oriented arterials, large intersections on Kearns Boulevard and Park Avenue, and lack of sidewalks.



Old Town and resorts are too far to foster convenient, routine **walking connections**.



On-street bicycle facilities are very limited.



Fragmented street grid and parcels limits intuitive circulation and internal **transit access**.



Gateway corridors are often congested with vehicle traffic.



Long-standing municipal services may conflict with evolving mix of uses.

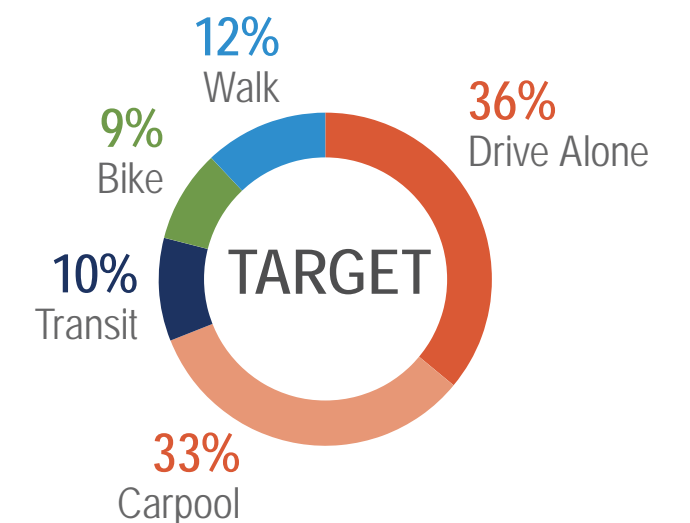
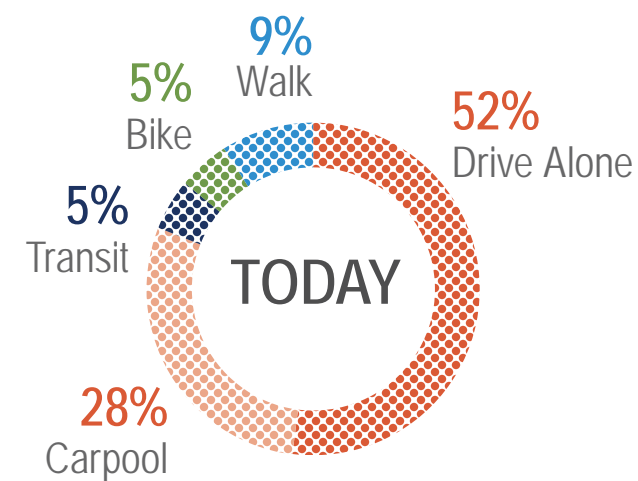


Surface parking is a dominant land use.

MODE SPLIT TARGETS

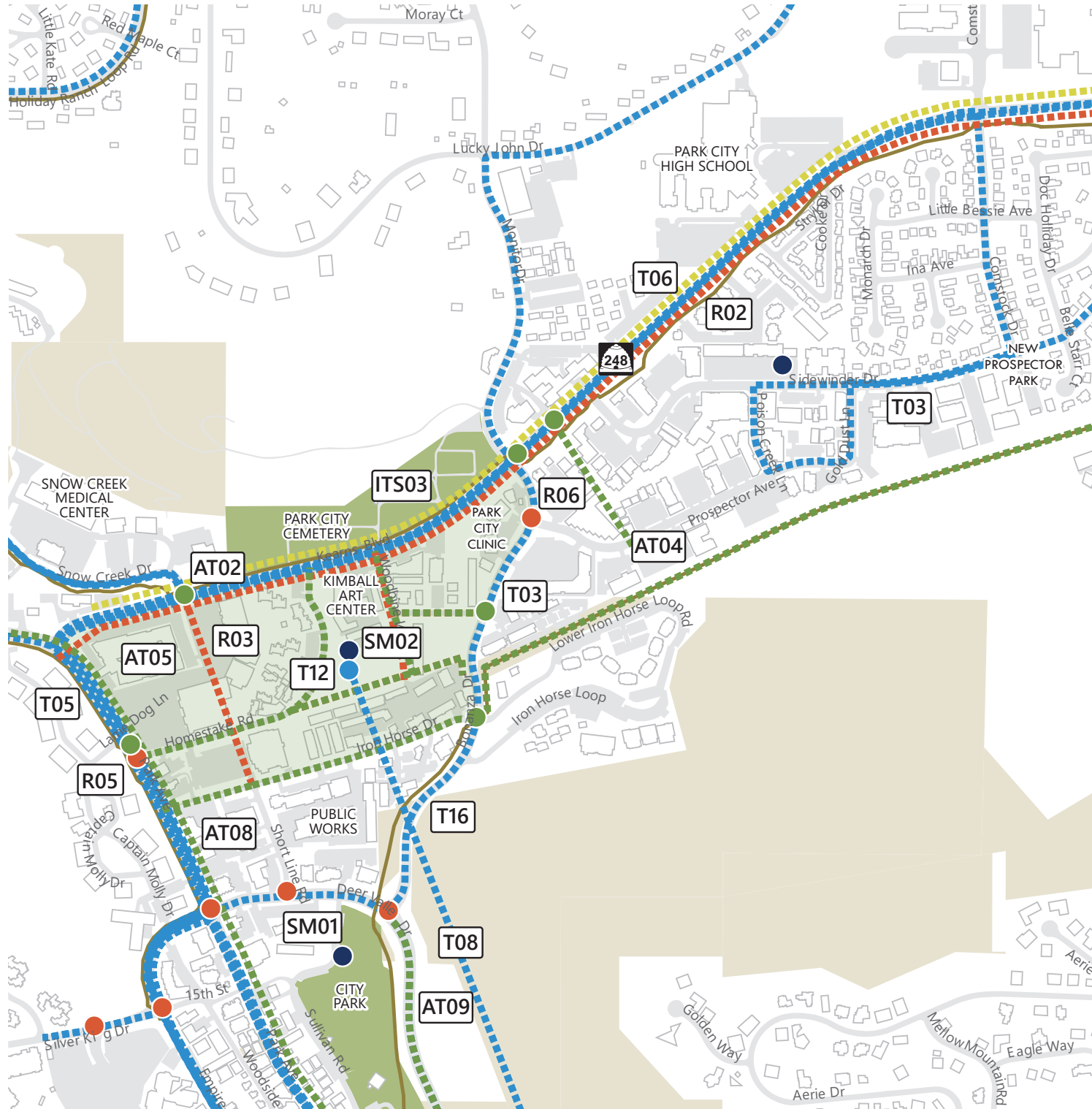
Planned redevelopment and major infrastructure projects will spur an influx of new trips into the Bonanza District. The area is expected to add 350 new residents and 1,000 new jobs by 2050.

Today most people drive to the area, while just under 20% of trips are by transit, bicycle, or walking. Park City Forward establishes a mode share target of over 30% for biking, walking, and transit by 2050, with 36% of trips made by driving alone.



Source: rMove

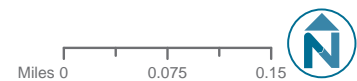
PARK CITY FORWARD



Bonanza District

Data Sources: Park City

- Projects**
- - - - Roadway
 - - - - Transit
 - - - - Multimodal
 - - - - Active Transportation
 - - - - Technology & Innovation
 - Multi-Use Trail
 - Park
 - Open Space



OUR PLAN

Several of Park City Forward’s most transformative projects will help to turn this node into a thriving, pedestrian-oriented district with excellent multimodal options. Priority investments include complete street connections, a transit center and mobility hub, dedicated transit lanes, safer intersections, and innovative approaches to shared parking management.

Projects, Policies, and Programs

Project ID	Name	Priority	Cost
AT02	Pedestrian Crossings Improvements	Phase 1	\$\$\$\$\$
AT04	Rail Trail Expansion	Big Concepts	\$\$\$\$
AT05	Bonanza District Complete Streets Improvement Zone	Phase 1	\$\$\$
AT08	Park Avenue Complete Streets	Phase 1	\$\$\$\$\$
AT09	SR-224/Deer Valley Drive Bicycle and Ped Improvements	Phase 1	\$\$\$
AT13	Flex Bike Lanes	Vision	\$\$
AT15	Safe Routes to School and Youth Mobility	Phase 1	\$
AT20	Bike Parking and Amenities	Current Process / Policy	\$\$
AT25	Tactical Urbanism	Current Process / Policy	\$
AT27	Rail Trail Study	Current Process / Policy	\$
ITS03	Park City’s Smart Gateway	Vision	\$\$\$\$
P01	Park-and-Ride Facilities	Phase 1	\$
P02	Shared Parking Facilities	Vision	\$
P03	Flexible Curb Zones and Platforms	Phase 1	\$\$\$\$
P04	High Occupancy Vehicle (HOV) Parking	Phase 1	\$
P05	Wayfinding, Real-time Information, and Data	Phase 1	\$\$
P06	Enforcement	Current Process / Policy	\$\$
P08	Transportation Demand Management (TDM) Requirements	Phase 1	\$
P09	Parking Pricing	Phase 1	\$
P10	Residential Parking	Vision	\$
P12	Mobility and Transportation Demand Management (TDM) Programs	Phase 1	\$\$
R02	SR-248 Corridor Mobility Improvement Project	Big Concepts	\$\$\$\$\$
R03	Bonanza District Circulation	Phase 1	\$\$\$\$
R05	Intersection Improvements (UDOT)	Phase 1	\$\$\$\$\$
R06	Intersection Improvements (Local)	Phase 1	\$\$\$\$\$\$
R11	Neighborhood Traffic Management Program (NTMP)	Current Process / Policy	\$
SM01	Summit Bike Share Program	Phase 1	\$\$
SM02	Mobility Hubs	Phase 1	\$\$\$
T01	Express Transit Service	Phase 1	\$\$
T03	Fixed Route Service Improvements	Phase 1	\$\$
T05	SR-224 High-Capacity Transit (BRT)	Phase 1	\$\$\$\$\$
T06	SR-248 High-Capacity Transit	Phase 1	\$\$\$\$
T08	Aerial Connections	Big Concepts	\$\$\$\$\$\$
T12	Bonanza District Multimodal Hub	Phase 1	\$\$\$\$
T16	Flex Transit Lanes	Big Concepts	\$\$\$\$
T18	Marketing and Communications	Current Process / Policy	\$

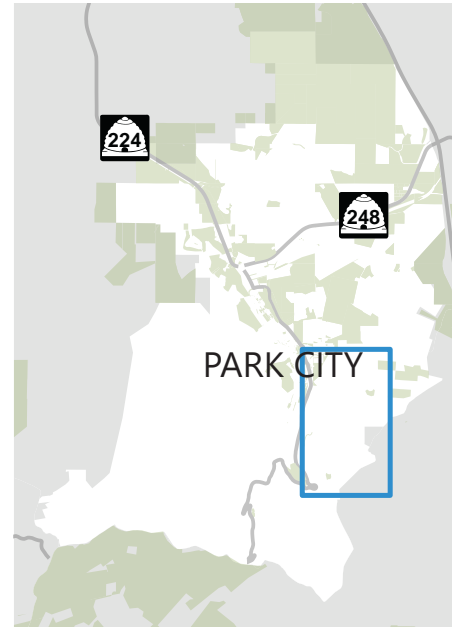
Full project descriptions can be found in Chapter 6

DEER VALLEY RESORT AREA

THE PLACE

The Deer Valley node includes the ski resort and surrounding lodging, restaurants, homes, and recreational opportunities. Visitors come from across the region and world to visit this node, and the resort is one of Park City's largest employers. The roadway network is limited due to topography and streets can be narrow, have steep grades, and often lack sidewalks. Large surface lots provide parking options, but several bus lines also connect directly to local and regional destinations.

The area looks to the future with a focus on investments that can improve multimodal access for locals, visitors and guests, and employees. Proactive parking management and robust employee commuter programs will be needed to further reduce vehicle trips and congestion. New technologies can support more guest and visitor mobility options.

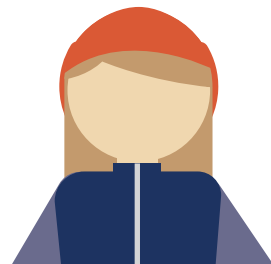


THE PEOPLE



Recreation Day-tripper

- Drives from Summit County, Wasatch County, or Wasatch Front
- Could use park-and-ride and transit, especially at peak periods
- Can utilize bike share system and trails in summer to move about without a car



Seasonal Employee

- Works and plays here during the ski and summer seasons
- Regional commutes pose travel challenges, but park-and-ride options and alternatives to driving are growing



Long-stay Visitor/Second Homeowner

- Has a home and vehicle nearby and can walk, bike, or take transit
- Distance from daily services often necessitates vehicle trips into Park City's core
- Complimentary and private shuttle options support shared vehicle trips into Park City

KEY CHALLENGES



Transit provides direct service to the resort and surrounding area, but buses are often stuck in traffic.



There are limited opportunities for **storing ski gear** on buses and at transit hubs.



Balancing the needs of **all modes** on Deer Valley Drive.



Low-density development, steep topography, and a lack of sidewalks make **walking less comfortable** than in Park City's core.



Free parking lots incentivize driving and reduce available land for a greater mix of uses.

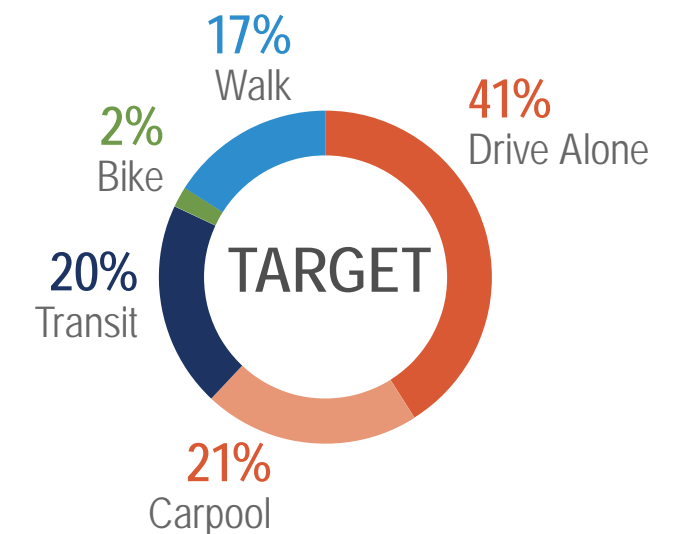
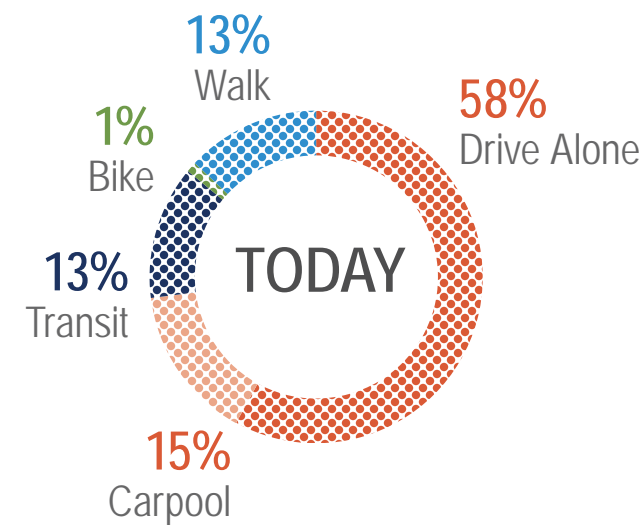


Resort guests may be less familiar with, or comfortable using, **non-driving options**.

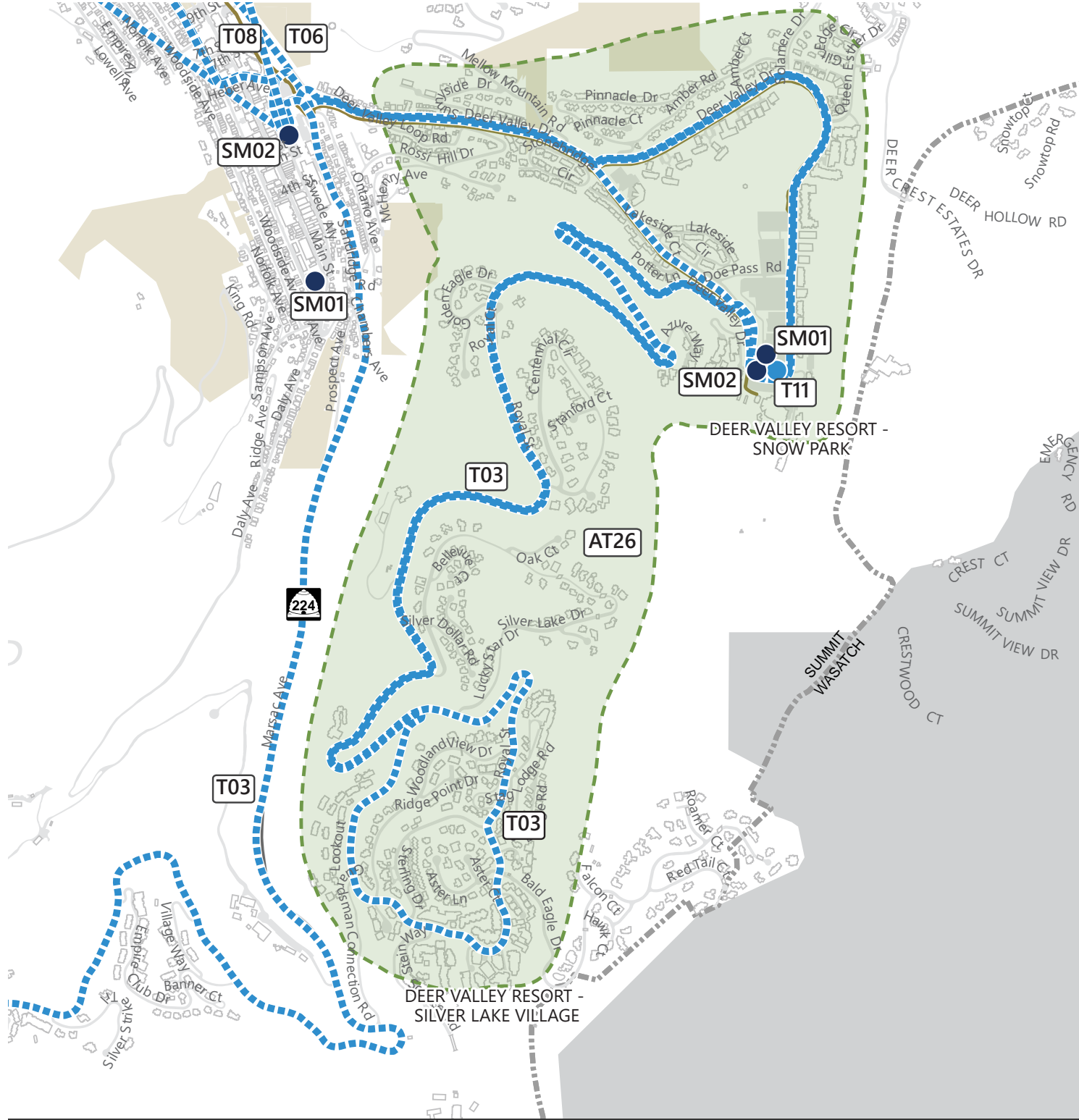
MODE SPLIT TARGETS

Direct bus service means that a substantial share of guests and employees take transit to and from Deer Valley, and walking is also a popular choice within the node. However, most people arrive by automobile; nearly 60% of trips are drive-alone.

With multimodal improvements, robust parking management, and expanded travel demand management programs, Park City Forward sets the goal of reducing drive alone trips to 41%, and increasing transit, walk and bike trips.



Source: rMove, US Census Transportation Planning Products



Deer Valley Resort Area

Data Sources: Park City

- Projects**
- - - - Transit
 - - - - Multimodal
 - - - - Active Transportation
 - Multi-Use Trail
 - Park
 - Open Space
 - City Limits

Miles 0 0.15 0.3



OUR PLAN

Park City Forward projects will make it easier to get to Deer Valley by transit, biking, and walking. Priority investments include roadway and intersection improvements along Deer Valley Drive that allow transit to travel faster, and pedestrians and bicyclists to move safely. A multimodal hub will help support growth and new uses. Less surface parking, parking management, and additional incentives for non-drive alone employees will reduce vehicle trips.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
AT20	Bike Parking and Amenities	Current Process / Policy	\$\$
AT25	Tactical Urbanism	Current Process / Policy	\$
AT26	Upper Deer Valley Resort Complete Streets	Phase 1	\$\$\$\$
P02	Shared Parking Facilities	Vision	\$
P03	Flexible Curb Zones and Platforms	Phase 1	\$\$\$\$
P04	High Occupancy Vehicle (HOV) Parking	Phase 1	\$
P05	Wayfinding, Real-time Information, and Data	Phase 1	\$\$
P06	Enforcement	Current Process / Policy	\$\$
P08	Transportation Demand Management (TDM) Requirements	Phase 1	\$
P09	Parking Pricing	Phase 1	\$
P11	Marketing & Communications	Phase 1	\$
P12	Mobility and Transportation Demand Management (TDM) Programs	Phase 1	\$\$
SM01	Summit Bike Share Program	Phase 1	\$\$
SM02	Mobility Hubs	Phase 1	\$\$\$
T01	Express Transit Service	Phase 1	\$\$
T02	Flexible Transit Zones	Phase 1	\$\$
T03	Fixed Route Service Improvements	Phase 1	\$\$
T06	SR-248 High-Capacity Transit	Phase 1	\$\$\$\$
T08	Aerial Connections	Big Concepts	\$\$\$\$\$\$
T11	Deer Valley Resort Multimodal Hub	Phase 1	\$
T18	Marketing and Communications	Current Process / Policy	\$

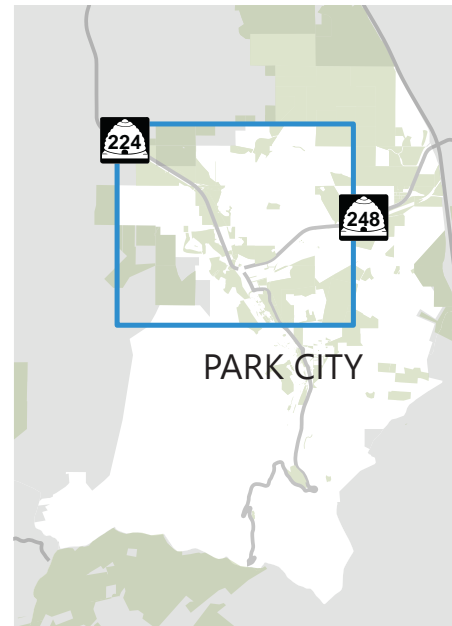
Full project descriptions can be found in Chapter 6

NEIGHBORHOODS

THE PLACE

Park City's lower-density neighborhoods include Park Meadows, Thaynes Canyon, and Park City Heights. They serve long-standing residential communities, along with Park City's public schools, Recreation Center and golf courses, and many trailheads. The Neighborhoods have proximate access to the SR-224 and SR-248 gateway corridors and their internal streets serve slower vehicle traffic on narrower rights-of-way.

While the Neighborhoods are close to local businesses and other destinations they can feel cut off by larger arterials and long crossing distances. Lower densities, a more fragmented street network, and fewer sidewalks make the Neighborhoods less amenable to trips by transit, biking, and walking.



THE PEOPLE



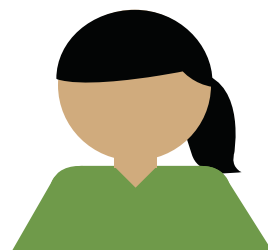
Park City Resident

- Enjoys access to trails, golf courses, and other outdoor activities
- Can meet most daily needs nearby, but many trips are more convenient by car
- Have proximate access to gateway corridors, but must navigate peak periods of congestion



Long-stay Visitor/Second homeowner

- Lives here only part of the year and may be less familiar with Park City's transit system
- Takes advantage of recreational facilities and trailheads without always driving



Business Owner/Year-round Employee

- May also live in these neighborhoods, allowing for shorter trips to work
- Getting to transit service on the gateway corridors can take longer than just driving

KEY CHALLENGES



A fragmented street grid results in fewer direct routes for people walking and biking.



Streets **lack sidewalks and bicycle facilities**.



Entrances to Park City High School, Treasure Mountain Junior High School, and McPolin Elementary are off of **Kearns Blvd./SR-248**,



which poses a barrier to walking and biking for students.

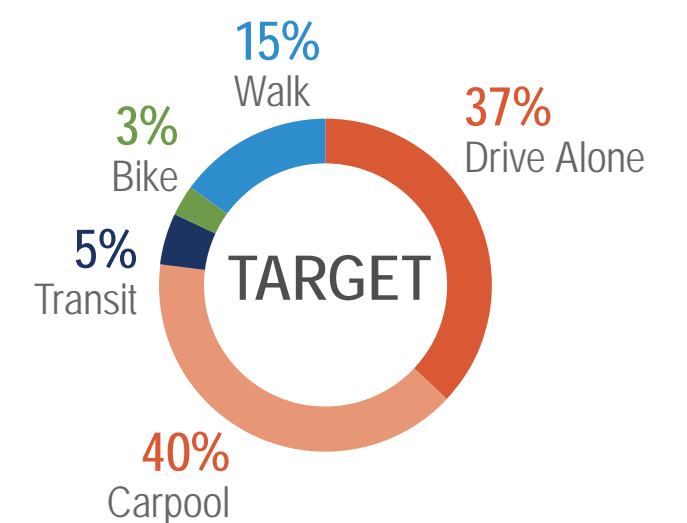
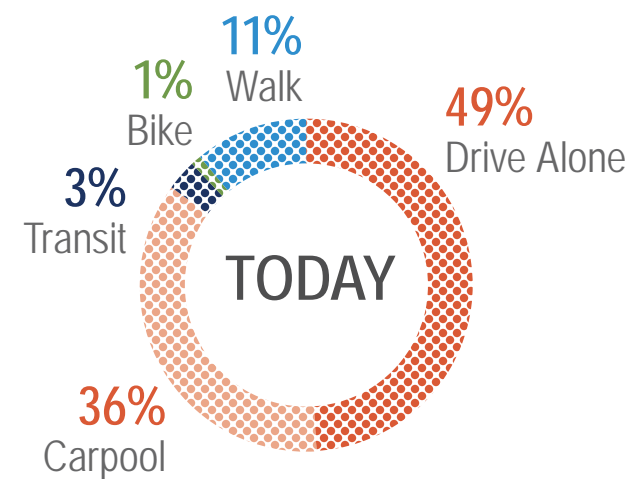


The area is difficult to serve cost-effectively with **fixed-route bus service** – only one bus route serves the Park Meadows and Thaynes Canyon neighborhoods, with service every 30 minutes.

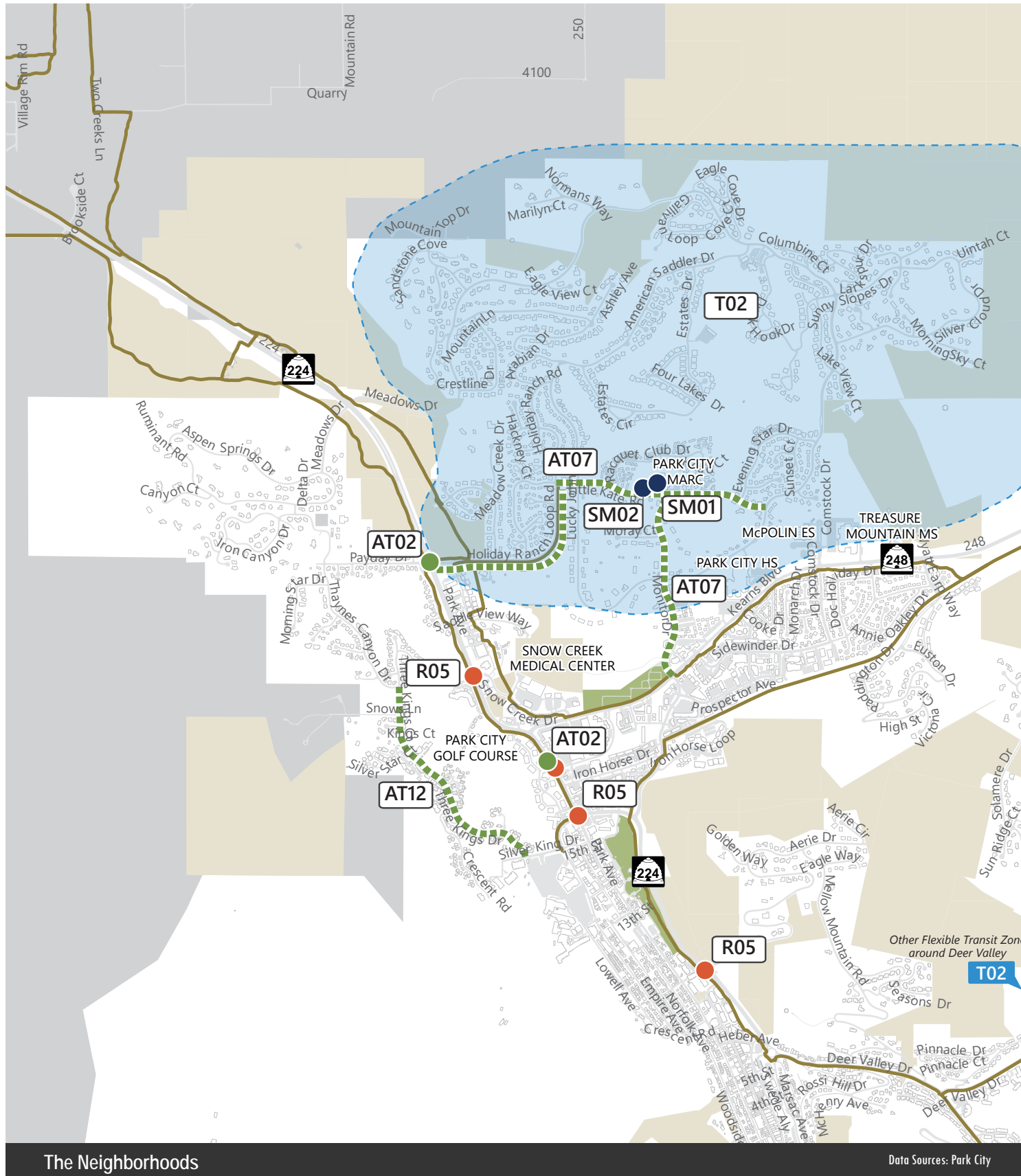
MODE SPLIT TARGETS

Today, about 85% of trips to and within the neighborhoods are taken by car, but many people carpool and only half of all trips are drive-alone. Walking is also a popular choice, at 11% of trips.

Park City Forward's goal is to reduce drive-alone trips even further by increasing transit, bike, walk, and carpool trips to roughly two-thirds of all trips.



Source: rMove, US Census Transportation Planning Products



OUR PLAN

Park City’s Neighborhoods can maximize the use of transit, biking, walking, and shared rides with strategic investments. Park City Forward prioritizes safer neighborhood walking and biking facilities and arterial crossings, as well as street design standards that ensure future developments maximize active transportation. Flexible, on-demand shuttle services present new opportunities to serve residents by transit. Technologies and programs that incentivize multimodal school trips will greatly reduce vehicle traffic.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
AT02	Pedestrian Crossings Improvements	Phase 1	\$\$\$\$\$
AT07	Park Meadows Bikeways	Vision	\$\$\$\$
AT12	Three Kings Drive Complete Street	Phase 1	\$\$\$\$
AT13	Flex Bike Lanes	Vision	\$\$
AT15	Safe Routes to School and Youth Mobility	Phase 1	\$
AT22	Neighborhood Byways Enhancements	Vision	\$\$\$
AT25	Tactical Urbanism	Current Process / Policy	\$
P06	Enforcement	Current Process / Policy	\$\$
P10	Residential Parking	Vision	\$
R05	Intersection Improvements (UDOT)	Phase 1	\$\$\$\$\$
R11	Neighborhood Traffic Management Program (NTMP)	Current Process / Policy	\$
SM01	Summit Bike Share Program	Phase 1	\$\$
SM02	Mobility Hubs	Phase 1	\$\$\$
T02	Flexible Transit Zones	Phase 1	\$\$

Full project descriptions can be found in Chapter 6

The Neighborhoods

Projects

- Active Transportation
- Roadway
- Multimodal
- Transit
- Multi-Use Trail
- Park
- Open Space
- City Limits

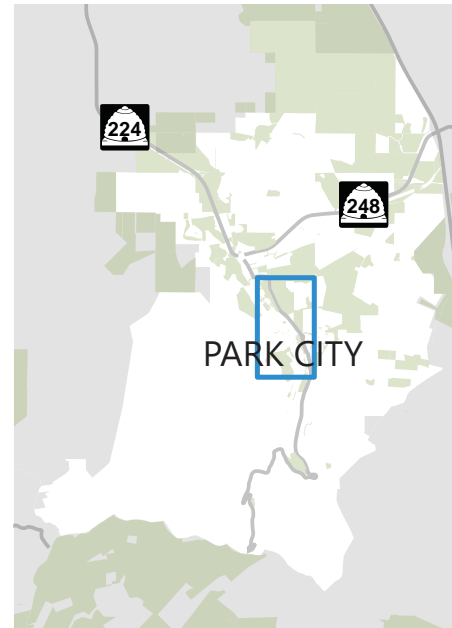
Miles 0 0.2 0.4

OLD TOWN

THE PLACE

Old Town is the historic heart of Park City. With its dining, shopping, lodging, and entertainment options, Old Town is a renowned hub of activity that attracts visitors and residents alike. It is also a major employment center, home to about a quarter of Park City's jobs. The area is well-served by transit with bus lines connecting the Old Town Transit Center to many local and regional destinations.

Old Town will not grow as much as other parts of Park City, in part due to the existing density and many historic buildings. However, Old Town will continue to navigate daily and seasonal influxes of people and vehicles on a very constrained road network. Balancing access for multiple trip types and modes remains an ongoing priority.

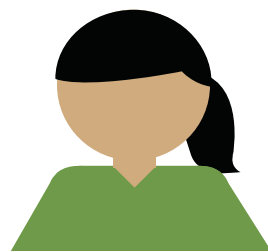


THE PEOPLE



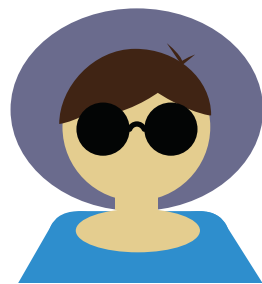
Park City Resident

- Works, dines, visits, or plays here, and places a premium on local businesses
- Takes advantage of strong transit connections and walks or bikes when possible
- Understands the economic value of Old Town and wants to preserve its unique history
- Has concerns about spillover parking and congestion



Business owner/Year-round Employee

- Travels to area every day to work or manage business
- Wants to ensure that their business and customers have convenient parking options
- Needs robust travel options to get to and from work, often at non-peak times



Culture and Event Visitor

- Visits for events, dining, and entertainment
- Enjoys walkability and convenient connections to ski resorts
- Will often drive, but also utilizes transit, shuttles, biking, or ride share services

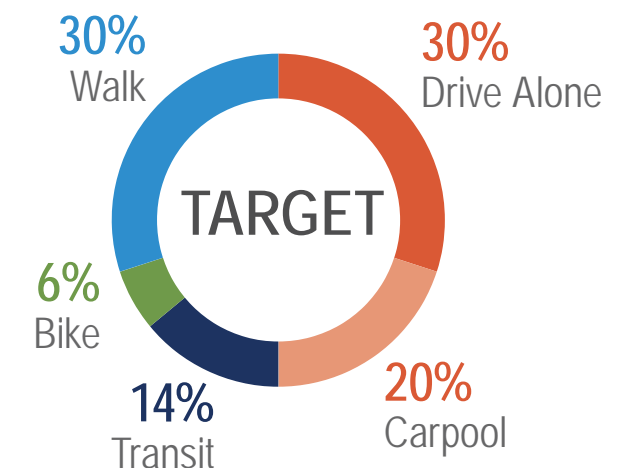
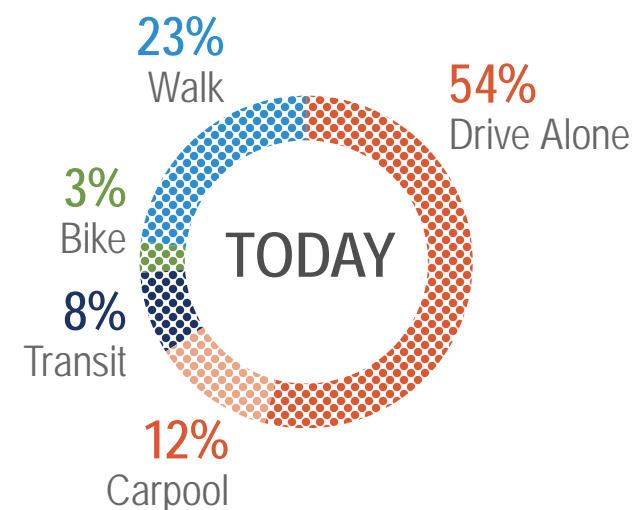
KEY CHALLENGES

- Topography and historic character** limit roadway capacity and street grid connectivity.
- As a year-round activity hub with major annual events, streets must balance multiple modes and people movement in a **narrow right-of-way**. This is exacerbated by snow.
- Employees come from across the region**, making it difficult to shift to non-driving modes.
- Parking supply** is limited and in high demand, and must be managed to balance the needs of residents, employees, and customers.
- Front-door **loading access and parking** at the curb is at a premium.
- GPS-based apps add to **congestion and circulation problems** at peak times.

MODE SPLIT TARGETS

Old Town is a hub of activity for all modes, but its pedestrian-oriented streets are one of its primary attractions. Old Town has the highest share of walking and biking trips in the city at more than one quarter of all trips.

However, more than half of existing trips are drive alone. Park City Forward establishes a target of 50% for biking, walking, and transit by 2050, with half of trips made by car and a greater share of them by carpool.



Source: rMove, US Census Transportation Planning Products



Old Town

Data Sources: Park City

- ---- Transit
- ---- Roadway
- ---- Multimodal
- ---- Active Transportation
- ---- Technology & Innovation
- Multi-Use Trail
- Park
- Open Space

Miles 0 0.1 0.2



OUR PLAN

Park City Forward focuses on a preservation and expansion of Old Town’s walkability, bike connections, and transit access, while continuing to provide reasonable access for vehicles. Priority investments will focus on safety improvements, complete streets, and projects that move people and not just cars. Parking management must ensure that limited supply is effectively regulated through pricing, permits, and non-driving incentives.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
AT02	Pedestrian Crossings Improvements	Phase 1	\$\$\$\$\$
AT03	Old Town Complete Street Improvement Zone	Phase 1	\$\$\$\$
AT08	Park Avenue Complete Streets	Phase 1	\$\$\$\$\$
AT09	SR-224/Deer Valley Drive Bicycle and Ped Improvements	Phase 1	\$\$\$
AT11	15th Street Improvements	Vision	\$\$
AT13	Flex Bike Lanes	Vision	\$\$
AT20	Bike Parking and Amenities	Current Process / Policy	\$\$
AT22	Neighborhood Byways Enhancements	Vision	\$\$\$
AT23	Old Town Stairs Improvements	Vision	\$\$\$
AT25	Tactical Urbanism	Current Process / Policy	\$
P02	Shared Parking Facilities	Vision	\$
P03	Flexible Curb Zones and Platforms	Phase 1	\$\$\$\$
P04	High Occupancy Vehicle (HOV) Parking	Phase 1	\$
P05	Wayfinding, Real-time Information, and Data	Phase 1	\$\$
P06	Enforcement	Current Process / Policy	\$\$
P08	Transportation Demand Management (TDM) Requirements	Phase 1	\$
P09	Parking Pricing	Phase 1	\$
P10	Residential Parking	Vision	\$
P11	Marketing & Communications	Phase 1	\$
P12	Mobility and Transportation Demand Management (TDM) Programs	Phase 1	\$\$
R04	Old Town One-Way Streets	Big Concepts	\$
R05	Intersection Improvements (UDOT)	Phase 1	\$\$\$\$\$
R06	Intersection Improvements (Local)	Phase 1	\$\$\$\$\$
R11	Neighborhood Traffic Management Program (NTMP)	Current Process / Policy	\$
SM01	Summit Bike Share Program	Phase 1	\$\$
SM02	Mobility Hubs	Phase 1	\$\$\$
T01	Express Transit Service	Phase 1	\$\$
T03	Fixed Route Service Improvements	Phase 1	\$\$
T04	PC-SLC Connect	Big Concepts	\$\$
T05	SR-224 High-Capacity Transit (BRT)	Phase 1	\$\$\$\$\$
T07	SR-224/Park Ave./Empire Ave. Transit Priority	Phase 1	\$\$
T08	Aerial Connections	Big Concepts	\$\$\$\$\$
T16	Flex Transit Lanes	Big Concepts	\$\$\$\$
T18	Marketing and Communications	Current Process / Policy	\$

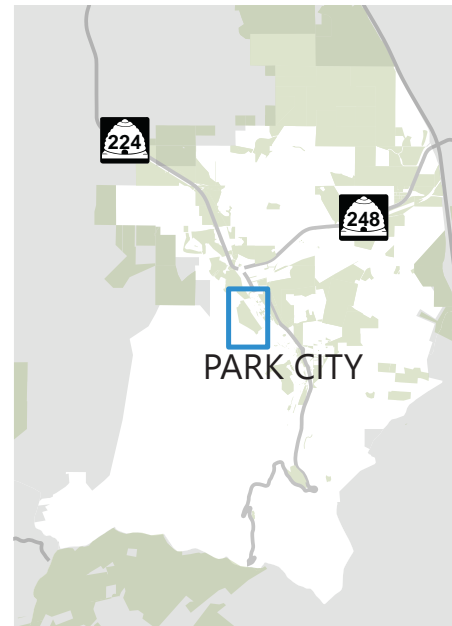
Full project descriptions can be found in Chapter 6

PARK CITY MOUNTAIN RESORT








THE PLACE

Park City Mountain Resort (PCMR) is one of Park City's many unique assets. As a world-class skiing destination adjacent to a thriving downtown, it offers employment and recreation opportunities that can be reached by many modes. PCMR is one of Park City's largest employers, with over 1,500 employees as of 2019.

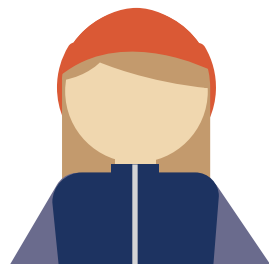
A focus on improving access to the resort will allow PCMR to grow and evolve as a mixed-use and multimodal hub. Infrastructure improvements can speed up transit connections and further investment in parking management and employee commute programs will reduce vehicle trips and congestion.



KEY CHALLENGES

-  Managing peak travel demands on a **constrained road network**.
-  Transit provides direct service to the resort, but buses are often **stuck in traffic**.
-  Balancing the **needs of all modes** and users, especially on streets serving the resort and surrounding residential neighborhoods.
- 
-  **Free surface parking lots** incentivize driving and create a challenging environment for walking and biking.
-  **Employees live across the region**, often without access to direct transit services.
-  **Major mixed-use development** in the future will bring more people, but can support reduced reliance on vehicle access.

THE PEOPLE



Seasonal Employee

- Works and plays here during the ski and summer seasons
- Often uses car-free options to get to work, but regional commutes pose travel challenges



Recreation Day-tripper

- Drives from Summit County, Wasatch County, or Wasatch Front
- Incentivized to use park-and-ride and transit, especially at peak periods
- Patronizes local shops, restaurants, and bars in Old Town after a day on the slopes



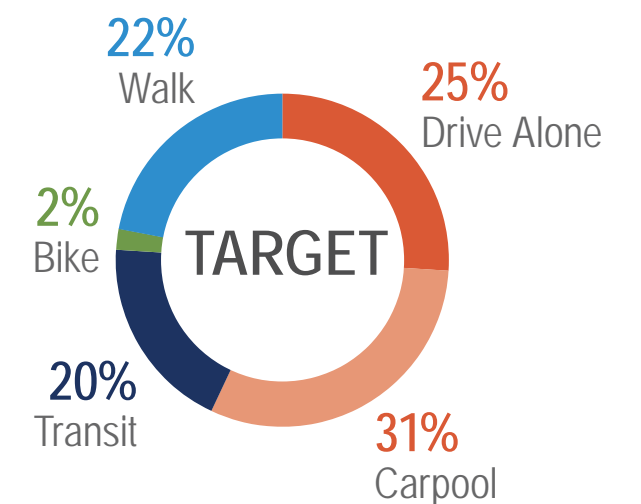
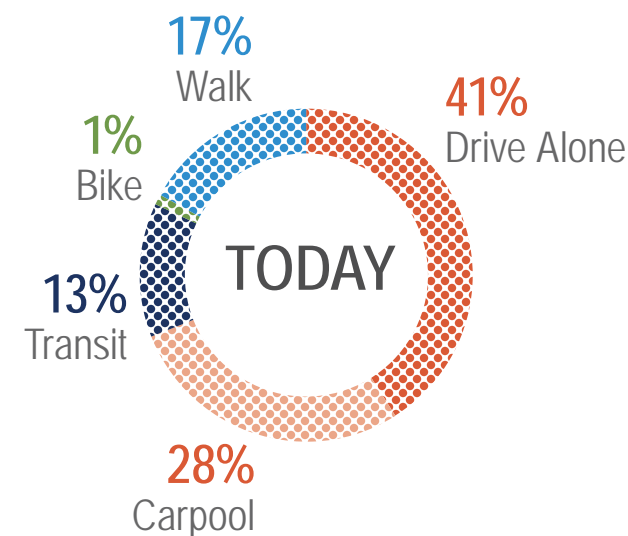
Long-stay Visitor/Second Homeowner

- May live in close enough proximity to walk, bike, or take transit
- Less familiar with, or comfortable using, Park City's non-driving options

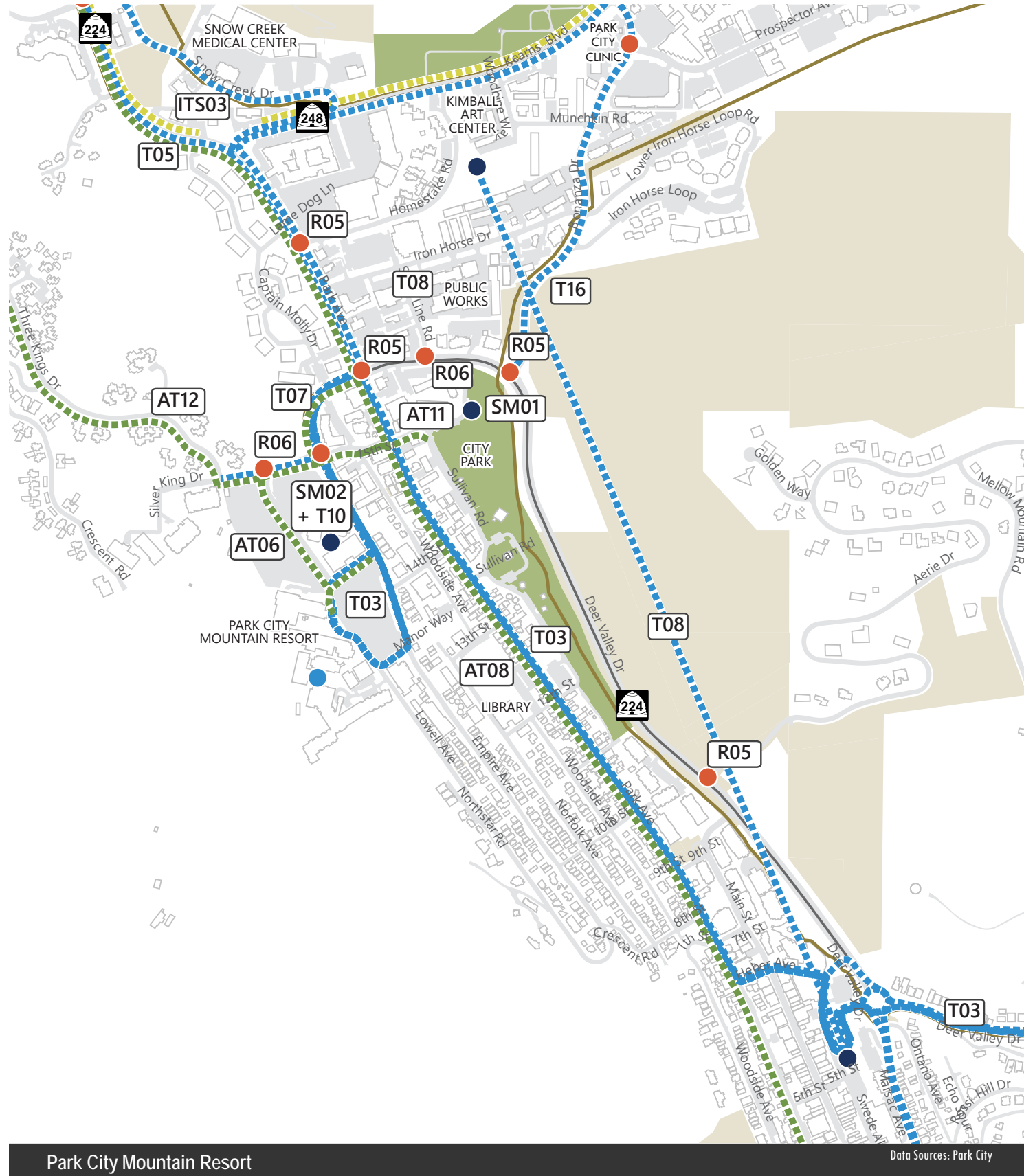
MODE SPLIT TARGETS

PCMR's central location means many people take transit, walk, and share rides to reach it. Today, the drive-alone rate is lower than any other node at 41%. Shared rides to the resort are more than one-quarter of all trips.

Park City Forward seeks to maximize PCMR's location and mobility options, establishing a target of 44% for biking, walking, and transit by 2050, with a goal of reducing drive-alone trips to 25%.



Source: rMove, US Census Transportation Planning Products



OUR PLAN

Park City Forward projects will make it even easier to get to PCMR by transit, biking, and walking. Priority investments include roadway and intersection improvements that allow transit to bypass congestion and make it safer to walk and bike, a multimodal hub that complements a new mix of land uses, less surface parking, proactive parking management, and additional incentives for non-drive alone employees.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
AT06	Park City Mountain Resort (PCMR) Multimodal Connections	Phase 1	\$
AT08	Park Avenue Complete Streets	Phase 1	\$\$\$\$\$
AT11	15th Street Improvements	Vision	\$\$
AT12	Three Kings Drive Complete Street	Phase 1	\$\$\$\$
AT13	Flex Bike Lanes	Vision	\$\$
AT20	Bike Parking and Amenities	Current Process / Policy	\$\$
AT25	Tactical Urbanism	Current Process / Policy	\$
ITS03	Park City's Smart Gateway	Vision	\$\$\$\$
P02	Shared Parking Facilities	Vision	\$
P03	Flexible Curb Zones and Platforms	Phase 1	\$\$\$\$
P04	High Occupancy Vehicle (HOV) Parking	Phase 1	\$
P05	Wayfinding, Real-time Information, and Data	Phase 1	\$\$
P06	Enforcement	Current Process / Policy	\$\$
P08	Transportation Demand Management (TDM) Requirements	Phase 1	\$
P09	Parking Pricing	Phase 1	\$
P10	Residential Parking	Vision	\$
P11	Marketing & Communications	Phase 1	\$
P12	Mobility and Transportation Demand Management (TDM) Programs	Phase 1	\$\$
R05	Intersection Improvements (UDOT)	Phase 1	\$\$\$\$\$
R06	Intersection Improvements (Local)	Phase 1	\$\$\$\$\$\$
SM01	Summit Bike Share Program	Phase 1	\$\$
SM02	Mobility Hubs	Phase 1	\$\$\$
T01	Express Transit Service	Phase 1	\$\$
T02	Flexible Transit Zones	Phase 1	\$\$
T03	Fixed Route Service Improvements	Phase 1	\$\$
T05	SR-224 High-Capacity Transit (BRT)	Phase 1	\$\$\$\$\$
T07	SR-224/Park Ave./Empire Ave. Transit Priority	Phase 1	\$\$
T08	Aerial Connections	Big Concepts	\$\$\$\$\$\$
T10	Park City Mountain Resort (PCMR) Multimodal Hub	Phase 1	\$
T16	Flex Transit Lanes	Big Concepts	\$\$\$\$
T18	Marketing and Communications	Current Process / Policy	\$

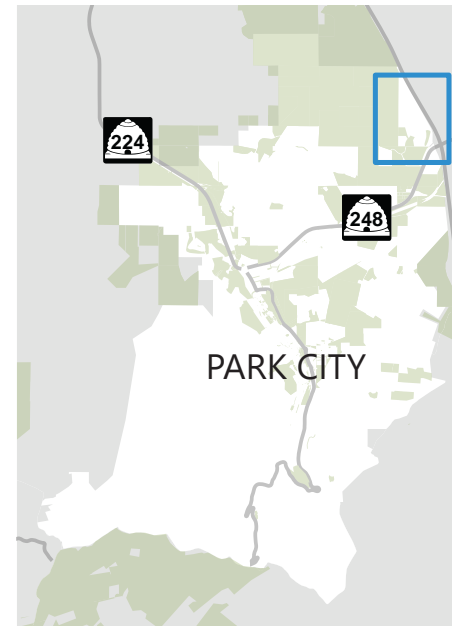
Full project descriptions can be found in Chapter 6

QUINN'S JUNCTION

THE PLACE

Quinn's Junction is a vital node for Park City and the greater region. It sits at the intersection of US-40/US-189 and the SR-248 gateway corridor. It is home to a diverse mix of uses – Park City Hospital and medical facilities, municipal services, and several regionally significant recreational centers. The area is largely auto-oriented, but is connected by one direct transit route and has several trail connections.

Quinn's Junction will continue to evolve. Future development in the area calls for an injection of new uses, including the potential for a hotel, offices, and more housing. Major roadway and transit investments along SR-248, as well as a park-and-ride within the area, will enhance multimodal access to this key node and help to reduce vehicle trips on the SR-248 gateway corridor.



KEY CHALLENGES

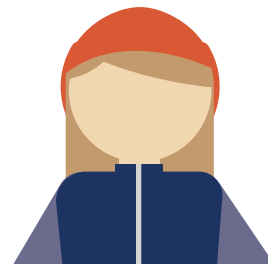
- SR-248 has consistent **congestion and delays** during peak hours, seasons, and events.
- The area is dominated by **large, auto-oriented arterials** and freeways.
- People walking and biking have few route options due to a limited **street grid** and internal connectivity.
- Land is **environmentally sensitive**.
- Most streets lack **sidewalks or bicycle facilities**.
- Lower density** makes it difficult to cost-effectively serve by transit.
- Richardson Flat Park and Ride** is underutilized due to access issues.

THE PEOPLE



Park City Resident

- Drives or takes transit to medical facilities and services
- Takes advantage of recreational centers, facilities, and trails
- Uses SR-248 gateway connection to regional roadways and highways



Seasonal Employee

- Passes through area to connect to Park City
- Utilizes park-and-ride and transit to get to work during peak seasons and events



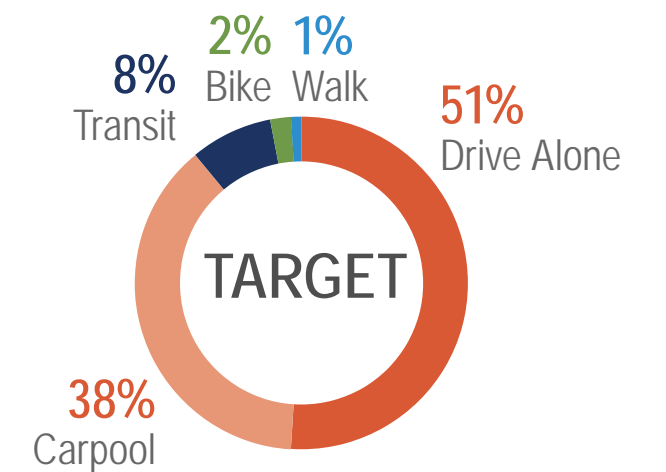
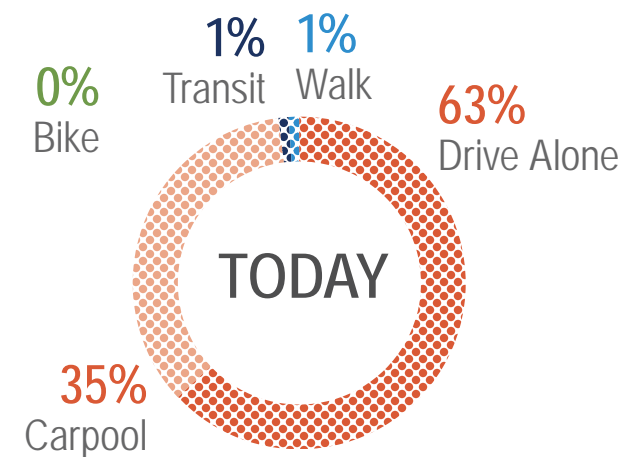
Culture and Event Visitor

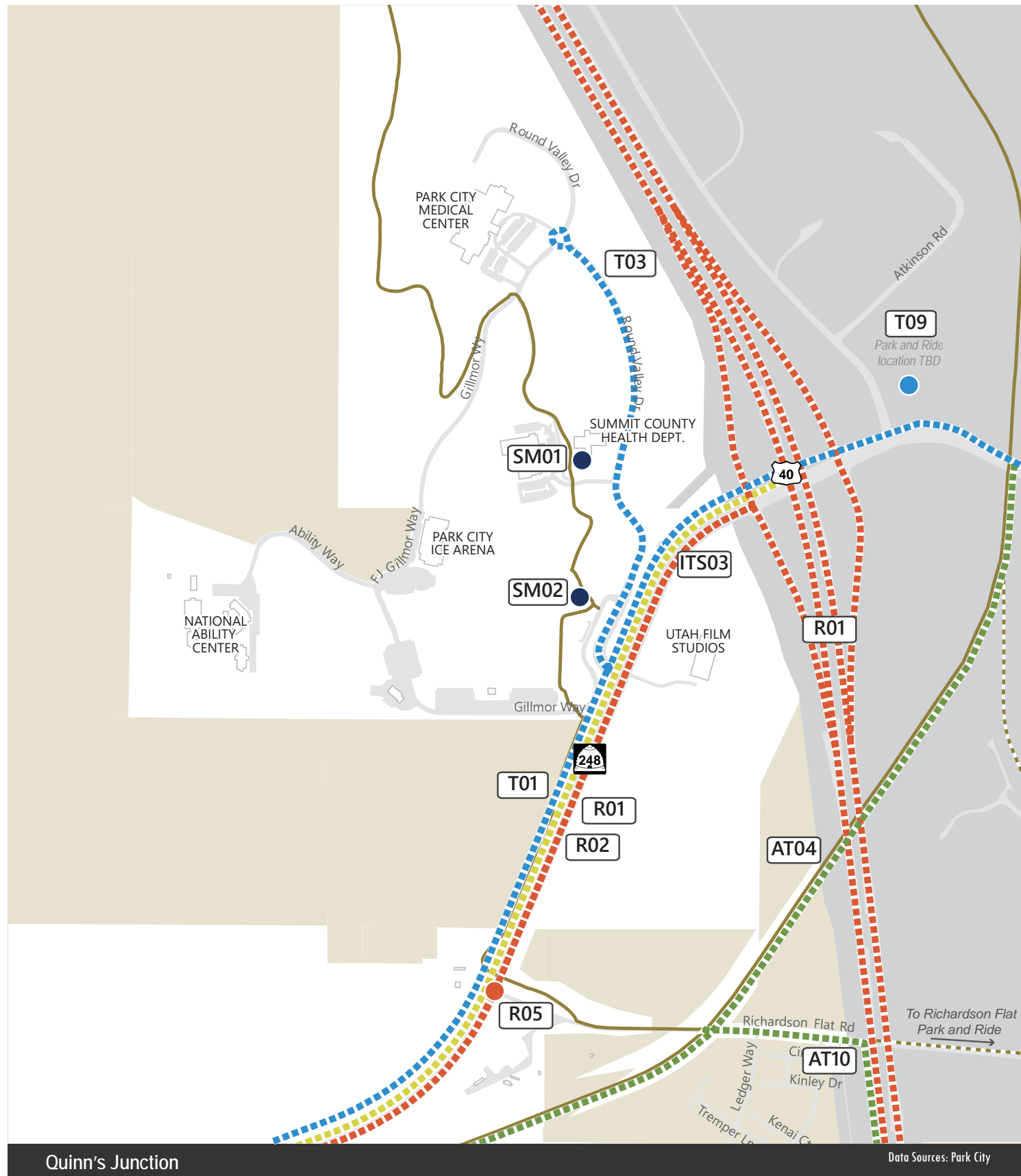
- Travels via SR-248 gateway corridor
- Uses park-and-rides and transit services during major events
- Visits recreational and cultural centers for event activities

MODE SPLIT TARGETS

Quinn's Junction will continue to grow and evolve in the coming decades, and is expected to add 350 new residents and 1,000 new jobs by 2050.

Today, almost all trips to, from, and within the node are by car. Park City Forward establishes a target of about 50% drive alone trips and over 10% of trips by biking, walking, and transit by 2050.





OUR PLAN

Quinn's Junction will continue to serve a crucial transportation role. New investments in transit-only lanes on SR-248 and a potential new park-and-ride within the node will strengthen the area's ability to get commuters and visitors on transit and reduce daily and event congestion on SR-248. Further investment in TDM incentives and multimodal streets will make it easier and safer to get around Quinn's Junction by walking, biking, and transit.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
AT04	Rail Trail Expansion	Big Concepts	\$\$\$\$
AT10	Wasatch Loop Pathway Connections	Vision	\$\$\$\$
AT20	Bike Parking and Amenities	Current Process / Policy	\$\$
AT25	Tactical Urbanism	Current Process / Policy	\$
AT27	Rail Trail Study	Current Process / Policy	\$
ITS03	Park City's Smart Gateway	Vision	\$\$\$\$
P01	Park-and-Ride Facilities	Phase 1	\$
P02	Shared Parking Facilities	Vision	\$
P04	High Occupancy Vehicle (HOV) Parking	Phase 1	\$
P05	Wayfinding, Real-time Information, and Data	Phase 1	\$\$
P08	Transportation Demand Management (TDM) Requirements	Phase 1	\$
P09	Parking Pricing	Phase 1	\$
P12	Mobility and Transportation Demand Management (TDM) Programs	Phase 1	\$\$
R01	Freeway Connections (UDOT)	Vision	<i>No cost to Park City</i>
R02	SR-248 Corridor Mobility Improvement Project	Vision	\$\$\$\$
R05	Intersection Improvements (UDOT)	Phase 1	\$\$\$\$
SM01	Summit Bike Share Program	Phase 1	\$\$
SM02	Mobility Hubs	Phase 1	\$\$\$
T01	Express Transit Service	Phase 1	\$\$
T02	Flexible Transit Zones	Phase 1	\$\$
T03	Fixed Route Service Improvements	Phase 1	\$\$
T09	Park-and-Ride Facilities	Phase 1	\$\$\$\$

Full project descriptions can be found in Chapter 6

5

OUR SYSTEM: MODAL PLANS

Park City Forward identifies a set of innovative multimodal infrastructure projects, policies, and programs that will help keep Park City moving and address challenges across each travel mode.

The Nodal Plans in Chapter 4 show how these investments will be applied to key geographies in Park City. Not every project, policy, or program, however, is specific to a defined location. Many support macro policy goals, apply city- and region-wide, or are important for city administration of the transportation system. **The Modal Plans are a key complement to the geographic Nodal Plans.**

This chapter summarizes challenges and solutions by mode: active transportation, transit, parking and transportation demand management, shared mobility, roadways and goods movement, and technology and innovation. It includes the following for each mode:

- **The people:** who uses this mode and what are their habits and needs?
- **Key challenges:** why do we need to invest in this mode?
- **Our plan:** what are the transportation solutions that will improve travel by this mode?

MODAL HIERARCHY

Park City's transportation system relies on all travel modes, from the personal vehicle and 40-passenger bus to the shared bike and sidewalk. All modes must work together to offer flexibility, safety, and convenience. Costs, benefits, and impacts by mode, however, are not equal.

Park City Forward developed a modal hierarchy that reflects its commitment to a people-centered approach to transportation – it prioritizes pedestrians, bikes, and transit above general-purpose vehicles and parking.

This modal hierarchy will help Park City balance tradeoffs in policy decisions, financial programming, and design decisions for individual projects with the overall Park City Forward vision and goals in mind.

ACTIVE TRANSPORTATION

THE MODE

Active transportation includes walking, riding a bicycle, rolling in a wheelchair, and other human-powered forms of mobility. This mode is a natural extension of Park City’s outdoor ethos and adventure offerings. Active transportation also helps Park City meet its goals by providing people with affordable, zero-emission transportation options.

The future active transportation system will extend low-stress sidewalks, paths, and bike lanes through the city and region, providing access for people of all ages and levels of comfort. Park City Forward includes new sidewalks, bike lanes and routes, and safer opportunities to cross busy streets. Park City Forward also offers programs and policies to encourage people to choose active transportation modes.



THE PEOPLE



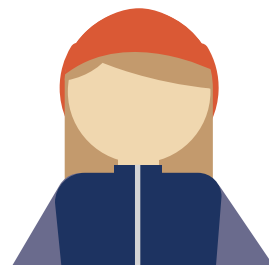
Park City Resident

- Bikes and walks for errands, exercise, and to work
- Appreciates opportunities to bike and walk with kids and would like more kid-friendly facilities
- Takes advantage of calmer residential streets and low-stress off-street paths, but will often avoid riding on auto-oriented streets



Long-stay visitor/second homeowner

- Accustomed to driving, but open to walking and biking for shorter trips if it is convenient
- Comes to Park City for unique experiences – walking to dinner or riding a shared e-bike
- Less likely to choose active modes when visiting for the winter ski season



Seasonal employee

- Lives in multifamily/shared housing and can often meet daily needs on foot and bicycle
- Safer connections to work would encourage more biking and walking

KEY CHALLENGES

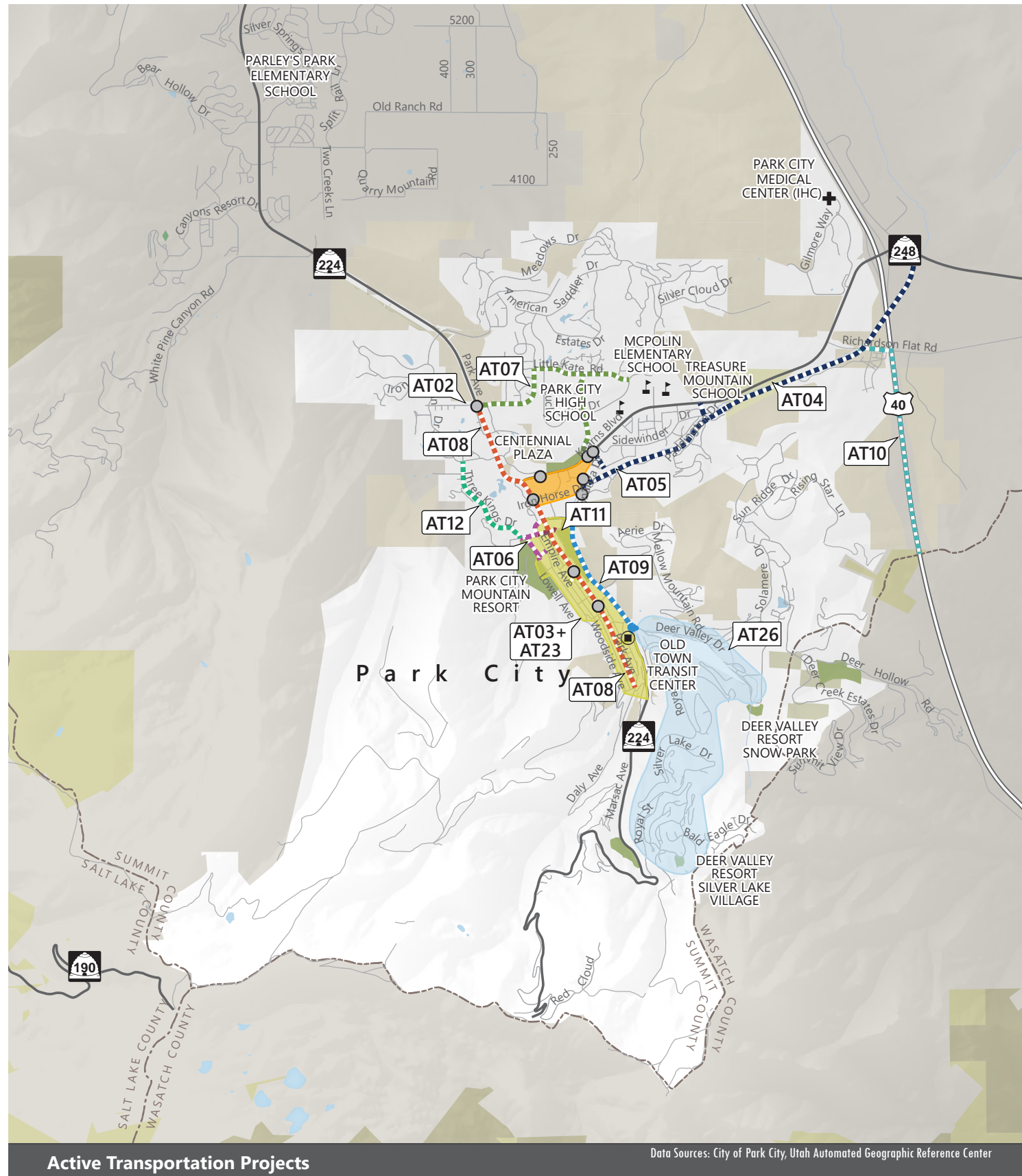
- The **trail network** is comfortable for all ages and abilities, but gaps and a lack of access points mean it is not always the best option for day-to-day transportation.
- Major roads that are **difficult to cross** create an “island” effect – biking and walking are comfortable within neighborhoods but not necessarily between them.
- **Weather** limits walking and biking trips in the busy winter months.
- **Narrow streets** and winter snow limit space for separated bicycle facilities. A common and challenging tradeoff is around preserving travel lanes and/or on-street parking.

OUR PLAN

Modal Principles

- **Put safety first.** Pedestrians and bicyclists are much more vulnerable than people in motor vehicles, and Park City strives to provide the safest level of service for users.
- **Take a Complete Streets approach.** Design streets to move people by all modes while accounting for the unique context and needs across all neighborhoods.
- **Design the bicycle network for all ages and abilities.** Physical separation from cars makes bicyclists feel comfortable and safe. Follow national guidance to implement bike facilities that are appropriate for the speed and traffic volumes of each roadway type.
- **Prioritize safe routes to schools and transit stops.** Focus sidewalk, crossing, and bikeway improvements on streets that connect to schools and major activity nodes. Coordinate with Park City Transit to create safe, comfortable connections to transit stops.
- **Be comprehensive.** Complement infrastructure with policies and programs that incentivize more active trips.





Projects, Policies, + Programs

Project ID	Name	Priority	Cost
AT01	Active Transportation Master Plan	Current Process / Policy	\$
AT02	Pedestrian Crossings Improvements	Phase 1	\$\$\$\$\$
AT03	Old Town Complete Street Improvement Zone	Phase 1	\$\$\$\$
AT04	Rail Trail Expansion	Big Concepts	\$\$\$\$
AT05	Bonanza District Complete Streets Improvement Zone	Phase 1	\$\$\$
AT06	Park City Mountain Resort (PCMR) Multimodal Connections	Phase 1	\$
AT07	Park Meadows Bikeways	Vision	\$\$\$\$
AT08	Park Avenue Complete Streets	Phase 1	\$\$\$\$\$
AT09	SR-224/Deer Valley Drive Bicycle and Ped Improvements	Phase 1	\$\$\$
AT10	Wasatch Loop Pathway Connections	Vision	\$\$\$\$
AT11	15th Street Improvements	Vision	\$\$
AT12	Three Kings Drive Complete Street	Phase 1	\$\$\$\$
AT13	Flex Bike Lanes	Vision	\$\$
AT14	Vision Zero Policy	Vision	\$
AT15	Safe Routes to School and Youth Mobility	Phase 1	\$
AT16	Development Standards	Phase 1	\$
AT17	Unified Active Transportation Wayfinding Program	Vision	\$\$
AT18	Sidewalk Infill Program	Vision	\$\$\$\$
AT19	Accessibility Plan	Vision	\$\$
AT20	Bike Parking, Amenities, and Request a Rack	Current Process / Policy	\$\$
AT21	Maintenance Program	Current Process / Policy	\$\$\$
AT22	Neighborhood Byways Enhancements	Vision	\$\$\$
AT23	Old Town Stairs Improvements	Vision	\$\$\$
AT24	Updated User/Device Policies	Phase 1	\$
AT25	Tactical Urbanism	Current Process / Policy	\$
AT26	Upper Deer Valley Resort Complete Streets	Phase 1	\$\$\$\$
AT27	Rail Trail Study	Current Process / Policy	\$

Full project descriptions can be found in Chapter 6

PARKING + TDM

THE MODE

An efficient parking system is essential to the long-term success of Park City. Right-sized parking facilities provide access to key destinations and support a thriving local economy. Too little parking will negatively impact key users and trips, while generating frustration for all. Too much parking takes up valuable land, generates vehicle congestion, and disincentivizes multimodal travel.

Transportation demand management (TDM) is a crucial component of an efficient transportation and parking system. Reducing single-occupancy vehicle trips through incentives to take transit, walk, bike, or carpool can reduce roadway congestion and free up scarce parking spaces. City and employer TDM efforts are essential to reducing driving trips and boosting job satisfaction.

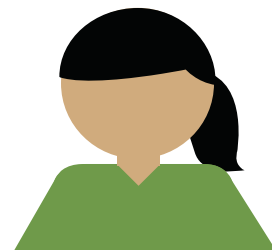


THE PEOPLE



The Park City Resident

- Concerned about parking spillover into residential neighborhoods
- Eager to visit local destinations, but often frustrated by peak parking challenges
- Supportive of multimodal programs and incentives, but driving can often be faster



Business Owner/Year-round Employee

- Desires consistent parking access for employees, customers, and visitors
- Employees want more travel options, but utility of transit depends on where they live
- Major employers have invested in TDM to date and are exploring how to do more



The Recreation Day-tripper

- Driving and parking is often the default option, especially with families and ski gear
- Many are drawn to Park City for its transit, bike, and walking options
- Incentives need to be tailored to unique visitor needs and demographics

KEY CHALLENGES

- Park City **cannot build its way out of its parking challenges**, especially in Old Town and other land constrained areas.
- Parking is very **expensive to build**, maintain, and operate.
- Parking **demand can vary substantially** by geography, time, and season, making it harder to efficiently use parking facilities and calibrate management approaches.
- **TDM programs can be expensive** to initiate and operate.
- Multimodal incentives are designed and distributed at large scale but **must be attractive for each individual**.

OUR PLAN

Modal Principles

- **Right-size parking requirements and the zoning code.** Ensure available, but not excessive parking is built with new development.
- **Complement and leverage the transit system.** Investments in shared parking and park-and-ride facilities can maximize the utility of new parking and transit infrastructure.
- **Be proactive.** Strategic parking pricing, time limits, and enforcement, especially during peak periods and events, are necessary tools to manage scarce parking resources.
- **Continue to invest in TDM.** Calibrate incentives for the unique needs of residents, employees, and visitors. Require and incentivize major trip generators to do more.
- **Make parking and TDM user-friendly.** Prioritize new technologies that make it easy to find, use, and pay for parking and other modes.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
P01	Park-and-Ride Facilities	Phase 1	\$
P02	Shared Parking Facilities	Vision	\$
P03	Flexible Curb Zones and Platforms	Phase 1	\$\$\$\$
P04	High Occupancy Vehicle (HOV) Parking	Phase 1	\$
P05	Wayfinding, Real-time Information, and Data	Phase 1	\$\$
P06	Enforcement	Current Process / Policy	\$\$
P07	Parking Requirements	Current Process / Policy	\$
P08	Transportation Demand Management (TDM) Requirements	Phase 1	\$
P09	Parking Pricing	Phase 1	\$
P10	Residential Parking	Vision	\$
P11	Marketing & Communications	Phase 1	\$
P12	Mobility and Transportation Demand Management (TDM) Programs	Phase 1	\$\$
P13	Transportation Management Association (TMA)	Phase 1	\$
P14	Value Pricing	Vision	\$

Full project descriptions can be found in Chapter 6

ROADWAYS + GOODS MOVEMENT

THE MODE

Park City's streets and roadways are the backbone of the transportation system. They connect neighbors to one another, provide access to employment, deliver goods and services, take our kids to school, and welcome thousands of visitors.

Many Park City streets, however, still prioritize movement of vehicles over safe multimodal travel for all. Park City Forward will help balance competing needs for roadway space through new infrastructure, best practice guidelines, and innovative programs. Changes to our street network, from the visionary to the mundane, will help Park City meet future mobility needs.



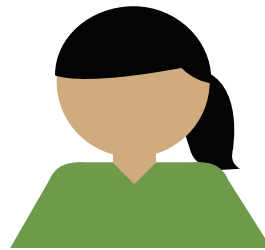
THE PEOPLE

The Park City Resident



- Wants to walk and bike more frequently to destinations, but feels unsafe traveling along and across arterial streets
- Prioritizes efficient use of financial resources on major capital projects
- Many live on streets where driving is the quickest and easiest way to access daily needs

Business Owner/Year-round Employee



- Transit offers an affordable way to get to work, but buses are often stuck in traffic
- Efficient movement of goods enables commercial success
- May perceive customer access by vehicles alone as critical for business

The Culture and Event Visitor



- Many use hotel shuttles and take free transit to access events, dining, and shopping
- Are drawn to car-free streets during special events and festivals
- May contribute to congestion by driving or using ride-hail services

KEY CHALLENGES

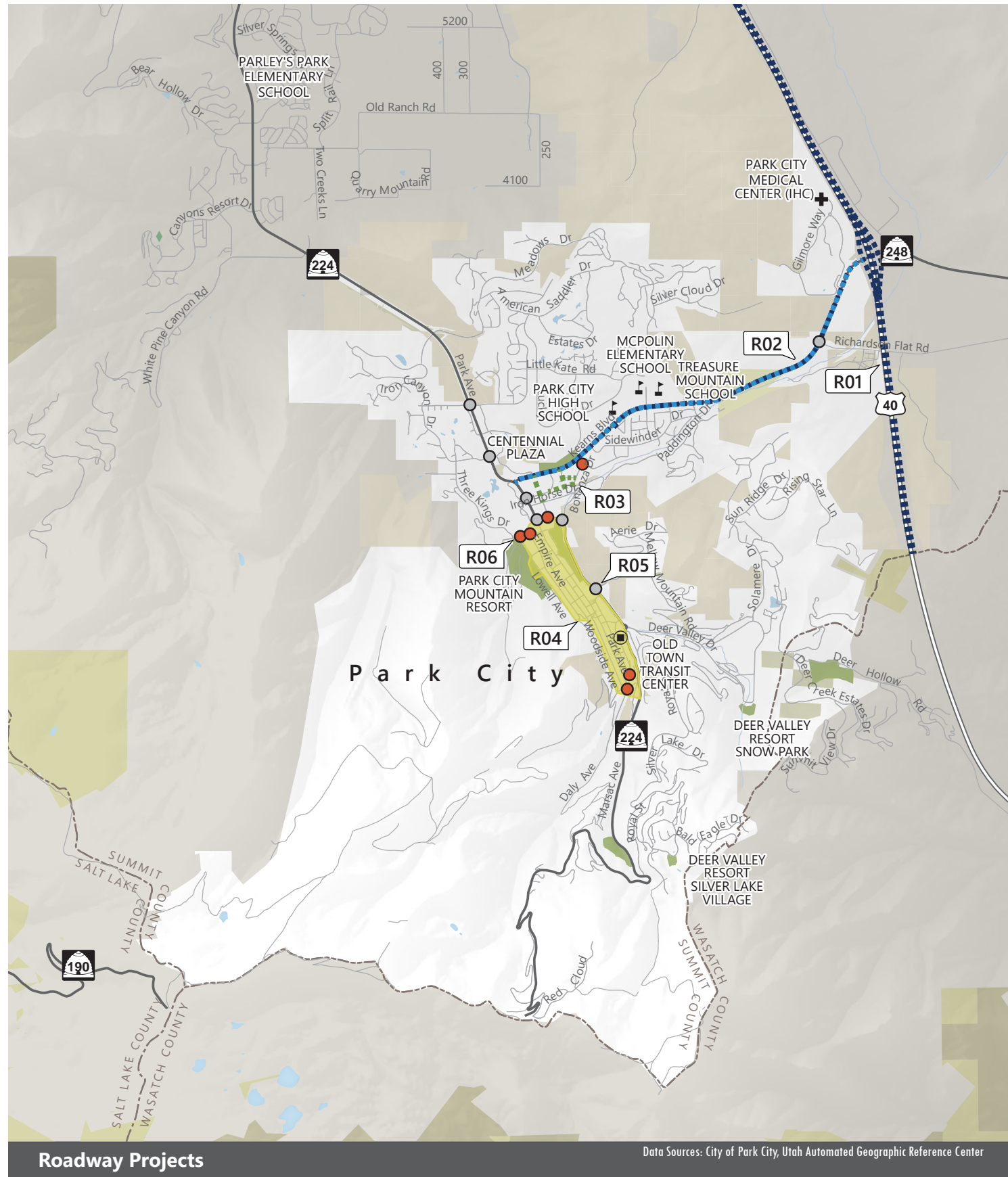
- **Auto-oriented corridors and intersections** make travel on foot or by bike less attractive.
- **Roadway network is largely built out**, limiting ability for new streets or lanes. Vehicle capacity upgrades may temporarily relieve congestion but will impact long-term reduction of trips.
- **Winter months require snow removal and storage**, often impacting non-driving infrastructure and modes.
- **Transforming gateway corridors will require substantial resources** and close coordination with state, regional, and county partners.

OUR PLAN

Modal Principles

- **Focus on gateway person capacity.** Improve throughput on major corridors by dedicating lanes to transit and other modes that move lots of people, not just cars.
- **Adopt comprehensive, state-of-the-practice design guidelines.** New street classifications and standards will help resolve modal tradeoffs, while supporting city goals and offering clear direction to decision-makers, staff, and the public.
- **Create safer intersections.** Focus on key intersections to enable safe walking, biking, and rolling across large, busy streets.
- **Fix it first.** Plan for and prioritize the ongoing maintenance of our roadway system.
- **Designate a freight network.** Develop a freight network and flexible curb use practices to ensure efficient deliveries without widening or expanding roads.





Projects, Policies, + Programs

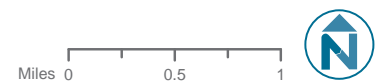
Project ID	Name	Priority	Cost
R01	Freeway Connections (UDOT)	Vision	No cost to Park City
R02	SR-248 Corridor Mobility Improvement Project	Big Concepts	\$\$\$\$\$
R03	Bonanza District Circulation	Phase 1	\$\$\$\$
R04	Old Town One-Way Streets	Big Concepts	\$
R05	Intersection Improvements (UDOT)	Phase 1	\$\$\$\$\$
R06	Intersection Improvements (Local)	Phase 1	\$\$\$\$\$\$
R07	Street Classifications and Standards	Phase 1	\$
R08	Complete Streets Policy	Phase 1	\$
R09	Freight Network and Neighborhood Distribution Hubs	Big Concepts	\$
R10	Emergency Access Management Plan	Vision	\$
R11	Neighborhood Traffic Management Program (NTMP)	Current Process / Policy	\$
R12	Strategic Land Acquisition	Vision	\$\$\$\$\$
R13	State of Good Repair	Phase 1	\$\$\$\$

Full project descriptions can be found in Chapter 6

Roadway Projects

Data Sources: City of Park City, Utah Automated Geographic Reference Center

- R05
- R06
- ⋯ R01
- ⋯ R02
- ⋯ R03
- R04
- City Limits
- County Line



SHARED MOBILITY

THE MODE

Shared mobility refers to transportation options that are available as a short-term rental or service, often provided by private companies and accessed using a smartphone app. Shared mobility has become a small but growing part of Park City’s user-friendly transportation system. Park City and its regional partners have invested in bike share and new on-demand transit services have also been deployed. Park City must manage the complexity of these services, especially loading with ride-hailing services in popular areas.

Park City Forward proposes to expand and enhance its shared mobility offerings. New projects and programs, guided by clear policies, can help Park City navigate this evolving mode and ensure that future services complement other modes and ensure equitable outcomes.



THE PEOPLE



Park City Resident

- Enjoys using the bike share program and may take advantage of the yearly membership
- Sees ride-hailing as a mixed blessing that helps ease parking demand, but can contribute to local traffic
- Desires clear and consistent regulation of service providers for the public good



Recreation Day-tripper

- Enjoys being able to park once and then use shared mobility services to get around
- Would love to have an app that summarizes all of Park City’s transportation options and helps with quick decision-making for local trips



Long-stay visitor/second homeowner

- May forego a rental car and driving with local transit and shared mobility options
- Feels comfortable with app-based services and values ease and convenience
- Uses bike share in the summer and would be an early adapter of similar options

KEY CHALLENGES

- Anticipating and preparing for **future transportation trends and services** is difficult for all communities.
- Park City may be too small, and **seasonally dependent**, to attract shared mobility companies and provide cost-effective services.
- Ride-hail vehicles **contribute to congestion**, especially at the curb during big events.
- Private companies may have **conflicting goals and performance metrics**. Depending on private companies to provide key elements of the transportation system can be risky.

OUR PLAN

Modal Principles

- **Make strategic investments.** Expand programs that have proven to be popular, such as Summit Bike Share. Focus new investments at key activity nodes and mobility hubs where shared mobility can easily complement other transportation modes.
- **Adopt policies and programs that prioritize equity.** Clear policies and guidelines can ensure existing and future services are accessible to people with lower incomes, people who speak English as a second language, and other marginalized groups.
- **Collect data and adjust.** Establish operating guidelines and data sharing requirements so that Park City staff and the public can understand how services are being used and affecting the transportation system.
- **Test new technologies.** Evaluate emerging services that consolidate transportation information, access, and payment in one location.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
SM01	Summit Bike Share Program	Phase 1	\$\$
SM02	Mobility Hubs	Phase 1	\$\$\$
SM03	Shared Mobility and Autonomous Vehicle (AV) Guidelines	Big Concepts	\$
SM04	Personalized Mobility Program and Mobility as a Service (MaaS) Platform	Vision	\$\$

Full project descriptions can be found in Chapter 6

TECHNOLOGY + INNOVATION

THE MODE

Technology is changing and adapting to meet our shifting mobility needs at a rapid pace. Innovative data collection and analysis can inform our understanding of travel patterns to mitigate roadway congestion, while helping us plan simpler, safer, and more efficient travel. New intelligent transportation network solutions provide up-to-the minute travel conditions via signage and mobile devices, directing travelers to the right travel mode and route.

Park City Forward continues the region’s ongoing investment in technological solutions to meet future transportation challenges. Further advancements of data collection, real-time traffic operations, and connected network communications will mitigate traffic incidents, speed up transit trips, and maximize the use of roadway capacity.

THE PEOPLE



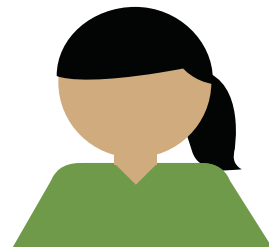
The Park City Resident

- Would consider riding the bus for more types of trips if bus travel times were faster and more reliable
- Hesitant to adjust daily travel patterns but would appreciate less congestion to enable quicker, safer driving, walking, and biking trips
- Desires up-to-the minute information of travel conditions and options



The Recreation Day-tripper

- Open to following directive communication to adjust travel modes, times, or routes if it makes their trip reliable and easy
- Would rather focus on enjoying the snow and trails than on a stressful trip in and out of Park City



Business owner/Year-round employee

- Wants local and visitor customers to have easy multimodal access to their business
- Real-time travel information could enable more efficient reception and delivery of goods and services
- Technology positions Park City at the forefront of innovation and customer service

KEY CHALLENGES

- SR-224 and SR-248 gateway corridors are subject to **heavy congestion and slow travel times** for all modes. A single incident here has major ripple effects across the region.
- Highway-based variable message **signs have a limited audience** and cannot reach people in all areas to allow travelers to adjust travel plans based on congestion, road closures, or other conditions.
- Real-time travel communications require **significant investment** in “back end” data collection, processing infrastructure, and staff resources.
- **Current data collection on travel behavior and volumes is limited** to certain corridors and modes, does not effectively capture fine-grain multimodal trips at a local level, and is difficult to collect and process efficiently.

OUR PLAN

Modal Principles

- **Technology as a tool, not a silver bullet.** Embrace new technology when reasonable and effective for supporting core mobility goals and desired outcomes.
- **Invest in data collection and analysis systems.** Robust and consistent data systems, supported by adequate staffing, will help Park City respond to the changing transportation landscape in both the short- and long-term.
- **Create adaptive real-time communication systems.** Provide consistent information to reach people across the region with important, actionable messaging via diverse communication channels.
- **Empower people with information.** Support sustainable travel choices by making multimodal options easy and convenient to access.

Projects, Policies, + Programs

Project ID	Name	Priority	Cost
ITS01	Real-time Travel Information	Phase 1	\$\$
ITS02	Electric Vehicle (EV) Charging Stations	Phase 1	\$\$
ITS03	Park City’s Smart Gateway	Vision	\$\$\$\$
ITS04	Video Camera Network	Vision	\$\$
ITS05	Integrated Mobile Observations (IMO)	Vision	\$\$
ITS06	Regional Traffic Operations and ITS Data Center	Current Process / Policy	\$\$
ITS07	Smart Work Zones	Vision	\$
ITS08	Systemwide Transportation Data Collection Strategy	Phase 1	\$\$

Full project descriptions can be found in Chapter 6

TRANSIT

THE MODE

Park City’s extensive fare-free transit system includes local bus service operated by the Park City Municipal Corporation and regional bus service operated by High Valley Transit. Transit reduces congestion in Park City by moving more people in less space and helps us meet our goals by providing an affordable, zero-emission transportation option.

Park City Forward includes projects, policies, and programs that will make it easier and more convenient to take transit. Park City Forward prioritizes additional bus service on existing routes, gives buses exclusive lanes so they can bypass traffic, improves bus stops and park-and-rides, and advances innovative new transit options like flexible, on-demand service. Ongoing coordination with High Valley Transit, current work on the Short Range Transit Plan and Winter Service Plan, and improvements to transit technology and systems will ensure a seamless network for all.

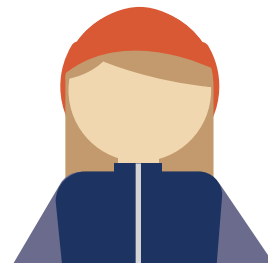


THE PEOPLE



Park City Resident

- Utilizes and supports Park City’s bus service for its affordability, eco-friendliness, and ability to ease traffic
- Would like to see walking and biking improvements from neighborhoods to bus stops
- Values ongoing enhancements to transit technology, real-time information, and service



Seasonal Employee

- Has transit options to get to work, whether they live in Park City or elsewhere in the region, but bus schedules do not always line up with certain job types
- Reliable travel times are a key concern
- Employer-provided programs can further incentivize transit trips



Event Visitor

- Uses park-and-rides and transit to get to and from major events
- Can be confused by number of public vs. private and local vs. regional transit options
- Appreciates user-friendly technology and information to understand the transit system and choose the best option

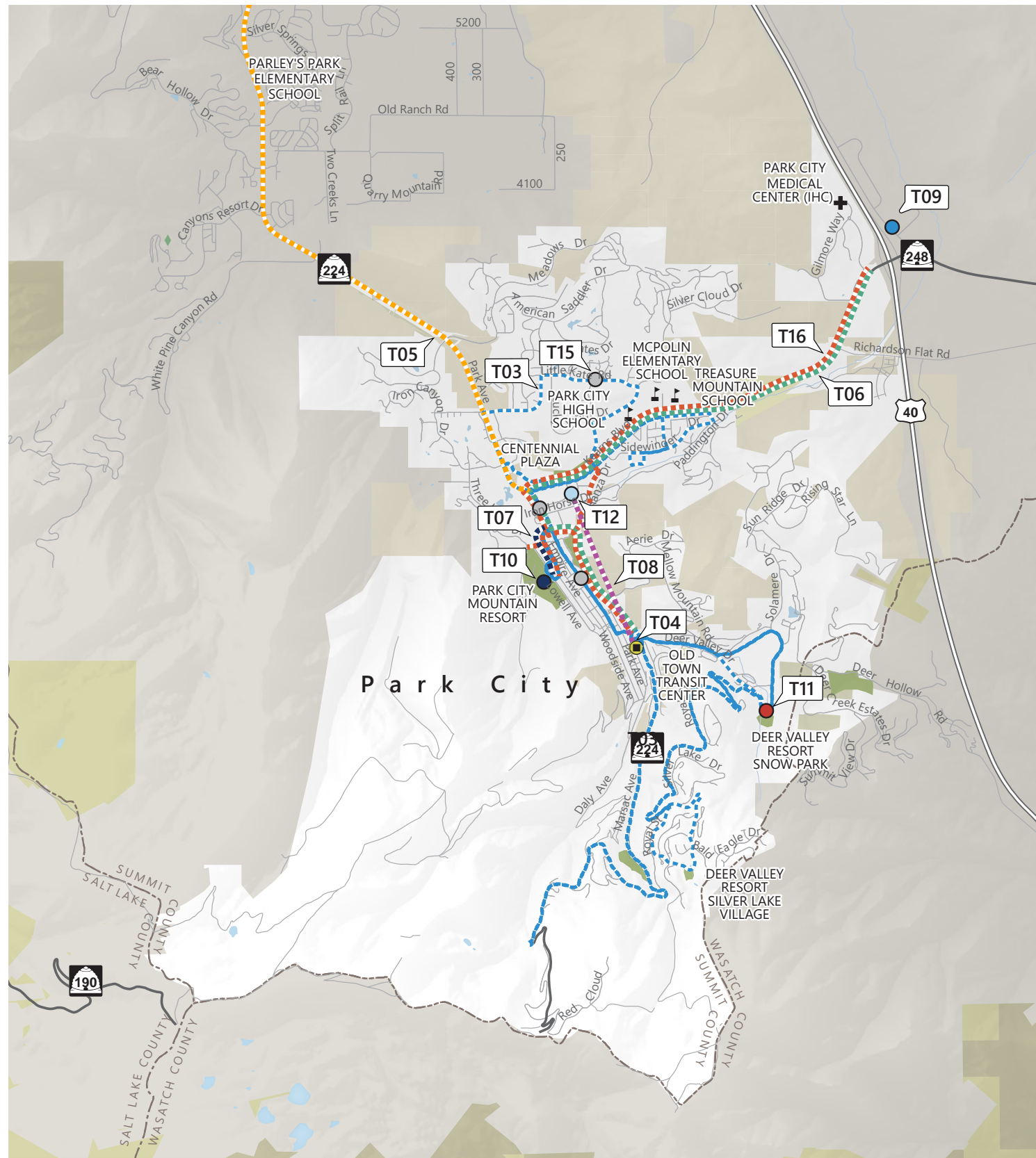
KEY CHALLENGES

- The transit system must **balance the needs of many different types of people**, trips, and land use contexts—from a first-time visitor to long-time employee and from our large, concentrated activity nodes to low-density neighborhoods.
- **Recent changes to service delivery** across the region will require proactive coordination to support a seamless user experience.
- The **lack of parallel streets and dedicated lanes** means buses have few route options and get stuck in traffic, especially on the SR-224 and SR-248 gateway corridors.
- The **large number of visitors and seasonal employees** means there are always new people in Park City who may not be familiar with the transit system and how to ride.
- Transit ridership to the resorts is high, but **ski storage on buses is limited**.

OUR PLAN

Modal Principles

- **Dedicate roadway space to buses.** For transit to be competitive with driving, it must be reliable and fast. Dedicating lanes to buses in the most congested places, such as the gateway corridors and near major activity centers, means faster, more reliable, and more attractive transit service.
- **Coordinate regionally.** Park City and High Valley Transit now manage local and regional services separately. Close, ongoing collaboration is key to a smooth transit experience for people who transfer between the two.
- **Provide support amenities and technology.** There are a wide range of services and amenities that contribute to a great transit experience, from multimodal hubs that allow people to hop right off the bus and onto a shared bike, to apps that provide up-to-date travel information, and to high-quality amenities at bus stops.
- **Invest in policies, systems, and standards.** Proactive policies, robust data collection and analysis, and innovative communications are crucial complements to new transit infrastructure and efficient bus operations.



Transit Projects

Data Sources: City of Park City, Utah Automated Geographic Reference Center

- T04
- T11
- T03
- T07
- City Limits
- T09
- T12
- T05
- T08
- County Line
- T10
- T15
- T06
- T16



Projects, Policies, + Programs

Project ID	Name	Priority	Cost
T01	Express Transit Service	Phase 1	\$\$
T02	Flexible Transit Zones	Phase 1	\$\$
T03	Fixed Route Service Improvements	Phase 1	\$\$
T04	PC-SLC Connect	Big Concepts	\$\$
T05	SR-224 High-Capacity Transit (BRT)	Phase 1	\$\$\$\$\$
T06	SR-248 High-Capacity Transit	Phase 1	\$\$\$\$
T07	SR-224/Park Ave./Empire Ave. Transit Priority	Phase 1	\$\$
T08	Aerial Connections	Big Concepts	\$\$\$\$\$\$
T09	Park-and-Ride Facilities	Phase 1	\$\$\$\$\$
T10	Park City Mountain Resort (PCMR) Multimodal Hub	Phase 1	\$
T11	Deer Valley Resort Multimodal Hub	Phase 1	\$
T12	Bonanza District Multimodal Hub	Phase 1	\$\$\$\$
T13	Short Range Transit Plan (SRTP)	Current Process / Policy	\$\$
T14	Vehicle Electrification & Fleet Replacement	Phase 1	\$\$\$\$\$\$
T15	Bus Stop Improvements	Phase 1	\$\$\$\$\$
T16	Flex Transit Lanes	Big Concepts	\$\$\$\$
T17	Transit First Policy	Phase 1	\$
T18	Marketing and Communications	Current Process / Policy	\$
T19	Technology Systems and Data Standards and Management	Vision	\$

Full project descriptions can be found in Chapter 6



6

MOVING PARK CITY FORWARD: PROJECT LIST

The public engagement process identified the values and goals that serve as the foundation of Park City Forward's project list. The project list represents the community's ideas to make an innovative, multimodal future a reality. Constructing, enacting, and adopting projects, programs, and policies is how we make Park City a better place to live, work, and visit.

The list ranges from the visionary and conspicuous to the more mundane and less tangible, but each is important and each will help achieve Park City Forward's Vision: *embracing innovation to provide safe, year-round transportation options that promote a connected, inclusive, and multimodal mountain community and culture.*

The project list is organized into phases, recognizing that financial resources are finite, and we must adopt a phased approach that prioritizes investments relative to our means.

- **Phase 1 Priority Projects:** a fiscally-constrained package of investments that will catalyze near-term action and mobility benefits.
- **Big Concept Projects:** Transformative projects that Park City is actively developing, or plans to seriously pursue in the near-term.
- **Vision Projects:** a long-term package of investments that will guide decision-makers and staff as community needs, transportation tools, and financial resources evolve.



WHAT ARE PROJECTS, PROGRAMS, AND POLICIES?

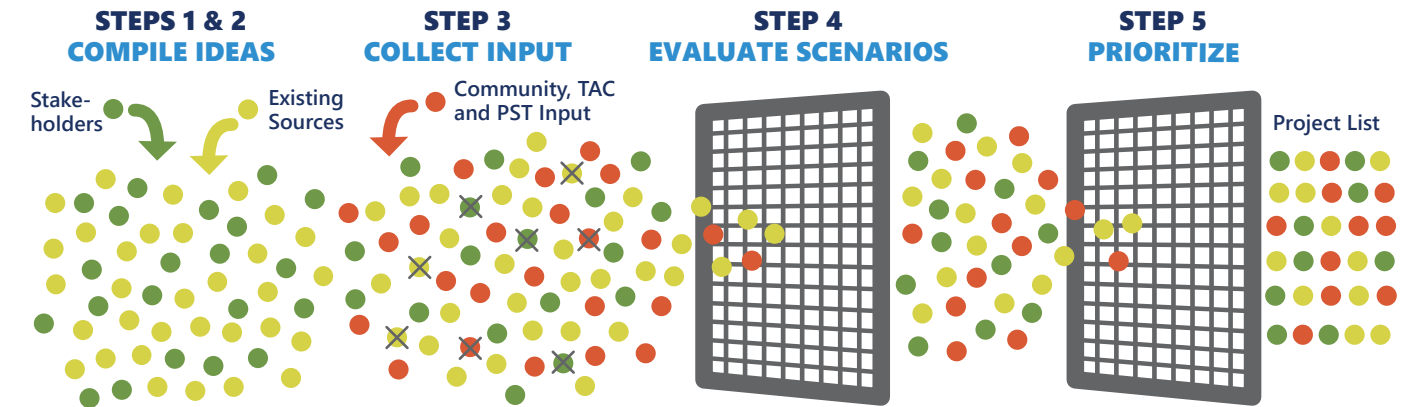
The Park City Forward “project list” consists of more than 80 transportation investment ideas that can be categorized as projects, programs, or policies.

- A **project** is a specific capital project or a transportation service that is typically located in a defined geography. Projects can be part of programs and are carried out according to policies. An example of a project is “AT02 – Pedestrian Crossing Improvements,” which will construct updated pedestrian crossings at specific locations throughout the city.
- A **program** is an ongoing coordinated effort to achieve specific results that may involve numerous small or large projects. An example of a program is “P10 – Residential Parking,” which will help to manage and balance parking supply for residents and visitors.
- A **policy** is a guiding principle or regulation by which programs and projects are implemented. An example of a policy is “R08 – Complete Streets Policy,” which would guide and direct the design of future street construction projects to accommodate the needs of all travel modes.

Some projects, programs, and policies apply specifically to one geographic Node or area of the city, such as Old Town, while others will be implemented citywide.



HOW WAS THE PROJECT LIST DEVELOPED?



STEP 1: COMPILE IDEAS FROM EXISTING SOURCES

The project team reviewed numerous local and regional planning documents and project lists from Park City, Summit County, and UDOT. Park City

- » Traffic and Transportation Master Plan
- » Downtown and Main Street Parking Plan
- » Short Range Transit Development Plan
- » Bonanza Park/Lower Park Avenue Transportation Plan
- UDOT
 - » SR-248 Concept Report
- Summit County
 - » Snyderville Basin Transportation Master Plan
 - » Active Transportation Plan

STEP 2: GENERATE NEW IDEAS FROM STAKEHOLDERS

Through a series of collaborative workshops, the project team added state-of-the-practice project ideas from the Technical Advisory Committee (TAC) and Project Support Team (PST). These ideas reflected ongoing and future planning processes and initiatives across the city and region.

Examples of ideas generated during this phase include:

- Shared Mobility Guidelines
- Electric Vehicle Charging Stations & Mobility Hubs
- Sidewalk Infill Program

STEP 3: COMMUNITY INPUT & REVIEW

The PC Forward Team sought community input for creating and refining project concepts at all stages of Park City Forward. People gave us ideas at open houses, left comments through online surveys, and marked ideas on maps at mobile workshops. The TAC and PST gave focused, directive feedback on the development of the project list throughout the course of the project.

How was the feedback used?

- TAC, PST, and public suggestions were used to add new project ideas to the list, such as:
 - » Increase regional transit connections.
 - » Improve biking and walking access to Main Street.
 - » Improve transit connections to affordable housing.
- Project details and extents were refined based on input and comments, such as:
 - » Increased bus frequency and longer span of service in early morning and late evening to serve workers in the service industry.
 - » Add safe crossings and sidewalks along Park Avenue, Kearns Boulevard, and Deer Valley Drive.
 - » Better communicate park-and-ride availability and create incentives to use them.
- City staff and agency partners refined language and specifics of the project descriptions, or recommended removal of projects from the list that did not align with other projects in development.

STEP 4: SCENARIO DEVELOPMENT AND EVALUATION

The project, program, and policy concepts generated to this point were packaged into three possible future investment scenarios based on different levels of investment or service. The PC Forward Team used analysis tools and the regional travel model to evaluate conceptual cost effectiveness, impact on travel behavior change, and progress toward Park City Forward goals from the three scenarios. The scenarios tested were:

1. **Nodes and Corridors** – Heavy investment in transit service and infrastructure and shared-use trails along SR-224 and SR-248 and connecting to key activity centers such as Old Town.
2. **Flexible Local Mobility** – Emphasis on flexible/on-demand transit over increases in fixed-route service, on-street biking and walking improvements, and programs to incentivize fewer driving trips.
3. **Pricing Incentives** – Expand parking pricing, enact citywide transportation demand management strategies, and establish roadway pricing on gateway corridors while improving core transit and active transportation network.

How was this process used?

The scenario evaluation process helped test the effectiveness of each strategy at an individual and group level. The PC Forward Team used TAC feedback on the scenario results to arrive at a preferred investment scenario involving some level of implementation of all strategies, rather than excluding those found to be less effective than others. Project, program, and policy descriptions and cost estimates were adjusted to reflect this balanced implementation approach.

STEP 5: PROJECT RESTART – REFRESH, EVALUATE, AND PRIORITIZE

After the 2020 project pause, the project team worked with city staff and the TAC to closely review and refresh the project list. The PC Forward Team added new projects, removed projects that were implemented or were no longer viable, and added new detail throughout based on Park City’s capital projects list and new ideas from staff and TAC members.

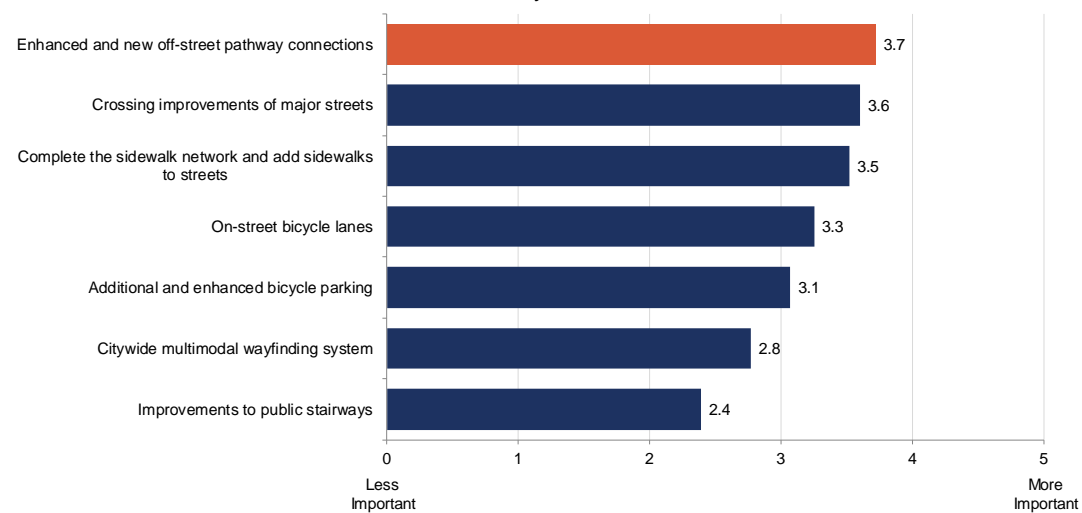
Community input was sought through one final online survey, adding detail and revising projects according to the community’s review. The TAC and the Park City community told us which projects were most important within key geographic areas of the city, and which were most important within each travel mode.

How was this process used?

All the projects were evaluated against Park City Forward’s goals (updated in 2021 after the project pause) to help sort projects into phases. We also factored in public support for each project based on community feedback throughout Park City Forward.

ACTIVE TRANSPORTATION PRIORITIES

What types of active transportation investments are most important for Park City?



The 2021 survey allowed the project team to prioritize the Project List based on another round of TAC and community feedback.

PARK CITY FORWARD PROJECT PRIORITIZATION RUBRIC

Goal	Prioritization Criteria & Scoring	
Access Improve local and regional multimodal transportation connections between activity nodes for residents, commuters, and visitors. Ensure the transportation network supports Park City’s future growth and land use changes.	Expands the transportation network for 1 mode	Expands the transportation network for multiple modes
	Lower Benefit ←	→ Higher Benefit
Innovate Prioritize a community-focused, multimodal transportation network that is easy to use, efficient, convenient, safe, and incorporates cutting-edge technologies.	Maintains or expands existing system using standard approaches	Incorporates new technologies, facility design and/or programmatic approaches; improves system reliability and efficiency
	Lower Benefit ←	→ Higher Benefit
Include Ensure equitable access to opportunity, catalyzed by local and regional mobility choices that are affordable and support healthy living.	Does 1 of these: Supports affordable healthy options and/or focuses on underserved communities and/or promotes safety	Supports multiple affordable healthy options (bike, walk, transit) for under-served communities and promotes safety
	Lower Benefit ←	→ Higher Benefit
Sustain Support a resilient, net-zero carbon community, anchored by long-term transportation investments that reduce greenhouse gas emissions, decrease single occupancy vehicle trips, and mitigate environmental consequences of growth.	Lowest potential to increase non-automotive trips	Greatest potential to increase non-automotive trips/lower emissions
	Lower Benefit ←	→ Higher Benefit
Public Input	Projects received lower or higher priority based on community feedback received through the Park City Forward process	

PROJECT LIST

We sorted projects into three lists based on the prioritization evaluation, project costs, and available funding: Phase 1 Priority Projects, Big Concept Projects, and Vision Projects. Some of the projects identified through Park City Forward have already been partially or fully implemented. These are identified in the project list as “Current Processes and Policies,” and are included in the list to assist with budgeting and ensure they receive ongoing staff time and agency attention.

PHASE 1 PRIORITY PROJECTS PROJECT

Project Key: AT = Active Transportation, T = Transit, P = Parking + TDM, R = Roadways + Goods, SM = Shared Mobility, ITS = Technology + Innovation

Project ID	Name	Description	Cost
Current Processes and Policies			
AT01	Active Transportation Master Plan	Build on the Walkability Bond, Summit County Active Transportation Master Plan, and Trails Master Plan to develop a specific blueprint for advancing Active Transportation in Park City. Ensure consistency with the PC Forward goals and objectives. Conduct additional analysis, design, and planning to define specific project extents and concept designs. Identify, clarify, and define specific policy and program recommendations. Create high-priority list that will improve the entire network.	\$
AT20	Bike Parking, Amenities, and Request a Rack	Design and implement additional short- and long-term year-round bike parking at key trip generators and nodes. Continue and expand the “Request-a-Rack” program to identify community-driven bike parking needs. Include DIY repair stands and other amenities at select bike parking locations.	\$\$
AT21	Maintenance Program	Review and update the snow removal plan regularly to ensure that the “spine system” identified in the Trails Master Plan Walkability Update is adequately maintained and incentivized for safe winter use. As needed, review and modify the snow removal policy for other trails/sidewalks/pathways to ensure requirements for users/land owners/operators are effective. Implement and maintain innovative bike/pedestrian pavement markings on pathways and roads that can withstand Park City’s winter climate. Coordinate with Public Works on winter season methods	\$\$\$
AT25	Tactical Urbanism	Based on the community-led People-First Streets tactical urbanism program, evaluate pilot projects and expand program as feasible. Consider installing pilot Flex Bike Lanes as part of these light, quick, and cheap projects (AT13).	\$
AT27	Rail Trail Study	Build on the Walkability Bond, Summit County Active Transportation Master Plan, and Trails Master Plan to develop a specific blueprint for improving the Rail Trail in Park City.	\$
ITS06	Regional Traffic Operations and ITS Data Center	Invest in staff, hardware, and software to create a fully integrated and coordinated central system for all relevant traveler information data sources, web-based applications, signs with Utah’s Advanced Traveler Information System, and Park City Traffic Control Center. System would include field and back-end hardware or data centers. Integrate with weather services, major construction projects, and shared mobility, parking, delivery, event management, ride hail operations, transit, and TDM systems. Collect and integrate data from/for the larger region and make data available to local agencies.	\$\$

Project ID	Name	Description	Cost
P06	Enforcement	Enhance parking enforcement citywide with purchase and implementation of additional license plate recognition (LPR) vehicles and software. Pursue an LPR-centric enforcement model to align all enforcement efforts across Parking Department and Park City Police Department.	\$\$
P07	Parking Requirements	Modify citywide parking requirements to enhance development flexibility, improve housing affordability, reduce vehicle trips, and incentivize multimodal choice. Revisions could include: <ul style="list-style-type: none"> • Elimination/reduction/consolidation of parking minimums citywide • Reductions in parking requirements based on: geography/district, proximity to transit, level of housing affordability, and/or level of TDM/multimodal investment • Implementation of parking maximums • Requirements for shared/public parking and use of shared parking to meet minimum parking requirements • Requirement to unbundle parking from rent/lease/purchase of residential unit or non-residential space • Modifications to bike/EV parking requirements 	\$
R11	Neighborhood Traffic Management Program (NTMP)	Review NTMP policies, guidelines, and procedures to ensure they meet current best practices, minimize administrative burden, enhance public participation, and provide a streamlined process. Consider additional public-private cost sharing arrangements to fund approved projects.	\$
T13	Short Range Transit Plan (SRTP)	Continue the Short Range Transit Plan (SRTP) in 2021-22 to evaluate the current transit system. Develop recommendations for short-term service changes with medium- to long-term system design. Potential areas of analysis include: <ul style="list-style-type: none"> • High-Capacity Transit (HCT) network element to designate local/regional corridors that prioritize dedicated transit lanes and operational investments. • Coordination of new fixed-route and on-demand Micro services provided by HVT. • Regional, express, and commuter travel needs and proposed services. • Coordination with Summit County, Wasatch County, and others to develop express/commuter transit network recommendations connecting Heber, Oakley, Kamas, Coalville, Richardson Flat/Quinn’s Junction, and Jeremy Ranch. • Human Services Public Transportation Coordinated Transportation Plan. • Service and bus stop standards and guidelines. • Major event and emergency transportation service policies, guidelines, and plans. 	\$\$
T18	Marketing and Communications	Enhance marketing and communications, deploying new/enhanced methods such as travel training, print and electronic communications, employer outreach, ride ambassadors, marketing events, and direct outreach in coordination with the lodging and hospitality industry. Provide all materials in at least English and Spanish.	\$

Project ID	Name	Description	Cost
Phase 1 Priority Projects			
AT02	Pedestrian Crossing Improvements	<p>Design and construct improved pedestrian crossings at critical locations along UDOT or other major roadways. Potential priority locations, include but are not limited to:</p> <ul style="list-style-type: none"> • SR-248/Snow Creek Crossing • SR-224/Park Ave. at Homestake Rd. • Bonanza Dr./Monitor Dr. and SR-224 • Park Ave. at Park City Library • Bonanza Dr./Munchkin Rd. • Bonanza Dr./Iron Horse/Rail Trail • SR-224/Payday Dr. • 9th St./Park Ave. • Bonanza Dr. to Prospector Square and Rail Trail • Iron Horse/Rail Trail • SR-248/Kearns Blvd. in front of Wells Fargo • SR-248 at Rail Trail crossing 	\$\$\$\$\$
AT03	Old Town Complete Street Improvement Zone	<p>Recognizing the different needs of commercial and residential streets, identify improvements including neighborhood connections, wayfinding, improved connectivity to the Poison Creek Trail, traffic calming, and other supportive active transportation projects. Specific projects include neighborhood connections on Sullivan Rd., 4th St., 5th St., 10th St. (as also identified in the Summit County AT Plan), 11th St., and 12th St.</p> <p>Reimagine Main Street by widening sidewalks, installing intersection improvements, identifying opportunities for transit/trolley priority, and further enhancing Main Street gateway improvements.</p> <p>Ensure coordination with the Old Town Circulation Study and alignment with the Vision 2020 goals.</p>	\$\$\$\$
AT05	Bonanza District Complete Streets Improvement Zone	<p>Improve active transportation connections throughout the planned Bonanza District. Consider requiring pedestrian-friendly block lengths, wider pathways, enhanced street design standards, context sensitive parking standards, mobility hubs, and wayfinding.</p> <p>Priority locations for bike and pedestrian improvements include: Homestake Rd. to Rail Trail connector, Woodbine Way and Munchkin Rd./Homestake Rd. to Iron Horse. Along Iron Horse Dr. add enhanced sidewalks, improved pathways, connections to Rail Trail, and intersections improvements at Bonanza Dr. Along Homestake Rd. add sidewalks to connect to bus stop at Park Ave/SR-248.</p>	\$\$\$
AT06	Park City Mountain Resort (PCMR) Multimodal Connections	<p>Improve connectivity for transit vehicles, pedestrians, and bikes to PCMR. Improvements could include two-way transit-only lanes, wider sidewalks and pathways, bulb outs, bike lanes, and pedestrian and intersection improvements on Empire Ave., Silver King Dr., Shadow Ridge, and Lowell Ave. Improve intersection of Silver King Dr. and Empire Ave.</p>	\$

Project ID	Name	Description	Cost
AT08	Park Avenue Complete Streets	<p>Design and implement complete streets improvements on Park Ave. from Old Town to Holiday Ranch Loop. Priority pedestrian and bike treatments to be evaluated include: side paths, crossing improvements at major intersections (including at Kearns Blvd. and at Deer Valley Dr.), new or widened sidewalks, transit circulation, snow removal, and "flex" curb space.</p> <p>Consider implementing parking management practices that include removing parking on west side and/or a local residential parking permit program. Install utility and roadway rehabilitation improvements.</p>	\$\$\$\$\$
AT09	SR-224/Deer Valley Drive Bicycle and Ped Improvements	<p>Identify, design, and implement multimodal enhancements to Deer Valley Dr./SR-224 from Marsac Ave. to Bonanza Dr. Potential elements include on-street bike facilities, sidewalk infill, intersection crossings, trail connections, and wayfinding. Coordinate with longer-term plans that call for transit-only facilities on Deer Valley Dr./SR-224 to the Old Town Transit Center.</p>	\$\$\$
AT12	Three Kings Drive Complete Street	<p>Design and construct shared-use path or on-street bike lane improvements, pathway connections, traffic calming measures, and transit improvements on Three Kings Dr. to Thaynes Canyon Dr.</p>	\$\$\$\$
AT15	Safe Routes to School and Youth Mobility	<p>Supplement the statewide program and regional efforts by partnering with area schools and community groups for events, outreach, education, enforcement, and focused active transportation improvements that help students and staff walk, bus, carpool, bike, or roll safely to school.</p> <p>Evaluate youth transportation needs and potential for emerging ride-hail models for youth, prioritizing safe operations. Emerging service models (e.g. Kango, HopSkipDrive, Zum) promote the benefits of licensed childcare regulatory thresholds with on-demand mobility services.</p> <p>Look to enhance transit/shuttle options and non-driving incentives for students/teachers/staff.</p>	\$
AT16	Development Standards	<p>Modify the zoning code to improve pedestrian and bike connectivity and supportive amenities of future private developments. Potential areas of focus: pedestrian-friendly block lengths, pedestrian-friendly streetscape improvements, parking and building orientation, pedestrian connectivity, circulation plan requirement, intersection standards, wayfinding, lighting, and bike parking requirements.</p>	\$
AT24	Updated User/Device Policies	<p>Evaluate and update municipal regulations regarding electronic transportation (E-Bikes, E-Scooters, etc.) to ensure user safety and compliance on trails, sidewalks, and pathways.</p>	\$
AT26	Upper Deer Valley Resort Complete Streets	<p>Partner with Deer Valley Resort to enhance upcoming development with transit priority, access improvements, complete streets, and adequate active transportation facilities. Extents include from Marsac Ave. roundabout to the Deer Valley Resort base.</p>	\$\$\$\$\$

Project ID	Name	Description	Cost
ITS01	Real-time Travel Information	<p>Install a network of permanent variable message signs (VMS) and provide a mobile app to communicate travel conditions and travel times. Prioritize VMS signs on major gateway corridors of I-80, SR-224, and SR-248, other major roadways, park-and-rides, and activity nodes. Expand use of current, smaller trailblazer VMS to direct traffic during major events or periods of peak visitor demand. Ensure VMS includes wayfinding and travel options to major destinations.</p> <p>Integrate communication channels such as push notifications on a mobile platform to reach travelers and resort guests in all areas, such as bus stops, skiers on lifts and in resort buildings, and in connected vehicles. Notifications could include current/projected travel times, alternative routing and wayfinding, and alternative modes to reach destinations.</p> <p>Coordinate with mobility app and Go Park City platform development. Explore partnership opportunities with regional employment centers to streamline real-time information.</p> <p>Coordinate implementation of digital and improved wayfinding signage and VMS across city districts, including improvements to pedestrian, vehicle, and parking signage.</p>	\$\$
ITS02	Electric Vehicle (EV) Charging Stations	Construct network of electric vehicle charging stations throughout Park City and region. Integrate with future mobility hubs and parking policies as appropriate. Initial locations include park-and-ride facilities, transit hubs, and major activity centers, such as hospitals, grocery stores, and parks. Ensure smaller vehicle charger placement is consistent with parking strategies that promote turnover versus allow for longer stays.	\$\$
ITS08	Systemwide Transportation Data Collection Strategy	Develop a multimodal transportation counting program and recurring data collection for ongoing transportation monitoring, including carrying out a periodic regional travel survey. Install additional automated counters for people walking and bicycling.	\$\$
P01	Park-and-Ride Facilities	<p>Maximize use of existing park-and-ride locations through enhanced management, promotion, and transit connections.</p> <p>In coordination with Summit County and HVT, develop and implement new park-and-ride facilities, with priority locations along regional/gateway corridors. Evaluate methods of ensuring that commuting employees can ride transit during peak events.</p>	\$
P03	Flexible Curb Zones and Platforms	<p>Implement flexible curb zones in high-demand areas that prioritize efficient passenger and commercial loading over public parking at key hours. Continue and expand the Drop and Load (DLS) Program on Main Street to other areas of the city.</p> <p>Projects could also include improvements to drop-off/pick-up zones, modifications to the curb space, and real-time software platform to include any combination of transportation modes for consumer travel planning. Consider variable management based on season, day of week, and/or time of day; business owner collaboration and engagement; ride hail and taxi company coordination; lodging shuttles; and parking management coordination.</p>	\$\$\$\$
P04	High Occupancy Vehicle (HOV) Parking	Expand parking spaces for carpools/vanpools/car share at key locations, such as park-and-rides, Old Town lots and garages, and ski resorts. Designate spaces in convenient, "front-door" locations to incentivize use.	\$

Project ID	Name	Description	Cost
P05	Wayfinding, Real-time Information, and Data	<p>Expand and enhance access control at parking facilities to collect parking occupancy data and improve management. Merge data collection and reporting into open API platforms to increase cross-reporting capabilities.</p> <p>Enhance Go Park City brand, wayfinding, and infrastructure to provide real-time parking information for Old Town parking facilities. Expand Go Park City brand and wayfinding to other key citywide parking facilities – park-and-rides, resorts, private garages, trailheads, or other— and coordinate Go Park City branding with transit and pathway wayfinding programs.</p>	\$\$
P08	Transportation Demand Management (TDM) Requirements	<p>Require TDM elements for new development (or redevelopment) above a certain size threshold. Offer a menu of options to developers, with required baseline elements to achieve defined trip mitigations.</p> <p>Require and implement event-specific demand management plans at major trip generators to mitigate peak traffic volumes.</p>	\$
P09	Parking Pricing	<p>Expand parking pricing to manage parking demand in high-demand streets and off-street facilities. Implement variable pricing for all publicly-managed priced facilities. Assess current pricing against demand and modify prices to meet target occupancy rates.</p> <p>Work with resorts to implement parking management strategies to manage parking demand and incentivize multimodal travel during peak periods. Offer preferred resort parking to carpools or other key populations. Offer prepay/reserved parking options.</p>	\$
P11	Marketing & Communications	<p>Implement a comprehensive citywide marketing and communications program for parking and mobility services. Offer bilingual collateral. Prioritize development parking information for integration into a "one-stop" mobility tools for Park City (SM04).</p> <p>Partner with hospitality industry, resorts/hotels, and vacation rental companies to provide mobility information at all stages of trip - upon booking, pre-trip, upon arrival, and during visit.</p>	\$

Project ID	Name	Description	Cost
P12	Mobility and Transportation Demand Management (TDM) Programs	<p>Develop and implement new, and/or expand existing, mobility programs and incentives to reduce vehicle trips. Tailor offerings for key groups (employees, residents, and visitors). Key elements could include:</p> <ul style="list-style-type: none"> • Individualized marketing and mobility plans • Expanded PC-SLC Connect free/reduced pass program to offer free passes to more employees or increase discounts • On-demand/dynamic rideshare and carpools program via RideOn (including school-based trips) • Expand RideOn and web-based commute platforms to manage employee benefits and rewards • Off-peak travel incentives • Resort-based car share hubs and area-wide car share, including peer-to-peer, one-way, and round-trip options. • Financial incentives/rewards – transportation “wallet”, direct cash or points-based payments, visitor discounts/incentives • Subsidies for ride hailing, car share, bike share, and micromobility services. • Explore additional incentives for existing Guaranteed Ride Home (GRH) program. • Explore expanded eligibility for UTA Vanpool program. 	\$\$
P13	Transportation Management Association (TMA)	Expand and enhance the Park City TMA. Provide dedicated staffing to implement key mobility initiatives and communication efforts. Centralize travel surveys, data collection, and reporting among private entities.	\$
R03	Bonanza District Circulation	Construct multimodal street grid within Bonanza District, including extensions and/or improvements to Homestake Rd., Shortline Rd., Munchkin Rd., Woodbine Way.	\$\$\$\$
R05	Intersection Improvements (UDOT)	<p>Plan, design, and implement multimodal, safety, and strategic capacity improvements at state route intersections. Priority locations include:</p> <ul style="list-style-type: none"> • Park Ave./Deer Valley Dr. (SR-224)/Empire Ave. • Deer Valley Dr. (SR-224) and Bonanza Dr. • Park Ave. (SR-224) and Homestake Rd. • Aerie Dr. and Deer Valley Dr. (SR-224) • Thaynes Canyon Dr. and SR-224 • Payday Dr./SR-224/Holiday Ranch Loop Dr. • Meadows Dr./SR-224 • Richardson Flat Rd./SR-248 	\$\$\$\$\$

Project ID	Name	Description	Cost
R06	Intersection Improvements (Local)	<p>Plan, design, and implement multimodal, safety, and strategic capacity improvements at local intersections (non-SR-224/248). Priority locations include:</p> <ul style="list-style-type: none"> • Silver King Dr./15th St./Empire Ave • Silver King Dr. and Lowell Ave. • Main St. and Swede Alley • Main St./Daly Ave./Hillside Ave. • Shortline Rd. and Deer Valley Dr. (SR-224) • Bonanza Dr. and Prospector Ave. 	\$\$\$\$\$
R07	Street Classifications and Standards	<p>Update street classifications and design standards to define a modal hierarchy, ensure implementation of complete streets policy, and incorporate designs for “All Ages and All Users.” Apply to all new roads and major reconstruction of existing roads.</p> <p>Each classification should have defined purpose; an average daily traffic (ADT) design range of volumes; number and configuration of lanes; guidelines for bicycle, pedestrian, on-street parking; and required right-of-way widths. Potential standard classifications address non-Old Town vs. Old Town, Minor vs. Major Residential Collector, Commercial Collector, and Non-UDOT vs. UDOT Arterial.</p>	\$
R08	Complete Streets Policy	Update and implement the existing Complete Streets policy by adopting state-of-the-practice design guidance and developing a city-specific street design guide.	\$
R13	State of Good Repair	Continue and improve on ensuring that continuous maintenance is accounted for and project replacement costs are considered in all new capital projects	\$\$\$\$
SM01	Summit Bike Share Program	<p>Continue to expand the Summit Bike Share program in Park City. Evaluate program expansion at key locations (park-and-rides, Bonanza District, new developments, and resorts).</p> <p>Evaluate technology improvements that may include dockless bike share options, electric assist, adaptive bicycles for riders of diverse abilities, and winter bike options. Integrate the bike share mobile app into other existing and future mobility applications.</p>	\$\$
SM02	Mobility Hubs	<p>Create mobility hubs in key locations to facilitate multimodal choice and seamless connections. Mobility hubs should include a combination of potential elements based on site location and need, including: transit/shuttle loading; micromobility services; bike share, bike parking, e-bike charging; wayfinding; EV charging stations; car share; commuter facilities; public space and art. Develop a mobility hub typology to fit neighborhood context and network needs, with varying levels of transit connections and amenities.</p> <p>Connect key mobility hubs with transit priority treatments and frequent, reliable transit service. Adjust transit service to maximize service to mobility hubs, with changes such as stop consolidation and adding deviated service from fixed routes to serve hubs.</p> <p>Potential hub locations include PCMR, Deer Valley Resort, Old Town, Bonanza District, Prospector, Richardson Flat, Park Meadows, Silver Creek, and Quinn’s Junction.</p>	\$\$\$

Project ID	Name	Description	Cost
T01	Express Transit Service	Expand express transit service and route options. Align services with PC-SLC Connect and High Valley Transit (HVT) routes. Target offering service every 10 minutes from 5 a.m. -1 a.m., enabling convenient mobility for work, recreation, and study. Continue to coordinate with HVT to connect with adjacent communities. Evaluate new HVT Route 101 Spiro and consider other route options to major activity centers.	\$\$
T02	Flexible Transit Zones	Evaluate flexible mobility service models (i.e., microtransit, flex shuttles, deviated fixed routes, or autonomous shuttles) to enhance local connectivity. Priority areas include those with lower ridership and/or adequate residential and employment density. Flex Transit zones would typically operate about 17 hours daily, with two vehicles per area (34 daily service hours). Continue to coordinate with HVT and their "Micro" on-demand service, evaluating opportunities to provide complementary and mutually supportive flex/on-demand services. Connect riders to fixed route express options at nodes such as Kimball Junction and Quinn's Junction.	\$\$
T03	Fixed Route Service Improvements	Evaluate and implement enhancements to fixed-route transit service. As identified in 2016 Short Range Transit Plan (SRTP), and in coordination with the upcoming 2021-22 SRTP, potential enhancements include: <ul style="list-style-type: none"> • Increase service hours during shoulder seasons (late Spring and Fall). • Double transit frequency on high-ridership routes (Routes 1 and 2) to offer reliable rides up to every 15 minutes. • Extend bus routes to later in the evening (12 a.m.) to improve accessibility for all users and needs (Routes 4 and 9). • Extend bus routes to at least 6 a.m. to improve work access to/from regional and local destinations (Routes 4 and 9). • Consider expanding service as early as 4 a.m. if customer feedback indicates needs on transit routes. • Evaluate fewer seasonal schedule changes throughout the year. 	\$\$
T05	SR-224 High-Capacity Transit (BRT)	Per the locally preferred alternative (LPA), design and implement dedicated, high-capacity transit lanes and service between the Old Town Transit Center and Kimball Junction Transit Center.	\$\$\$\$\$
T06	SR-248 High-Capacity Transit	In coordination with R02, conduct a transit and alternatives analysis on SR-248 to determine the preferred design for transit along this corridor, connecting park-and-rides to Bonanza, resorts, and Old Town. Proceed with environmental, design, and UDOT approvals of project. Coordinate with UDOT to determine the types of vehicles allowed in existing and future transit-only lanes.	\$\$\$\$
T07	SR-224/Park Ave./Empire Ave. Transit Priority	Install and implement transit priority treatments (separate lanes, queue jumps, leading signal phases, or other) through intersection that allows transit vehicles to bypass congestion. Secure easement and/or additional right-of-way if necessary.	\$\$

Project ID	Name	Description	Cost
T09	Park-and-Ride Facilities	Plan for new park-and-rides on gateway corridors and in coordination with new transit-only guideways and services, including Park-and-Rides (Hwy 40). Ensure high level of transit service to new facilities. Consider new mobility elements to include such as bike share, car share, e-bike station and charging connections, and pickup/dropoff zones. For Park-and-Rides, construct new transit station, end-of-line transit facilities, and electric bus charger. Include intersection improvements, signage, and VMS boards.	\$\$\$\$\$
T10	Park City Mountain Resort (PCMR) Multimodal Hub	Partner with PCMR on the development of new transit center and multimodal hub as part of future PCMR redevelopment, including bus loading and circulation, passenger waiting areas, real-time transit information, and other mobility hub elements. Consider providing direct slope access from the hub.	\$
T11	Deer Valley Resort Multimodal Hub	Partner with Deer Valley on the development of new transit center and multimodal hub as part of future Deer Valley Resort base redevelopment, including bus loading and circulation, passenger waiting areas, real-time transit information, and other mobility hub elements.	\$
T12	Bonanza District Multimodal Hub	This district will provide multimodal connections and accommodate both day-to-day and peak event demands. The area will function as a multimodal hub that is largely pedestrian oriented with active transportation access integrated with mixed-use development. Provide transit amenities and accessible shelter served by frequent transit service to/from all PC nodes. Construct regional transit stops on westbound SR-248 and northbound Bonanza Dr. Add transit stop amenities, bus pullouts, and sidewalk and pathway improvements.	\$\$\$\$
T14	Vehicle Electrification & Fleet Replacement	Assess fleet needs, including additional buses or smaller vehicles for expanded local/regional electric transit services. Continue to prioritize alternative fuel, low-emissions, or no-emissions buses as fleet is replaced or expanded. Evaluate 100% conversion of bus fleet to electric, with particular focus on route compatibility and charging infrastructure. Consider issuing a green fleet challenge to incentivize local businesses, hotels, companies, etc. to switch to electric vehicles. Continue to develop electric charging infrastructure for transit network by placing chargers at major transit nodes.	\$\$\$\$\$\$
T15	Bus Stop Improvements	Continue to assess current stops for level of amenities and pedestrian access. Implement stop upgrades recommended in 2020 Bus Stop Accessibility and Inventory Study. As appropriate and feasible, construct shelters, pedestrian access and first-/last-mile improvements, benches, lighting, trash cans, real-time arrival displays, and bike share stations. Priority areas include Park City Municipal Recreation Center (PC MARC) and Park Ave Library. Upgrade two transit shelters and connecting sidewalks at Fresh Market stop on Park Ave./SR-248. Dedicate funding for continued bus shelter maintenance, snow removal, and general state of good repair. Coordinate with HVT as needed at shared stops and facilities.	\$\$\$\$\$
T17	Transit First Policy	Develop and adopt a Transit First policy to maximize existing and future infrastructure that prioritizes the safe and efficient movement of people and goods over private vehicles.	\$

BIG CONCEPT PROJECTS

Project ID	Name	Description	Relative Cost
AT04	Rail Trail Expansion	Design, implement, and improve non-motorized connections and improvements on the Rail Trail through the Prospector neighborhood and Quinn’s Junction area to the Union Pacific Rail Trail. Priority locations include Wyatt Earp Way and a shared-use path from Prospector Square to the Rail Trail. Resurface and widen the Rail Trail to 14 feet. Improve drainage, erosion control, and add bridges. Explore partnerships with State Parks and adjacent property owners for connections and expansions.	\$\$\$\$
R02	SR-248 Corridor Mobility Improvement Project	In cooperation with UDOT, evaluate alternatives and needs, develop solutions, and design and construct multimodal improvements for the SR-248 Corridor from approximately US-40 to SR-224 to enhance gateway corridor access by all travel modes. Initial transit improvements are funded as part of the SR-248 Corridor Improvements project.	\$\$\$\$\$
R04	Old Town One-Way Streets	Study conversion of Old Town two-way streets to one-way flow to improve vehicle and transit access, and utilize the additional right-of-way for active transportation facilities.	\$
R09	Freight Network and Neighborhood Distribution Hubs	Identify and designate freight network and distribution hubs to focus freight movement on key corridors and minimize freight activity effects on street, neighborhood, and airspace congestion. Develop a Freight Management Plan to address anticipated growth in goods and e-commerce delivery. Include wayfinding, messaging, and drone regulation and use.	\$
SM03	Shared Mobility and Autonomous Vehicle (AV) Guidelines	Adopt policies or guidelines that encourage innovation, yet ensure consistent regulation, safe operation, and equitable implementation of new technology systems. Priority areas include: feasibility and zone boundaries; guidelines related to safety, equity, parking; data sharing requirements; seasonal deployment; ongoing monitoring/evaluation; and vendor selection criteria and procurement. Include specific guidelines for ride hail operations, including: curb management policies and markings, signage, queueing and idling, and passenger pickup/drop-off. Evaluate micromobility services such as e-scooters in key areas for longer-term implementation. Assess political and public support against potential benefits. Develop a cost/benefit analysis and feasibility study for AV implementation across transit and freight uses that prioritizes safety, equity, sustainability, and public good. Study infrastructure and street environment upgrades, such as curb marking, high visibility crossing locations, and intersection designs, that will be necessary to support future AV implementation.	\$

Project ID	Name	Description	Relative Cost
T04	PC-SLC Connect	Work with High Valley Transit and UTA to improve the PC-SLC Connect Service. Potential improvements include: <ul style="list-style-type: none"> • Direct connections from SLC Airport to Park City. • Limited stops in SLC for faster service from downtown and/or transit. • Public-private partnerships for shared implementation, branding, and marketing. • Running service into Old Town Transit Center. • Expanded service span and frequency. 	\$\$
T08	Aerial Connections	Conduct a detailed feasibility study of aerial connections to key activity nodes that compares bus transit to aerial transit. Key planning considerations include: technology systems and rider capacity; regulatory requirements and thresholds; alignments, easements/right-of-way, and neighborhood impacts; and connectivity to transit system. Possible nodes/alignments include: <ul style="list-style-type: none"> • Bonanza District, Lower Park Avenue, PCMR, and Old Town • Bonanza to Aerie Hill area • Bonanza to Park City Mountain • Quinn’s Junction to Bonanza • Bonanza, Flagpole, Deer Valley 	\$\$\$\$\$
T16	Flex Transit Lanes	Explore flexible transit-only lanes on local corridors that serve key destinations and/or connect transit hubs, such as Bonanza Dr. and Empire Ave./Silver King Dr. Integrate with SR-224 and SR-248 transit lanes, ensuring necessary easements or additional right-of-way procurement. Test and learn with pilot projects for peak events and/or peak-time flex transit lanes while pursuing long-term dedicated lane solutions.	\$\$\$

VISION PROJECTS

Project ID	Name	Description	Relative Cost
AT07	Park Meadows Bikeways	Plan, design, and implement a complete "all ages and abilities" on-street bikeway network in the Park Meadows neighborhood. Locations include: Little Kate/Holiday Ranch Loop Rd. bikeway, connections to Rail Trail, sidewalk improvement/trail connection on Lucky John east of Monitor Dr., and pathway improvement connecting Payday Dr., Thaynes Canyon Dr., Three Kings Dr., and Silver King Dr.	\$\$\$\$
AT10	Wasatch Loop Pathway Connections	Develop a shared-use path along the west side of the US-40 right-of-way to provide regional trail connectivity to Wasatch County and support the Wasatch Loop concept. Install connections to Rail Trail and other municipal hard/soft surface trails and pathways connections.	\$\$\$\$
AT11	15th Street Improvements	Design and implement 15th St. bike and pedestrian improvements from Empire Ave. to City Park. Potential improvements include: shared street or bike/pedestrian-only segment between Park Ave. and City Park; high-visibility crossing of Sullivan Rd.; pedestrian signal with high-visibility crossing at Park Ave.; shared street between Empire Ave. and Woodside Ave. (or fill sidewalk gaps); bulb-outs and high-visibility crossing at intersection of Empire Ave./15th St./Silver King Dr.	\$\$
AT13	Flex Bike Lanes	Create seasonal "flex" bike lanes that provide on-street snow storage or parking and loading space in the winter months. Consider implementing seasonal bike lanes as pilot projects, using low-cost temporary barriers and paint to establish protected facilities in the spring/summer that are removable for the winter. Priority corridors include Park Ave. and Empire Ave.	\$\$
AT14	Vision Zero Policy	Adopt a "Vision Zero" policy, with the goal of eliminating traffic deaths and serious injuries for all modes, through a variety of strategies, including data collection and analysis, street design, education, regulation, and enforcement.	\$
AT17	Unified Active Transportation Wayfinding Program	Partner with Summit County and other jurisdictions to implement a consistent, multimodal wayfinding program for trails, pathways, and transit access. Additional elements include pavement markings and additional signage.	\$\$
AT18	Sidewalk Infill Program	Identify and improve priority locations for sidewalk infill and repair. Create assessment tools to determine which priority conditions and locations warrant city funding.	\$\$\$\$
AT19	Accessibility Plan	Develop a citywide accessible transportation needs inventory that identifies gaps and explores next steps to make the city's transportation system accessible to all users. Define a process for delivering accessible facility upgrades, either as individual projects or as part of upcoming strategies.	\$\$
AT22	Neighborhood Enhancements	Improve residential neighborhood streets to accommodate safe travel for all, including traffic calming, flex parking, active transportation uses, and other improvements.	\$\$\$
AT23	Old Town Stairs Improvements	Create neighborhood connections and improvements to the stairway network throughout Old Town. Consider electric snow melt, bike rails, lighting, and improved signs.	\$\$\$

Project ID	Name	Description	Relative Cost
ITS03	Park City's Smart Gateway	Upon successful testing of direct short-range communication (DSRC) and connected-automated vehicles (CAV), implement a full build-out of a new SR-224 and/or SR-248 smart corridor. Construct a state-of-the-art system to support connected vehicle and transit operations, adaptive traffic signal control, and variable message signs (VMS).	\$\$\$\$
ITS04	Video Camera Network	Expand the video camera network throughout Park City, including major intersection, roadway segments, and/or locations of routine congestion. Network could also be expanded to monitor parking facilities and shared use paths. Include an adopted Personally Identifiable Information and data management policy to address privacy concerns.	\$\$
ITS05	Integrated Mobile Observations (IMO)	Implement an Integrated Mobile Observations (IMO) program, using data gathered from fleet and transit vehicles and other. This data would be used for enhanced road condition reporting through a more sophisticated system of traveler information and road weather services (see ITS01). Would be managed from the Park City Traffic Control Center.	\$\$
ITS07	Smart Work Zones	Implement smart work zone technologies and supportive policies to improve traffic flow and safety at construction zones. Elements may include real-time worksite and traffic volume monitoring; connected VMS with relevant traveler information; variable speed limit signs to improve work zone speed compliance; wearable worker devices that communicate with connected vehicles; and real-time monitoring and control of signs, travel lanes, and messaging from the worksite.	\$
P02	Shared Parking Facilities	Secure shared parking agreements with existing underutilized private parking facilities. Maximize publicly available and shared parking within new development, notably the Bonanza District and ski resort bases. Update the Land Management Code to require or incentivize shared parking options to meet parking requirements within private developments.	\$
P10	Residential Parking	Expand use of residential permit programs (RPPs) in key locations to mitigate spillover parking. Modify RPP formation process. Augment RPP zone enforcement during peak events. Transition to virtual permitting and enforcement to better serve full-time residents and facilitate nightly rental patron parking.	\$
P14	Value Pricing	In collaboration with regional partners, evaluate feasibility of pricing at regional gateways and/or on key corridors during peak periods of demand. Value pricing promotes efficient use of roadway capacity by pricing driving during peak periods. Based on feasibility, test and pilot policy and infrastructure. If implemented, utilize net revenue to fund local and regional transit, multimodal, and TDM programs/projects.	\$

Project ID	Name	Description	Relative Cost
R01	Freeway Connections (UDOT)	Enhance freeway access and connections at key locations. Potential UDOT-led concepts in the Statewide Long-Range Plan include: <ul style="list-style-type: none"> I-80: upgrade interchange at Kimball Junction with innovative and multi-modal interchange designs I-80: widen Rasmussen Road I-80: widen both directions from Summit to Jeremy Ranch US-40: interchange improvements at Quinn's Junction US-40: widen exit at Silver Summit Pkwy US-40: widen from 2 to 3 lanes from SR-248 to Silver Summit US-40: add EB lane from SR-248 to Summit County line SR-248: add WB lane between US-40 and Park City boundary 	No cost to Park City
R10	Emergency Access Management Plan	Develop an Emergency Access Management Plan. Update emergency evacuation routes, classifications, and policies. Modify routes and policies for winter and non-winter seasons.	\$
R12	Strategic Land Acquisition	Acquire property and easements in appropriate locations to make appropriate transportation connections for all modes consistent with the modal hierarchy and street classifications. Include an annual budget allocation for future acquisitions.	\$\$\$\$\$
SM04	Personalized Mobility Program and Mobility as a Service (MaaS) Platform	Evaluate and develop a personalized mobility program and Mobility as a Service (MaaS) platform that offers one-stop information and payment portal for mobility services. Ensure equity of access to all, incorporating affordable/subsidized subscription levels and balanced accessibility of service providers. Potential service elements include: <ul style="list-style-type: none"> Transit and shuttle information provided by Park City Transit and High Valley Transit, including SLC airport shuttles Shared mobility services, including ride hail, on-demand microtransit, bike share, car share, or others Parking availability, reservation, and payment Maps, travel options, and navigation assistance Features targeted to visitors/resort guests and local residents Cost comparison and personal mobility priorities Seamless and coordinated payment for all services, including a subscription service option 	\$\$

Project ID	Name	Description	Relative Cost
T19	Technology Systems and Data Standards and Management	Enhance technology equipment and related processes to collect, manage, and monitor transit data. Develop standards in defining, measuring, and benchmarking key performance indicators to assist with route development and transit management. Create a technology plan including replacement and maintenance standards. Invest in technology supporting real-time customer information and flexible shared mobility scheduling and dispatch.	\$



7

FINANCIAL PROGRAM

Park City Forward defines substantial transportation investments over the next 30 years. Implementing the projects, programs, and policies will require funding from a combination of existing and potential federal, state, regional, local, and private sources.

The Park City Forward financial program makes reasonable assumptions, allowing for realistic implementation over the next 30 years and includes the following assumptions:

- **It is a high-level planning exercise**, designed to estimate costs and revenues via best practice assumptions. Project costs are planning-level estimates, representing approximate order-of-magnitude amounts. Detailed costing will be required for each investment as it is implemented.
- **It is not a detailed budget exercise**, as annual budgeting for the city or a specific department has its own distinct processes and approval requirements.
- **It is best utilized as a prioritization and education tool**, identifying relative tiers of investment and the full funding need for transportation in Park City.
- **It includes a best estimate of a fiscally constrained list**, designed to be achievable in the next five years based on existing and anticipated revenue.
- **Financial need will exceed available resources for the 30-year horizon**, as is a common outcome with long-range transportation plans which identify an unconstrained “wish list.”
- **Transportation costs and revenues are always changing**, and the financial program should be updated on a consistent basis to inform policy and budgeting decisions.
- **Expansion of city transportation and transit operations** limits the city’s abilities to fund transportation capital projects.



HOW WERE THE COST ESTIMATES DEVELOPED?

Park City Forward used a mix of sources to inform cost estimation, including local project costs and municipal expenses, city transportation and capital improvement plan (CIP) line items, a national database of built transportation project costs, and professional judgement. The costing approach included the following methods and assumptions.

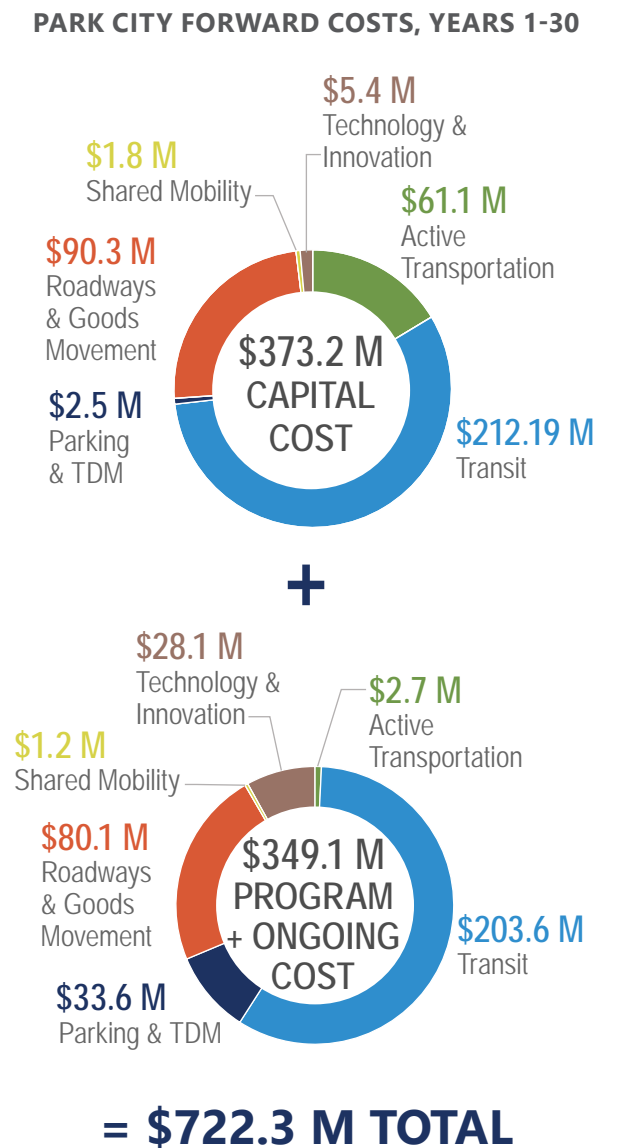
- Utilized **unit-cost inputs** to estimate project costs based on detailed descriptions included in the final project list. Examples of unit costs include:
 - » Average per mile construction costs
 - » Actual average annual cost (salary + benefits) for a new full-time equivalent (FTE) staff member
 - » Average cost per service hour or a system/service/program cost unit (e.g. cost per bike share station)
- Costs represent the estimated total amount of funding that will be needed to plan, design, and build a project. However, many projects are **not yet fully scoped or designed**, so these are planning-level cost estimates rather than fully engineered estimates.
- Some investments were **assigned to a future phase**, and assumptions were included to apportion all or a portion of project cost to a given year.
- To account for future year costs, **an inflation factor of 4% per year** to the midpoint of each timeframe was applied to all projects based on how they are programmed within the 30-year Park City Forward horizon.

SUMMARY OF FINANCIAL PROGRAM

ESTIMATED COSTS

Capital costs include physical improvements such as transit lanes and park-and-ride facilities, while program and ongoing costs are items that generally do not have physical infrastructure improvements associated with them, including new staff positions and operating transit service. The table on the next page summarizes the cost estimates by priority tier and modal category, as well as the share of one-time capital versus programmatic and/or ongoing costs. Key findings include:

- The total cost for the Park City Forward Project List (Chapter 6) is estimated at \$722.33 million through 2050.
- The total cost for the Phase 1 Priority Projects is estimated at \$87.23 million.
- The total cost varies significantly between modes due in large part to the breakdown of capital projects versus ongoing programmatic and staffing projects. For example, Roadway and Transit projects generally have large capital price tags, while Parking and TDM projects are largely programmatic and staff time, resulting in lower total cost.
- Transit projects account for well over half of the Park City Forward total costs. This is due to the large costs associated with individual transformative projects, and also to the ongoing annual costs of operating regular and expanded transit service.
- Roadway projects contribute the second-largest share of total costs, owing to the accrued annual cost associated with basic roadway maintenance and investments such as major intersection improvements.



SUMMARY OF COST ESTIMATES BY PHASE AND MODE

Modal Category	Cost Category	Phase / Tier			Total*
		Phase 1 Priority Projects	Big Concept Projects*	Vision Projects	
Active Transportation	Capital	\$21.22 M	\$15.25 M	\$24.60 M	\$61.07 M
	Program / Ongoing	\$0.18 M	\$1.85 M	\$0.64 M	\$2.67 M
Transit	Capital	\$39.11 M	\$173.08 M	\$ -	\$212.19 M
	Program / Ongoing	\$3.80 M	\$199.43 M	\$0.35 M	\$203.59 M
Parking + TDM	Capital	\$2.36 M	\$0.00 M	\$0.13 M	\$2.49 M
	Program / Ongoing	\$1.70 M	\$31.45 M	\$0.41 M	\$33.56 M
Roadways + Goods Movement	Capital	\$13.91 M	\$63.42 M	\$12.95 M	\$90.28 M
	Program / Ongoing	\$2.05 M	\$78.06 M	\$ -	\$80.11 M
Shared Mobility	Capital	\$1.04 M	\$0.09 M	\$0.64 M	\$1.78 M
	Program / Ongoing	\$ -	\$ -	\$1.17 M	\$1.17 M
Technology + Innovation	Capital	\$0.52 M	\$ -	\$4.87 M	\$5.39 M
	Program / Ongoing	\$1.33 M	\$23.12 M	\$3.60 M	\$28.05 M
TOTAL		\$87.23 M	\$585.75 M	\$49.35 M	\$722.33 M

* Also includes years 6-30 of Phase 1 Priority Projects carry over + ongoing programs

PROJECTED REVENUE

Fully funding Park City Forward will require a wide variety of funding sources. Current funding sources for Park City already include a combination of:

- **Federal Grants**, such as Federal Transit Administration capital and operating formula funds; Safe Routes to School grants; and Small Urban Program (administered through UDOT).
- **State Grants**, including Safe Sidewalks; Transportation Alternatives Program (TAP); Transportation Investment Fund for active transportation, first mile/last mile connections, transit, and highways; and Transportation Planning Assistance.
- **County Contributions**, including 3rd quarter sales tax.
- **Local Transportation Fund**, including transit sales tax, resort taxes, and parking program revenue.
- **Local City Fund**, which is not transportation-specific and is competitive for citywide project funding.

Based on current estimates, Park City has an estimated \$58 million available to fund projects in the near-term. This total may be subject to change. An additional \$29.2 million in “supplemental” funding may be available but would need flexible City revenue sources to address the funding gap. The total of these two values was used to set the “fiscally constrained” project list.

REVENUE BY SOURCE, PHASE 1

Source	Total
Federal Grants	\$28,351,850
State Grants	\$2,500,000
County Contributions	\$11,926,021
Local Transportation Fund	\$4,160,283
Local City Fund	\$11,073,000
Supplemental Funding	\$29,218,000
TOTAL	\$87,230,000

FUNDING GAP

Using an estimation based on projecting recent historical budget data across years 6-30, it is assumed that a total of \$336.47 million will be available to fund projects in the future Big Concepts and Vision phases. Of the projected revenue only the Local Transportation Fund is certain to be available for transportation projects. A funding gap of \$385.86 million is estimated for the full life of Park City Forward.

FINANCIAL PROGRAM YEARS 1-30

5-Year Projects	\$87,230,000
Big Concepts	\$585,749,000
Vision	\$49,353,000
Total Cost	\$722,330,000
Total Revenue	\$336,470,000
Revenue Needed	\$385,860,000

CLOSING THE FUNDING GAP

To fully implement the transportation projects and programs identified in Park City Forward, Park City—in coordination with the state, Summit County, and other local partners—will need to identify and secure additional funding sources.

Some of these sources, such as grants, are available but highly competitive. Others would require local or state action to initiate, or expand their use, such as additional fees, taxes, or bonds.

This section summarizes potential funding sources for Park City, the region, and the state to explore as Park City advances implementation of Park City Forward.

FUNDING SOURCES

Source	Overview
Federal	
Infrastructure Investment and Jobs Act (IIJA) ¹	<p>IIJA was passed in November 2021 and now governs all federal transportation policy and funding through 2026. The law includes \$1.2 trillion in spending, of which \$643 billion (54%) will go to surface transportation. Two-thirds of transportation dollars will go to highway programs and one-third will go to transit and rail investments. Most of the dollars (87%) are apportioned by formula programs and administered by the states and MPOs. The remaining funds are directed to discretionary programs, including close to 60 competitive grants and research programs administered by USDOT. These programs cover numerous transportation sectors, including</p> <ul style="list-style-type: none"> • RAISE and TIFIA: competitive grants for roads, rail, and transit (RAISE) and loan programs for large projects (TIFIA) • Transit grant programs: expand or build new transit, buses and bus facilities, ferry services • Rail-focused programs: improve and expand rail services • Active Transportation Infrastructure Investment Program: fund active transportation networks in communities • Strengthening Mobility and Revolutionizing Transportation: innovative technologies to improve safety and efficiency • Repair: bridge and passenger rail repair grants • Safety: safety improvement grants, including Safe Streets and Roads for All grant program • Climate and Environmental Mitigation: grant programs to address climate change and the environment, including vehicle electrification • Equity: grants to improve community connections and healthy streets • Trails: The Recreational Trails Program (RTP) and the Land and Water Conservation Fund provide grants that can be used for recreational trail planning, acquisition, and construction. The former can also be used to maintain and restore existing trails, and for programming. Both are administered through the Utah State Parks Department.

¹ For a detailed breakdown of IIJA, go to <https://t4america.org/iija/>

Federal Land Access Program (FLAP)	FLAP funds can be used by entities that own or have responsibility for a public highway, road, bridge, trail, or transit system and are located on, adjacent to, or provide access to Federal lands. Funds are administered by the state.
American Rescue Plan Act	The American Rescue Plan Act of 2021 includes \$350 billion to U.S. territories, states, and local and tribal governments as assistance for municipal budgets depleted by COVID-19. States were set to receive \$220 billion and local governments will receive \$130 billion. Transit agencies will receive another \$30.5 billion. Projects included in Park City Forward may be eligible for these funds.
State	
Class B & C Road Funds	Class B & C Road Funds are generated from state fuel taxes, registration fees, and other sources and used to finance county roads (Class B) and roads owned by incorporated municipalities (Class C). Funds are allocated by a formula based on population and road mileage and can be used for traffic safety enhancements.
Transportation Investment Funds (TIF) and Transit Transportation Investment Fund (TTIF)	TIF can be used to fund design, construction, or maintenance of roadway projects. Active transportation projects are eligible if they help mitigate congestion and are included in an approved active transportation plan. TTIF is for projects that establish a connection to the public transit system. UDOT administers these programs.
Safe Routes to School (SRTS) & Safe Routes Utah	Funding for education, enforcement, evaluations, and infrastructure improvements that encourage elementary and middle school students to walk or bike to school. UDOT administers these programs.
Safe Sidewalk Program	Safe Sidewalk Program funds can be used to construct new sidewalks adjacent to state routes where they do not currently exist.
Utah Outdoor Recreation Grant	The Utah Outdoor Recreation Grant is intended to improve recreational opportunities through the construction of trails, pathways, and other amenities. It is administered through the Governor’s Office of Economic Development.
Special Districts	
Local Districts	In Utah, a local district is a special independent government entity that can be created by a city or county to provide certain services, including transportation and right-of-way construction and maintenance. Under Utah state law a local improvement district may borrow money, issue bonds, levy and collect property taxes, invest money, and impose fees.
Redevelopment Areas	Park City has two Redevelopment Areas, Main Street/Swede Alley and Lower Park Ave. Tax increment revenues from the project area are used for permitted improvements within the project area, including road, parking, and pedestrian facilities. Renewal of existing redevelopment areas or creation of additional redevelopment areas for districts with a high need could be considered.
Taxes	
Gas Taxes	Many states levy additional taxes on fuel to provide supplemental funding for transportation.
Property Taxes	Local option property tax increment could be used to fund transportation and transit.
Sales Taxes	Summit County sales taxes currently include a 0.25% transportation infrastructure tax and a 0.20% transit tax.

Hotel Taxes	Park City currently levies a transient room tax of just over 13%, including the 0.32% state tax.
Employee Head Tax	Employee head taxes charge employers a flat tax on each worker. Such taxes can be a way to tie transportation funding to economic growth.
Fees	
Impact Fees	Development impact fees are one-time charges on new development to help fund new infrastructure needed to accommodate that development. Park City currently imposes a streets and stormwater fee and a fee to offset impacts on parks, trails, and open space. Some municipalities use impact fees to pay for road maintenance, transit service, and transportation demand management. Expanding the purview of impact fees may require changes to Utah state law.
Parking Fees	Expanding paid parking to additional streets and off-street facilities in Park City would increase revenue while encouraging mode shift. Variable pricing can be based on demand and target occupancy rates.
Event Surcharges	Numerous municipalities impose a surcharge on tickets for large events to manage transportation impacts. Revenue can be used to fund additional services or staff during peak periods.
Road User Charge (RUC)	In 2020 Utah established a Road User Charge program aimed at people who drive electric and hybrid vehicles. The state expects to expand the program gradually and may eventually replace the state gas tax.
TNC Charge	Many cities and states charge a fee for trips taken using ride hailing services like Uber and Lyft. Some cities charge a flat fee per trip or per vehicle, while others charge a percent of the fare. Utah currently levies an annual permit fee but does not use the fee to fund transportation.
Congestion Pricing (or Value Pricing)	Congestion/Value pricing is a means of charging people who drive in areas that experience significant traffic congestion. It differs from tolling in that it can be responsive to traffic conditions (for example by varying by time of day), can include exemptions (for example for low-income people and electric vehicles), and can be implemented in a variety of ways, such as by designating "low emissions zones." Congestion pricing is new to the United States and may require legislative changes at the state level to be implementable. Park City Forward recommends that Park City and regional partners explore value pricing at regional gateways during peak periods of demand.
Transit fares	Most transit agencies utilize rider fares to fund their operations. In most cases, however, rider fares only cover a portion of operating costs, requiring supplemental funds.
Other Local Sources	
Bonds	General Obligation bonds are a local funding option for constructing major capital improvements. Typically, a set of projects is grouped into a "bond package" that goes before voters for approval. Bonds are then sold to provide up-front funding for transportation projects.
Public-Private Partnerships	Public-private partnerships are agreements between public agencies or municipalities and private entities that benefit from transportation improvements. They are traditionally used for construction of large transit projects but can also be applied to facilities like parking garages, bike lanes, trails, and sidewalks.



