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Park City Affordable Housing Analysis

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Park City Affordable Housing Analysis

Community Overview

Over the past decade, Park City’s population has undergone notable changes that reflect both the city’s evolving dynamics and its enduring appeal. Park City has experienced steady population growth over the past decade, increase by 10.8% between 2010 and 2021. This increase can be attributed to factors such as the city’s reputation as a scenic destination, its recreational opportunities, and its robust economy. The combination of growth and recreation has put major pressure on local and regional residential development.

Within the city, approximately 1,300 new residential units were permitted between 2010 and 2022 with close to 56.5% of the unit approval occurring between 2020 and 2022. The construction of new residential units is led by single-family homes, accounting for 64.3% of all units built over the 12-year period. The growth in housing has played a significant role in attracting new residents to Park City.

Park City’s status as a renowned tourist destination, particularly for its ski resorts and outdoor activities, has contributed to seasonal economic and population fluctuations. The influx of tourists during peak seasons can influence the local population temporarily as well as stress local housing options for the workforce. Because of its tourism success, Summit County is home to the largest share of short-term rentals in the state. In 2022, there were approximately 5,810 short-term rentals in the county. This represents approximately 22.0% of all housing units in the county. Park City’s share of short-term rentals is nearly twice that of the county with 44.0% of existing housing units listed.

The local thriving economy has shown a strong recovery since the pandemic. Additionally, the city’s growth in sectors like real estate, technology, and professional services has drawn individuals seeking employment and career opportunities. This economic diversification has enhanced Park City’s attractiveness as a place to settle. Cultural and Lifestyle Appeal: The city’s vibrant arts and cultural scene, coupled with its focus on sustainability and quality of life, has resonated with individuals looking for a unique and enriching place to live.

Demographic Highlights

Between 2010 and 2020, Summit County grew by 6,033 residents. Driven by net migration, this resulted in a 2020 Census population of 42,357, the tenth largest in Utah.

Summit County is home to a total population of 42,357 residents. The county demonstrates a balanced gender distribution. Park City accounts for 19.8% of the county population, housing 8,396 residents. When considering age, Summit County’s median age stands at 40.8 years, Park City has a slightly higher median age of 43.7 years, both areas have a higher median age than the state average of 31.3 years.

Summit County’s population is projected to grow from 42,394 on July 1, 2020, to 59,603 in 2060. Summit County’s overall population ranking is projected to decrease from tenth largest in 2020 to eleventh largest in 2060. Park City’s population is expected to increase by approximately 1,300 people during the same time.

Table 1: Demographic Highlights, 2020

	Summit County	Park City
TOTAL POPULATION	42,357	8,396
Male	21,578	4,320
Female	20,779	4,076
Median Age	40.8	43.7

RACE

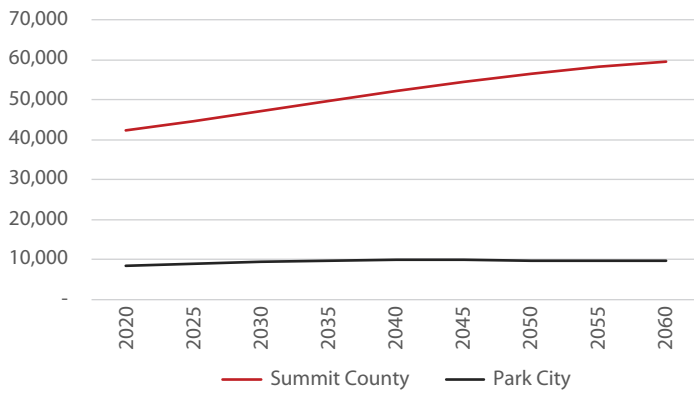
Total population	42,357	8,396
One Race	39,461	7,675
White	35,927	6,379
Black or African American	173	57
American Indian and Alaska Native	133	28
Asian	728	241
Native Hawaiian and Other Pacific Islander	44	9
Some Other Race	2,456	961
Two or More Races	2,896	721

HISPANIC OR LATINO

Hispanic or Latino (of any race)	4,737	1,623
Not Hispanic or Latino	37,620	6,773

Source: US Decennial census

Figure 1: Projected Population Growth, 2020 -2060



Source: Kem C Gardner Policy Institute, UDOT Travel Demand Model

Table 2: Occupied Housing Units by Tenure and Average Household Size, 2021

Housing Tenure	Summit County	Park City
Occupied housing units	13,475	2,827
Owner-occupied	10,708	2,032
Renter-occupied	2,767	795
Average HH size of owner	3.06	2.55
Average HH size of renter	3.31	3.85

Source: US Census ACS 2021 5-year average

Net migration is projected to be the primary driver of growth from the mid-2020s throughout the projection period. Natural decrease (more deaths than births) is projected for Summit County beginning in the 2030s.

Within Summit County, there are 13,475 occupied housing units, with the majority, accounting for 10,708 units, classified as owner-occupied, and the remaining 2,767 units designated as renter occupied. This distinction in tenure translates into distinct average household sizes: owner-occupied households in Summit County have an average size of 3.06 individuals, while renter-occupied households maintain an average size of 3.31 individuals. Similarly, in the unique enclave of Park City, 2,827 housing units are occupied. Of these, 2,032 units are owner-occupied, and 795 units are renter-occupied. This tenure demarcation manifests in differing average household sizes: owner-occupied households in Park City exhibit an average size of 2.55 individuals, whereas renter-occupied households exhibit a notably larger average size of 3.85 individuals.

The distribution of households by workforce participation reveals insightful patterns across the State of Utah, Summit County, and Park City. In Utah, among 1,033,651 households, 18.8% do not have workers, 35.1% have one worker, 33.8% have two workers, and 12.3% have three or more workers. In Summit County, out of 13,475 households, 19.9% lack workers, 35.9% have one worker, 34.5% have two workers, and 9.7% have three or more workers. Similarly, Park City's 2,827 households demonstrate that

Table 3: Number of Workers per Household and Share, 2021

	State of Utah	Summit Co.	Park City
Households	1,033,651	13,475	2,827
No workers:	194,630	2,675	590
1 worker:	362,659	4,837	1,087
2 workers:	349,053	4,655	800
3 or more workers:	127,309	1,308	350
No workers:	18.8%	19.9%	20.9%
1 worker:	35.1%	35.9%	38.5%
2 workers:	33.8%	34.5%	28.3%
3 or more workers:	12.3%	9.7%	12.4%

Source: US Census ACS 2021 5-year average

Table 4: Where Park City Worker Live, 2020

County	Share	County	Share
Summit	37.5%	Weber	1.6%
Park City	12.1%	Cache	0.9%
Other Summit	25.4%	Morgan	0.8%
Salt Lake	26.0%	Tooele	0.7%
Wasatch	17.5%	Washington	0.5%
Utah	6.3%	All Other Locations	5.7%
Davis	2.6%		

Source: US Census Longitudinal Employer-Household Dynamics

Table 5: Earnings as a Share of Mean Household Income, 2021

Area	Mean Household Income	Mean Earnings	Earnings Share of Income	Other Income Share
State of Utah	\$101,412	\$99,934	98.5%	1.5%
Summit County	\$176,064	\$170,672	96.9%	3.1%

Source: US Census ACS 2021 5-year average

Table 6: Other Income as a Share of Mean Household Income by Where Park City Workers Live, 2021

	Source of Workers	Other Income Share
Summit County	37.50%	3.1%
Rest of State	62.50%	1.5%
Blended share		2.1%

Source: US Census Longitudinal Employer-Household Dynamics and ACS 2021 5-year average

20.9% have no workers, 38.5% have one worker, 28.3% have two workers, and 12.4% have three or more workers.

Approximately 37.5% of those working in Park City reside within Summit County itself, while 62.5% live outside of the county. Meanwhile, Park City accommodates 12.1% of its workers within its own boundaries, a notable portion of workers commute from Salt Lake County, contributing 26.0%, while Wasatch County hosts 17.5% of Park City workers. Smaller shares are represented by Utah at 6.3%, Davis at 2.6%, and Weber at 1.6%.

For most households, earnings from wages represent the majority of the household income. Because nearly two-thirds of those working in Park City live outside of Summit County, it is important to understand the source of income since those living in Summit County have a higher share of income originating from sources other than wages.

For the State of Utah, the mean household income stands at \$101,412, while the mean earnings constitute \$99,934, accounting for 98.5% of the income. An additional 1.5% of the income derives from other sources. On the other hand, Summit County manifests a notably higher mean household income at \$176,064, where mean earnings make up \$170,672, forming 96.9% of the total income, with 3.1% arising from alternative sources.

Combining earning share from other sources with where Park City workers live shows that for the average Park City worker, 2.1% of household income originates from sources other than wages.

In 2022, Park City had a total of 10,200 employees. The economy is led by Accommodation and Food Services sector, boasting an average annual employment of 2,897. Second is the Arts, Entertainment, and Recreation sector with 1,636 employees. Retail Trade has the third highest share with 927 employees. The Health Care and Social Assistance sector secures the fourth spot with 777 employees, while the Real Estate and Rental and Leasing sector follows with an average of 670 employees.

In terms of annual income, the Finance and Insurance sector takes the lead with an average of \$198,304, followed closely

by the Information sector at \$151,464 and Management of Companies and Enterprises at \$157,756. Conversely, sectors such as Agriculture, Forestry, Fishing and Hunting, Retail Trade, and Educational Services exhibit lower average annual incomes at \$41,411, \$41,729, and \$39,548, respectively. A discernible pattern emerges wherein sectors with higher annual incomes tend to have fewer employees, while those with lower annual incomes have higher employment figures.

Housing Overview

The region accommodates a total of 25,827 housing units, with 13,475 units currently occupied, and an additional 12,352 units standing vacant. Within the confines of Park City there are 8,585 housing units, of which 2,827 units are actively occupied and 5,758 units are currently vacant.

In Summit County, 12,352 units are vacant, with a significant number, 10,129, are reserved for seasonal, recreational, or occasional use. Conversely, Park City showcases 5,758 vacant. A notable portion, 4,438 units, are designated for seasonal or recreational purposes. As of Spring 2023, there approximately 6,150 short-term rentals in the county. This represents approximately 23.4% of all housing units in the county. Park City's share of short-term rentals is nearly twice that of the county with 44.0% of existing housing units listed.

The distribution of unit types shows majority are 1-unit, detached houses, with 16,196 units in Summit County and 3,455

Table 7: Industry Average Employment, Monthly Wages, and Annual Income, Park City, 2022

Sector	Avg. Annual Employment	Avg. Monthly Wage	Earnings + Other Income	Annual Income
Total	10,200	\$5,117	\$5,224	\$62,694
Agriculture, Forestry, Fishing and Hunting	7	\$3,380	\$3,451	\$41,411
Utilities	8	\$10,928	\$11,158	\$133,893
Construction	286	\$5,196	\$5,305	\$63,656
Manufacturing	94	\$6,533	\$6,670	\$80,039
Wholesale Trade	110	\$9,801	\$10,006	\$120,078
Retail Trade	927	\$3,406	\$3,477	\$41,729
Transportation and Warehousing	132	\$4,582	\$4,678	\$56,135
Information	281	\$12,362	\$12,622	\$151,464
Finance and Insurance	278	\$16,185	\$16,525	\$198,304
Real Estate and Rental and Leasing	670	\$6,177	\$6,307	\$75,680
Professional, Scientific, and Technical Services	623	\$10,418	\$10,637	\$127,644
Management of Companies and Enterprises	52	\$12,876	\$13,146	\$157,756
Admin., Support, Waste Mgmt, Remediation	262	\$5,300	\$5,411	\$64,933
Educational Services	571	\$3,228	\$3,296	\$39,548
Health Care and Social Assistance	777	\$5,186	\$5,294	\$63,533
Arts, Entertainment, and Recreation	1,636	\$3,654	\$3,730	\$44,763
Accommodation and Food Services	2,897	\$3,461	\$3,534	\$42,405
Other Services (excluding Public Administration)	349	\$4,313	\$4,403	\$52,840
Public Administration	242	\$4,596	\$4,693	\$56,316

Source: Kem C. Gardner Policy Institute extrapolation of Utah Department of Workforce Services Data.

Table 8: Housing Unit Occupancy and Vacancy Characteristics, 2021

	Summit County	Park City
Total housing Units	25827	8585
Occupied	13475	2827
Vacant	12352	5758
Total Vacant	12352	5758
For rent	1604	1043
Rented, not occupied	48	41
For sale only	242	100
Sold, not occupied	50	34
For seasonal, recreational, or occasional use	10129	4438
For migrant workers	0	0
Other vacant	279	102

Source: US Census ACS 2021 5-year average

Table 9: Existing Housing Unit Type, 2021

Unit Type	Summit County	Park City
Total housing units	25,827	8,585
1-unit, detached	16,196	3,455
1-unit, attached	1,779	818
2 units	613	401
3 or 4 units	859	551
5 to 9 units	1,354	708
10 to 19 units	809	448
20 or more units	3,844	2,170
Mobile home	373	34

Source: US Census ACS 2021 5-year average

Table 10: Median Household Income by Tenure, 2021

Median Income by Housing Tenure	Summit County	Park City
Owner Occupied	\$127,465	\$140,147
Renter Occupied	\$77,884	\$79,295
Total	\$116,351	\$121,701

Source: US Census ACS 2021 5-year average

units in Park City. Additionally, there are 1,779 attached 1-unit units in Summit County and 818 in Park City. Notably, structures containing 20 or more units make up a significant portion of housing, totaling 3,844 in Summit County and 2,170 in Park City.

For owner-occupied housing units, the median income stands at \$127,465 in Summit County and notably higher at \$140,147 in Park City. Conversely, for renter-occupied housing units, the median income reflects a figure of \$77,884 in Summit County and slightly elevated at \$79,295 in Park City. Considering the entirety of housing tenure scenarios, the median income emerges as \$116,351 for Summit County and advances to \$121,701 for Park City.

Review of Resolution to Adopt Affordable Housing Guidelines (Resolution 05-2021)

Affordable Housing Guidelines (05-2021) standards apply to all new Housing and Commercial Development created under 15-6 Master Planned Developments and 15-8 Annexation under the Park City Land Management Code.

The Master Planned Development (MPD) process is required in all zoning districts except the following:

- Historic Residential- Low Density (HRL)
- Historic Residential (HR-1)
- Historic Residential 2 (HR-2)
- Historic Residential Commercial (HRC) and
- Historic Commercial Business (HCB)

For all the following projects:

- Any Residential project with ten (10) or more Lots.
- Any Residential project with ten (10) or more Residential Unit Equivalents (20,000 square feet).
- Any Hotel or lodging project with ten (10) or more Residential Unit Equivalents (20,000 square feet).
- Any new Commercial, Retail, Office, Public, Quasi-public, mixed-use, or industrial project with 10,000 square feet or more of Gross Floor Area.
- All projects utilizing Transfer of Development Rights Development Credits
- All Affordable Housing Master Planned Developments consistent with Section 15-6-7.

Affordable Housing Master Planned Developments are allowed in the following zoning districts and may only contain allowed or conditional uses of that district.

The only zoning district that allows multi-unit development (a Building containing four (4) or more Dwelling Units as a by-right, allowed use is the Historic Commercial Business District (HCB). HCB is exempt from requiring a Master Planned Development process. It is unclear if HCB zones alone would allow AMPDs.

The Master Planned Development process is allowed but is not required in the Historic Residential (HR-1) and Historic Residential 2 (HR-2) Zoning Districts only when the HR-1 or HR-2 zoned Properties are combined with adjacent HRC or HCB zoned Properties. Height exceptions will not be granted for Master Planned Developments within the HR-1, HR-2, HRC and HCB Zoning Districts. See Section 15-6-5(F) Building Height. Without a required Master Planned Development process, it is unclear where Affordable Housing Guidelines apply. Realigning zoning districts allowed uses to support the affordable housing goals of Park City while incentivizing developers to take on these projects should be considered.

Table 11: Affordable Housing Master Planned Developments Allowable Zoning Districts:

Zoning District	Allowed Use**	Conditional Use**	Administrative Conditional Use
Residential Dev. (RD)	Duplex	Multi-Unit	N/A
Residential Dev. Medium Density (RDM)	Triplex	Multi-Unit	N/A
Residential Medium Density (RM)	Triplex	Multi-Unit	N/A
Recreation Commercial (RC)	Triplex	Multi-Unit	N/A
General Commercial (GC)	No primary Residential	Multi-Unit	N/A
Light Industrial (LI)	No primary Residential	Multi-Unit	N/A
Community Transition (CT)	No primary Residential	Multi-Unit with Approved MPD	No Residential Uses
Historic Commercial Business (HCB)	Multi-Unit	Group Care	N/A
Historic Recreation Commercial* (HRC)	Duplex	Multi-Unit	N/A

*HCB is the only zoning district with multi-unit development as an allowed use but is exempt from requiring Master Planned Developments. All Master Planned Developments are required to fulfill Affordable Housing guidelines, making HCB zoning districts exempt from affordable housing guidelines.

** highest density allowed/conditional uses

Table 12: Housing Affordability for Workforce Housing

Household Size	Price of Maximum Affordable Home	Homes Sold in Park City ≤ Maximum Price (01/01/2022 to 08/01/2023)	% of Total Home Sold
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Household Income at 80% of AMI

One person	\$251,600	32	2.32%
Two persons	\$287,450	43	3.11%
Three persons	\$323,425	56	4.05%
Four persons	\$359,250	72	5.21%

Household Income at 100% of AMI (median income)

One person	\$314,550	53	3.84%
Two persons	\$359,250	65	4.70%
Three persons	\$404,275	99	7.16%
Four persons	\$449,000	125	9.04%

Household Income at 120% AMI

One person	\$377,500	82	5.93%
Two persons	\$431,000	115	8.32%
Three persons	\$485,134	142	10.27%
Four persons	\$538,725	173	12.52%

School Teachers (average wage)

NA	\$188,750	20	1.45%
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Local Government Employees Incl. Police (average wage)

NA	\$225,125	27	1.95%
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Source: Kem C. Gardner Policy Institute

After a review of the resolution Gardner Policy Institute makes the following recommendations:

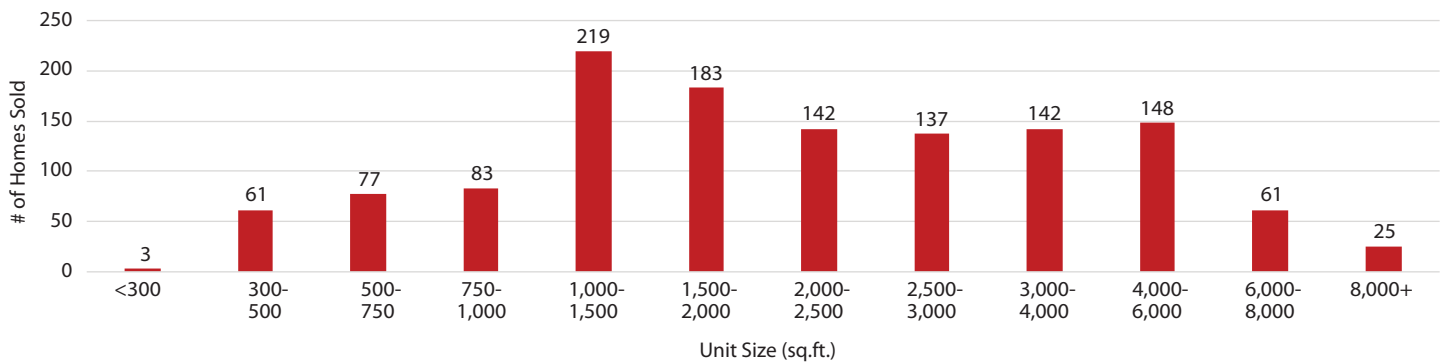
Goal 7 in Park City’s General Plan addresses the need to create a diversity of primary housing opportunities. By creating a mix of housing stock at varying price ranges, sizes, and designs, residents will have local options, whether they are seasonal workers, young professionals, families, empty nesters or retirees.

Workforce housing is often defined as housing affordable to households that earn too much to qualify for traditional housing subsidies. Although the term is imprecise it refers to programs targeted for households at 80% to 120% of AMI. Workforce housing is a subset of the broader concept of affordable housing. The General Plan goal of meeting 15% of workforce housing needs is a challenge and requires some refinement of the resolution.

The challenge of meeting the workforce housing goal is depicted in *Table 1*. Using the most recent HUD income data for Summit County, Table 11 shows the maximum affordable housing price by household size. For example, a four-person household at 80% AMI could afford a home priced up to \$359,250. However, only 72 of the 1,382 homes sold in Park City since January 2022 were affordable to this household. The 72 homes represent only 5.21% of homes sold in Park City for the period. See Table 13 for HUD 2023 Summit County income estimates.

The table also shows the threshold of affordability for a teacher (average wage) and local government employee (average wage) in administration including public safety. In both cases, the average wage is sufficient to afford only a tiny fraction of homes sold, less than 2%.

Figure 2: Number of Homes Sold by Unit Size, Park City, (01/01/2022 to 08/01/2023)



Source: Kem C. Gardner Policy Institute

Table 13: HUD AMI Income Estimates for Summit County, 2023

Household Size	30% AMI	50% AM	80% AMI	100% AMI	120% AMI
One person	\$29,760	\$49,600	\$79,360	\$99,200	\$119,040
Two persons	\$33,990	\$56,650	\$90,640	\$113,300	\$135,960
Three persons	\$38,250	\$63,750	\$102,000	\$127,500	\$153,000
Four persons	\$42,480	\$70,800	\$113,280	\$141,600	\$169,920
Five persons	\$45,900	\$76,500	\$122,400	\$153,000	\$183,600
Six persons	\$49,290	\$82,150	\$131,440	\$164,300	\$197,160
Seven persons	\$52,680	\$87,800	\$140,480	\$175,600	\$210,720
Eight persons	\$56,100	\$93,500	\$149,600	\$187,000	\$224,400

Source: HUD

Table 14: Rental Rates at AMI Levels for Summit County, 2023

Unit Type	30% AMI	50% AM	80% AMI	100% AMI	120% AMI
Studio	\$744	\$1,240	\$1,984	\$2,480	\$2,976
One bedroom	\$796	\$1,328	\$2,125	\$2,656	\$3,187
Two bedrooms	\$956	\$1,593	\$2,549	\$3,186	\$3,823
Three bedrooms	\$1,104	\$1,841	\$2,946	\$3,682	\$4,418
Four bedrooms	\$1,232	\$2,053	\$3,285	\$4,106	\$4,927
Five bedrooms	\$1,359	\$2,266	\$3,626	\$4,532	\$5,438

Source: HUD

Resolution revisions that could help address the workforce housing issue are:

- (1) Earmark some fee in lieu dollars for workforce housing units targeting 60% AMI and Lower.
- (2) Methods to fulfill developer’s housing obligation.
 - Construction on site, off site, or dedication of existing non-deed restricted for affordable workforce housing.
 - Incentives through some type of development bonus.

The resolution provides a methodology for estimating employee generation for commercial development. Based on the employees generated by the commercial space the developer is obligated to satisfy a mitigation rate. The mitigation rate specifies the number of AUEs (affordable unit equivalent = 900 sf) required due to the commercial development. Rental units priced at 80% AMI satisfies the mitigation requirement.

two-bedroom units at 80% AMI carries a rental rate of \$2,549 in Summit County (See Table 14).

Most of the those employed, however, by the commercial development would not be able to afford a rental unit at 80% AMI. Even rent at 50% AMI would be difficult for many of the low wage workers associated with the commercial development. For example, a household with 1.5 accommodation workers would have an income of \$62,300 (Utah Department of Workforce Services). At this income level the household could afford \$1,557 in rent, well below the two-bedroom rent of \$2,549 and slightly below the 50% rent of \$1,593. In essence, the commercial development will employ low wage workers—primarily retail, accommodations (hotel), and food services (restaurants) workers—but provide relatively expensive rental housing. The resolution could be refined to require some of the AUEs at 50% AMI rents.

Recommendation on sourcing

For a few key concepts we recommend a short description or rationale for the use of selected variables.

- (1) The calculation of the Residential Unit Equivalent (RUE) uses 2,000 sf as the divisor to determine the RUE. It is unclear why 2,000 sf is used.
- (2) Once the Residential Unit Equivalent (RUE) is determined a mitigation rate of 20%, for both residential and employment generation is applied. It is unclear why 20% is used or why it is an accepted standard for inclusionary zoning.

Fee In Lieu and the Development Process

To better understand the development obstacles faced by the building community working in Park City, a brief survey was implemented in the Summer of 2023. The purpose of this survey was to highlight specific areas where challenges exist and how the city can provide a smoother process for building more attainable housing.

Additionally, part of the survey was also focused on construction costs. These costs are meant to serve as a basis for a new Fee-in-Lieu. The breakout of the costs goes beyond construction costs, highlights include costs associated with management and design elements of developing housing targeting individuals and family working in Park City.

Some elements of construction in Park City are outside of anyone's control. The weather adds a challenge to building by shortening the build season. This increases the risk of prolonging the construction timeline and thus adding costs. Another element is location to the Wasatch Front's labor pool. Because of the distance, transporting skilled labor to sites in the city is difficult, thus builders are forced to pay more for labor.

There are other elements of building in Park City that are within the city's control. Most of these have to do with design elements and the approval process. Builders expressed that architecture requirements that go beyond code add additional unnecessary costs. While this isn't an issue for higher-end priced homes, when trying to achieve a certain affordability price-point, these requirements add an additional layer of challenges.

The greatest challenge for building housing that is affordable is the approval process. Site improvement costs are higher than average because of legacy environmental issues and the challenging topography of Park City. A major challenge in working with the city is that the process requires city council approval or planning commission approval on the most innocuous decisions. This results in limiting staffs' ability to make decisions and always defaulting to the most conservative or obstructive determinations. Clarity and consistency are also a challenge. For example, additional height limits are conditioned with an additional 10-foot setback. This limits floorplans and density. Consistency from the Park City Planning

Table 15: Total Costs per square foot for Park City Projects

Total Cost Per Sq. Ft. (in Dollars)	\$ 445
Land Costs	\$ 105
TOTAL CONSTRUCTION COST	\$ 313
Direct construction cost	\$ 239
Architectural/engineering fees	\$ 13
Permits, tap fees & taxes	\$ 10
Overhead, marketing	\$ 14
Construction loan fees & interest	\$ 37
Developer/Contractor Fee	\$ 26

Source: Kem C. Gardner Policy Institute

Commission is needed. Parking allowable under the Affordable Master Planned Developments needs to be upheld consistently because it can lead to require more parking than a non-affordable market rate project.

During interviews, developer feedback included discussion on the difficulty of making it through the entitlement process, specifically for conditional uses. Park City has a highly engaged community and the extra time spent through the approval process could make the difference of a project being able to pencil.

This strenuous process adds costs due to the risk of investing millions into land development without having assurances of a project being approved. As a result, budget contingencies are increased to 8-10% in Park City projects compared 2-4% in Wasatch Front communities.

Smart land use is vital in Park City to maintain the open lands and historic community the city is built upon – but there appears to be contradictions between uses. With much of the zoning map listed as recreation and open space including a Sensitive Lands Overlay, the areas zoned for residential development are minimal. To achieve affordability with limited land, higher density will be required.

Addictingly, without understanding the nuances of construction costs it is challenging to set policy that assists in the development of more housing. Construction costs fluctuate significantly between the Wasatch Front and the Wasatch Back according to the survey.

For an average affordable housing project in Park City, the cost per square foot is estimated at \$445. Within this cost framework, the allocation of expenses is delineated as follows:

- **Land Costs:** Representing \$105 per square foot of the total cost of the building, this category accounts for 23.6% of the overall expenditures.
- **Total Construction Cost:** The most substantial portion of the budget, totaling \$313 per square foot, corresponds to 70.5% of the total. This category further breaks down into subcomponents, including:

Table 16: Summit County Top 5 Industries, 2022

Industry sector	NAICS Sector	Avg. Employment	Establishments	Avg. Monthly Wage
Accommodation and Food Services	72	6,040	228	\$3,461
Accommodation	721	2,527	47	\$4,426
Food Services and Drinking Places	722	3,513	181	\$2,765
Arts, Entertainment, and Recreation	71	4,471	89	\$3,654
Performing Arts, Spectator Sports,	711	385	43	\$5,222
Amusement, Gambling, and Recreation	713	3,885	42	\$3,490
Retail Trade (44 & 45)	44	3,559	330	\$3,406
Motor Vehicle and Parts Dealers	441	185	17	\$4,581
Building Material and Garden Equipment	444	312	16	\$3,654
Food and Beverage Retailers	445	821	35	\$2,957
Furniture, Home Furnishings, Electronics	449	229	32	\$3,572
General Merchandise Retailers	455	243	9	\$3,201
Health and Personal Care Retailers	456	70	14	\$3,102
Gasoline Stations and Fuel Dealers	457	251	15	\$2,012
Clothing, Clothing Accessories	458	870	85	\$3,872
Sporting Goods, Hobby	459	578	116	\$3,468
Construction	23	2,460	440	\$5,196
Construction of Buildings	236	892	193	\$5,490
Heavy and Civil Engineering Construction	237	299	29	\$6,685
Specialty Trade Contractors	238	1,269	218	\$4,669
Health Care and Social Assistance	62	1,796	218	\$5,186
Ambulatory Health Care Services	621	745	159	\$5,276
Social Assistance	624	408	49	\$3,109
Totals for Top Five NAICS by Employment		18,326	1,305	\$4,020
Total, all industries		29,433	3,876	\$5,169

Source: Utah Department of Workforce Services.

- **Direct Construction Cost:** Constituting \$239 per square foot (53.8% of the total), this component encompasses the core expenses directly associated with the physical construction process.
- **Architectural/Engineering Fees:** Amounting to \$13 per square foot (2.9%), these fees cover the professional design and engineering services integral to the project.
- **Permits, Tap Fees & Taxes:** At \$10 per square foot (2.3%), this portion includes regulatory permits, utility connection fees, and tax obligations.
- **Overhead and Marketing:** This category accounts for \$14 per square foot (3.1%) and encapsulates general project overhead and marketing-related expenditures.
- **Construction Loan Fees & Interest:** With a total of \$37 per square foot (8.4%), this component incorporates fees and interest payments associated with project financing.
- **Developer/Contractor Fee:** Concluding the cost structure, the developer/contractor fee represents \$26 per square foot, equivalent to 5.9% of the total cost per square foot.

Employee Generation

In Summit County, Utah, several industries stand out as driving forces for the local economy based on their significant levels of employment and economic impact. These industries play a pivotal role in shaping the county's overall economic landscape:

- **Accommodation and Food Services:** With a robust employment figure of 6,040 individuals, this sector is a cornerstone of Summit County's economy. The region's popularity as a tourist destination, particularly for its ski resorts and recreational activities, fuels a strong demand for accommodations, restaurants, and entertainment services.
- **Arts, Entertainment, and Recreation:** Employing 4,471 individuals, this sector capitalizes on the county's cultural and recreational offerings. Its popularity as a destination for outdoor activities and entertainment contributes significantly to the local economy through various events, attractions, and recreational facilities.

Table 17: Top Employers in Summit County, 2022

Rank	Avg. Annual Emp.	Company	Industry
1	1000-1999	Deer Valley Resort	Outdoor Recreation
2	1000-1999	Park City Mountain Resort	Outdoor Recreation
3	500-999	Park City School District	Public Education
4	500-999	Park City	Local Government
5	500-999	Park City Hospital	Health Care
6	250-499	Stein Eriksen Lodge	Tourism
7	250-499	Montage Deer Valley	Tourism
8	250-499	South Summit School District	Public Education
9	250-499	United Benefits Consulting	Outdoor Recreation
10	250-499	Promontory Development	Outdoor Recreation
11	250-499	Summit County	Local Government
12	100-249	Triumph Gear Systems	Aerospace
13	100-249	Woodward Park City	Recreational and Vacation Camps
14	100-249	North Summit School District	Public Education
15	100-249	Wal-Mart	Warehouse Clubs and Supercenters
16	100-249	Storied Management	Amusement and Recreation
17	100-249	Smith's Food and Drug	Grocery Stores
18	100-249	Home Depot	Home Centers
19	100-249	CFI Resorts Management	Real Estate
20	100-249	Backcountry.com	Online Retail
21	100-249	Associated Retail Operations	Grocery Stores
22	100-249	The Lodge at Blue Sky	Accommodations
23	100-249	Resort Retailers	Convenience Stores
24	100-249	Skullcandy	Manufacturing
25	100-249	Whole Foods Market	Grocery Stores
26	100-249	Snyderville Basin Special Recreation	Museums and Historical Sites
27	100-249	Park City Fire Service	Local Government
28	100-249	Captiva Salt Lake	Computer Systems Design Services
29	100-249	Salt Lake Brewing	Restaurants
30	100-249	Jans	Sporting Goods Stores
31	100-249	Waldorf Astoria	Accommodations
32	100-249	Marriott Resorts	Accommodations
33	100-249	Utah Athletic Foundation	Promoters of Performing Arts and Sports

Source: Utah Department of Workforce Services

- **Retail Trade:** With 3,559 employees, the retail trade sector reflects the county's role as a shopping and commercial hub, serving both residents and tourists. Retail establishments catering to diverse consumer needs contribute substantially to the local economy.
- **Health Care and Social Assistance:** Providing employment to 1,796 individuals, this sector highlights the importance of healthcare services in Summit County. As the population grows and seeks medical care, this sector plays a crucial role in meeting healthcare needs.
- **Construction:** With a robust vacation and second home market, the construction sector supports 2,460 employees.
- **Professional, Scientific & Technical Services:** With 1,555 employees, this sector represents the knowledge-based economy in the county. It encompasses a range of professional services, including consulting, technology, legal, and engineering services, contributing to economic diversification.
- **Real Estate and Rental and Leasing:** Employing 1,361 individuals, this sector signifies the county's growth and development. As the region attracts residents and businesses, real estate and rental services play a vital role in supporting housing and commercial needs.

Table 18: Industry Average Employment, Monthly Wages, and Annual Income, Park City, 2022

Sector	Avg. Annual Emp.	Avg. Monthly Wage
Total	10,200	\$5,117
Agriculture, Forestry, Fishing and Hunting	7	\$3,380
Utilities	8	\$10,928
Construction	286	\$5,196
Manufacturing	94	\$6,533
Wholesale Trade	110	\$9,801
Retail Trade	927	\$3,406
Transportation and Warehousing	132	\$4,582
Information	281	\$12,362
Finance and Insurance	278	\$16,185
Real Estate and Rental and Leasing	670	\$6,177
Professional, Scientific, and Technical Services	623	\$10,418
Management of Companies and Enterprises	52	\$12,876
Admin., Support, Waste Mgmt, Remediation	262	\$5,300
Educational Services	571	\$3,228
Health Care and Social Assistance	777	\$5,186
Arts, Entertainment, and Recreation	1,636	\$3,654
Accommodation and Food Services	2,897	\$3,461
Other Services (excluding Public Admin)	349	\$4,313
Public Administration	242	\$4,596

Source: Kem C. Gardner Policy Institute extrapolation of Utah Department of Workforce Services Data.

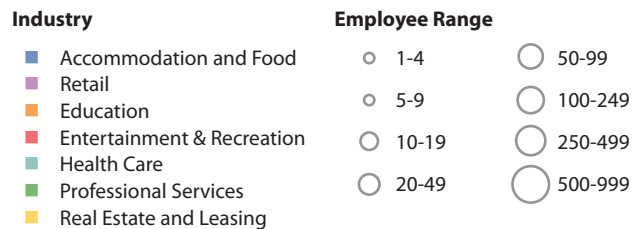
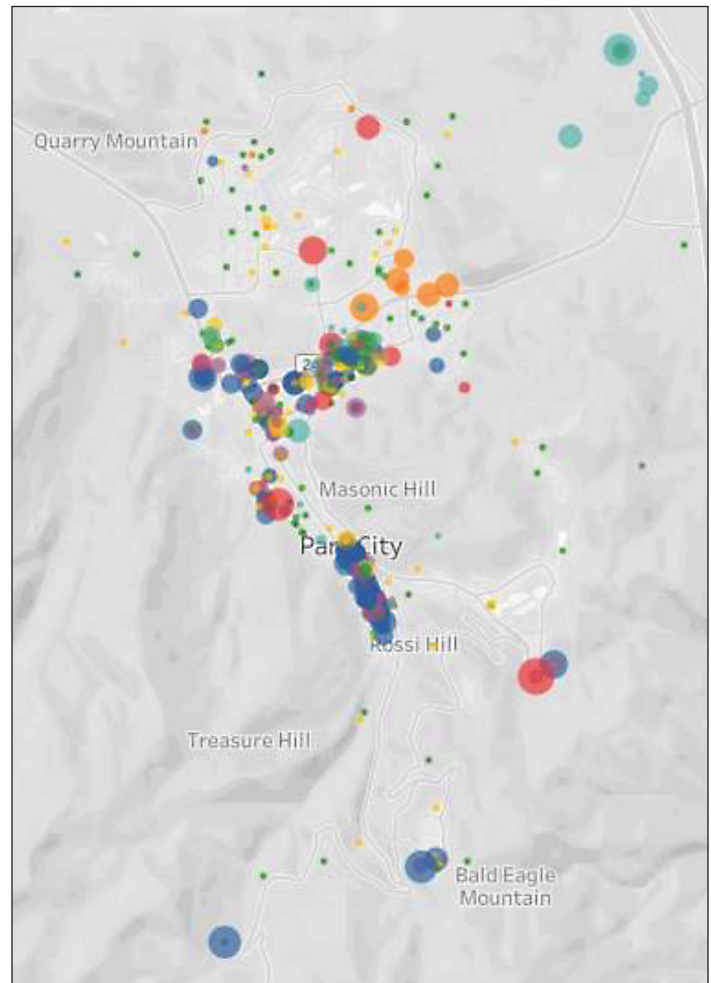
Table 19: Number of Establishments by Average Annual Employment Range, Park City, 2022

Avg. Annual Emp.	# of Establishments
1-4	1,294
5-9	327
10-19	247
20-49	166
50-99	45
100-249	22
250-499	5
500-999	2
1000-1999	1

Source: Utah Department of Workforce Services

Park City employment and wages presented in table 17. Two key metrics are presented for each sector: the average annual employment and the corresponding average monthly wage. This dataset enables an analysis of the city's economic landscape, highlighting the distribution of jobs and wages among different sectors. In 2022, there were approximately 10,200 jobs in Park City. The region is Tourism-Driven economy. The Accommodation and Food Services and Arts, Entertainment, and Recreation sectors significantly contribute to employment,

Figure 3: Distribution of Top Industries and Employment Size, 2022



Source: Utah Department of Workforce Services

collectively accounting for 4,533 jobs. This highlights Park City's status as a popular tourist destination. The Real Estate and Rental and Leasing sector demonstrates substantial employment (670 jobs) and a relatively higher average monthly wage. This suggests a thriving real estate market and related services in the city. The Health Care and Social Assistance and Educational Services sectors provide consistent employment (1,348 jobs), highlighting the stability of these essential service sectors.

While some sectors such as Information, Finance and Insurance, and Management of Companies and Enterprises offer higher monthly wages, others like Agriculture, Forestry, Fishing and Hunting and Retail Trade provide lower wages.

Table 20: Number of Establishments by Average Annual Employment Range by Industry, Park City, 2022

NAICS	Industry	1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1000-1999
54	Professional Scientific & Technical Svc	113	15	8		2				
44	Retail Trade	50	34	24	4	3				
53	Real Estate and Rental and Leasing	80	12	7	6	2				
72	Accommodation and Food Services	10	8	20	43	10	2	2		
81	Other Services (except Public Admin.)	33	13	8	1		1			
23	Construction	28	15	9	2					
52	Finance and Insurance	37	12	3	1					
62	Health Care and Social Assistance	21	7	4	5	3		1		
51	Information	27	4	4	4					
56	Admin., Support, Waste Mgmt.,	22	4	6	4					
71	Arts, Entertainment, and Recreation	6	5	2	4	2	1	1	2	1
42	Wholesale Trade	13	3	2	2					
31	Manufacturing	9	1	2	1					
61	Education Services	5	1	1	1	3	1			
55	Mgmt. of Companies and Enterprises	7		1	1					
92	Public Administration	1	2	1	1	3				
48	Transportation and Warehousing	3	2	1		1				
22	Utilities		1							

Source: Utah Department of Workforce Services

Table 21: Number of Employees per 1000 sf by Industry, Park City, 2022

NAICS	Industry	# of Employees per 1k Sq. Ft.	NAICS	Industry	# of Employees per 1k Sq. Ft.
31	Manufacturing	1.7	54	Professional and Technical Services	3.1
42	Wholesale Trade	2.1	55	Management of Companies and Enterprises	3.1
44	Retail Trade	6.7	56	Admin., Support, Waste Mgmt, Remediation	1.9
48	Transportation and Warehousing	0.5	61	Education Services	2.2
51	Information	1.7	62	Health Care and Social Assistance	5.1
52	Finance and Insurance	1.6	71	Arts, Entertainment, and Recreation*	2.6
53	Real Estate and Rental and Leasing	6.8	722	Food Services and Drinking Places	8.8

Source: Kem C Gardner Policy Institute analysis of Summit County Assessor figure, Park City Business Licenses, and Utah Department of Workforce Services

*Non-ski resort establishments

Low Wages:

- **Retail Trade:** The average monthly wage in the retail trade sector is \$3,406. Retail jobs often include entry-level positions and customer service roles, which typically offer lower wages.
- **Accommodation and Food Services:** With an average monthly wage of \$3,461, this sector includes jobs in hospitality and restaurants. While it provides a substantial number of employment opportunities, the wages tend to be on the lower side due to the prevalence of part-time and seasonal positions.
- **Arts, Entertainment, and Recreation:** This sector offers an average monthly wage of \$3,654. Jobs in entertainment and recreation, which may be part-time or event-driven, contribute to the lower average wage.

High Wages:

- **Information:** The information sector boasts an average monthly wage of \$12,362. This likely includes positions in technology, data analysis, and media, which often require specialized skills and education, leading to higher compensation.
- **Finance and Insurance:** With an average monthly wage of \$16,185, this sector includes jobs in financial services and insurance that typically demand expertise in finance and economics, leading to higher salaries.
- **Management of Companies and Enterprises:** The average monthly wage in this sector is \$12,876. Positions in management often come with responsibilities that require experience and leadership skills, justifying the higher wages.

Most establishments, 1,294 in total, fall into the category of 1 to 4 employees. A larger portion of these fall under single proprietors and limited-liability companies. There are 327 establishments with 5 to 9 employees, while slightly fewer, 247, have 10 to 19 employees. The range narrows further, with 166 establishments having 20 to 49 employees, and a smaller group of 45 establishments with 50 to 99 employees. A more select category emerges with 22 establishments employing 100 to 249 individuals, and an even smaller group of 5 establishments with 250 to 499 employees. There are two establishments in the 500 to 999 employee range, and only 1 establishment reports an employee count of 1000 to 1999.

The data presents a ranking of industries based on their employee density per 1,000 square feet. Topping the list is the Food Services and Drinking Places sector, with a density of 8.8 employees. Following closely is the Retail Trade sector, with a density of 6.7 employees.

The Real Estate and Rental and Leasing sector ranks third, registering a density of 6.8 employees, highlighting its robust property management landscape. However, it is important to note that many real estate agents are not present in the office full-time, therefore this figure is skewed.

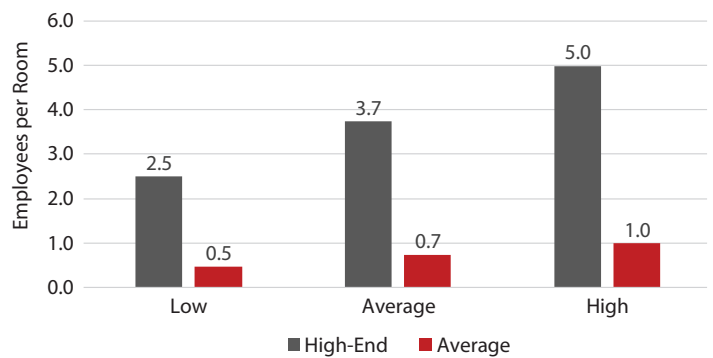
Health Care and Social Assistance secures the fourth position, with a density of 5.1 employees. Professional and Technical Services, along with Management of Companies and Enterprises, jointly claim the fifth position with a density of 3.1. The Arts, Entertainment, and Recreation sector ranks sixth, with a density of 2.6 employees.

Education Services follows at the seventh position, sustaining a density of 2.2 employees. Wholesale Trade and Information sectors share the eighth position, both exhibiting a density of 2.1 employees. Manufacturing stands at the ninth position, registering a density of 1.7 employees. The Information sector follows suit at the tenth position, maintaining the same density of 1.7 employees. The Finance and Insurance sector claims the eleventh position, with a density of 1.6 employees. The Administrative, Support, Waste Management, and Remediation sector ranks twelfth, sustaining a density of 1.9 employees. Lastly, the Transportation and Warehousing sector occupies the thirteenth position, with a density of 0.5 employees, highlighting its spacious operational framework.

Hotel staffing varies by season as well as service class. In the high-end hotel category, there is a notable variance in the staffing levels. On average, high-end hotels employ 3.7 employees per room. However, this ranges between 2.5 to 5.0 employees per room based on hotel and seasonality.

For the average tier hotels 0.7 employees per room is the standard, but does fluctuate between 0.5 to 1.0 based on seasonality.

Figure 4: Employees per Room by Hotel Class, Park City, 2022



Source: Kem C. Gardner Policy Institute

Table 22: Employee Generation per STR Listing, Summit County, 2022

Category	Summit County
STR Revenue	\$495.8M
*Employees per \$1M of Revenue	4.6
Supported Employees Based on Revenue	2,277
STR Listings	5,810
Employees pre STR Listing	0.4

*Calculation based on Summit County profile <https://gardner.utah.edu/wp-content/uploads/2021-TT-CountyProfiles-May2023.pdf?x71849>
Source: Kem C. Gardner policy Institute analysis of Transparent.com data.

Table 23: Employee Generation for Ski Resorts

	2023
Employees	4,073
Acres	9,326
Ski Lifts	65
Per Acre	0.44
Per Lift	62.7

Source: BLS.gov, Resort Operations.

In 2022 Summit County averaged 5,810 short-term rentals which generated \$495.8 million in revenue. The previous year, data shows for every \$1 million generated in hotel revenue, 4.6 jobs existed in the leisure and hospitality sector. Using this ratio in combination with the annual revenue estimates that the STR industry in Summit County supports approximately 2,277 jobs. As a result, each STR listing on average accounts for approximately 0.4 full-time jobs in the area.

In the first three months of 2023, Summit County resorts employed approximately 4,073 people. This includes all employees associated directly with the ski resort and does not include hotel staff.

On a per-acre basis, there are approximately 0.44 employees, highlighting the relatively low employee density across the resort's total acreage. In contrast, when considering the number of employees per ski lift, the figure rises significantly to 63 employees.

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