Community Sustainability Framework and Metrics Analysis

Park City, Utah

June 27, 2011

Prepared for:

Park City Municipal Corporation

Prepared by:

DESIGNWORKSHOP
1390 Lawrence Street #200
Denver, CO 80204
303.623.5186
www.designworkshop.com

TABLE OF CONTENTS

I. Background / Overview of Analysis 3
II. The Natural Environment 5
Trail Capacity 5
Ski Runs and Ski Area Capacity 8
Open Space and Park Areas 8
III. The Built Environment 9
Roads, Streets, and Parking 9
Bus and Transit Facilities 12
Parking 13
Sewer and Water Systems and the Flush Index 14
Sidewalks 15
Pillows and Restaurant Seats 16
III. Conclusion 16

I. Background / Overview of Analysis

Design Workshop, Inc. ("DW") was retained by the Park City Municipal Corporation ("City") to complete a Carrying Capacity Analysis for the community as part of a larger effort including an analysis of the various retail districts in Park City and an analysis of metrics that will guide the community's planning over the next few decades. The carrying capacity analysis provides information that will help the community as it considers various proposals for infrastructure improvements and for a variety of development projects in the future.

An analysis of the Carrying Capacity of a mountain resort community involves an analysis of the carrying capacity of the **Natural Environment** and the **Built Environment**.

The Natural Environment includes the variety of natural amenities found in mountain resort communities that attract both residents and visitors, including the following:

- Trails
- Ski runs and ski areas, and
- Open space and park areas

The analysis of the Built Environment considers the various infrastructure components serving a mountain resort community, including the following:

- Roads, streets, and parking
- Bus and transit facilities
- Wastewater system
- Water system
- Sidewalks

The analysis of the Built Environment also considers the following features tied to the local market, visitor experience, and the capacity of local businesses:

- Overnight pillows
- Restaurant seats

The following pages contain descriptions of the capacities of each of these components of the Natural and Built Environment. The analysis concludes with a discussion of the overall takeaways from the carrying capacity analysis for the potential growth and change of the Park City community in the coming years.

II. The Natural Environment

The carrying capacity of Park City involves capacities tied to the natural amenities present in the community that serve as amenities for both visitors and residents. The following outlines the capacities of the various features in the natural environment in Park City.

Trail Capacity

The carrying capacity of trails relates the quantity of users to the number (and/or length) of available trails. When trails become overused they no longer provide the same benefit or experience level for the user. In certain locations, overuse can negatively impact vegetation, habitat and wildlife. According to the City's Trails Master Plan, Park City features 44 miles of high-volume, non-back-country trails within city limits, as outlined in Table 1.

Table 1: High-Volume, Non-Back-Country Trails within Park City Limits

Trail Mileage, Park City	Miles
Asphalt, paved, plowed	11
Asphalt, paved, not plowed	4
Concrete sidewalk / trail, plowed	11
Concrete sidewalk / trail, not plowed	12
Unpaved trail	4
Rail Trail	2
Trailhead and signs	
Total -->	**44**

Source: Park City Municipal Corporation

During the 1980s and early 1990s, the National Recreation and Parks Association (NRPA) established standards for the number of miles per 1,000 residents in a given community. However, by 1996 the NRPA curtailed maintaining standards for trails for communities, and instead communicated that individual communities should establish their own standards for trails, given local conditions and expectations.

Standards nationwide for trail capacity range from less than 0.5 miles per 1,000 residents to 3.0 miles per 1,000 residents, depending on local preferences. Many suburban communities in metropolitan areas, for example, maintain standards of 0.5 to 0.75 miles per 1,000 residents, whereas resort-oriented communities tend to maintain 2.0 miles of trails per 1,000 residents.

In order to assess the carrying capacity of trails in Park City, this analysis considers the service population of the community, rather than simply the number of residents. The service population, as

defined by the City, includes the number of permanent residents, plus the number of second home residents, plus the average daily number of visitors in the community in a given year. The service population of Park City in 2010 included approximately 33,000 people.

Using a standard of 2.0 miles of trails per 1,000 people included in the service population, then, Park City would require approximately 66 miles of trails. Based upon this calculation, Park City currently lacks sufficient urban trails to service both local residents and visitors.

However, Park City includes over 350 miles of natural trails, an inventory more than sufficient to serve the local population as well as visitors. The significant non-urban and natural trails and amenities help Park City provide recreational opportunities far exceeding typical standards for urban trail facilities.

Trail Capacity and Level of Service

An assessment of the quality of trails and their functionality in serving the needs of Park City residents and visitors involves measuring the utilization of the trails and providing an evaluation of their "Level of Service". For this analysis the City evaluated two highly utilized and popular trails: the Poison Creek trail, as a test trail to evaluate the performance of a major urban trail in the community, and the Lost Prospector Trail as a test trail to evaluate the performance of a backcountry trail in Park City.

This analysis utilized the following table as a guide in assigning Level of Service ratings for different trails in the Park City area.

Table 2: General Guidelines for Level of Service

		Trail Width (feet)						
		8	10	12	14	16	18	20
Trail Volume (One Direction per Hour)	25	B	B	B	B	A	A	A
	50	D	C	B	B	A	A	A
	75	D	C	B	B	B	A	A
	100	D	D	B	B	B	A	A
	150	E	D	C	C	B	B	B
	200	F	E	D	C	C	B	B
	250	F	F	D	D	C	C	C
	300	F	F	E	E	D	C	C
	400	F	F	F	F	E	E	E
	500	F	F	F	F	F	F	F
	600	F	F	F	F	F	F	F
	800	F	F	F	F	F	F	F
	1000	F	F	F	F	F	F	F

1 ft = 0.3 m

As one would expect, narrower trails that carry a higher volume of traffic earn lower grades than wider trails.

Poison Creek Trail

The profile of typical users along the Poison Creek Trail indicates that the trail attracts a fairly typical mix of users, with a mixture of 40 percent bicyclists, 30 percent pedestrians, 20 percent runners, and 10 percent skaters. Residents and visitors typically use Poison Creek as a recreational trail, although a few people use the trail to travel to work on occasion.

On weekdays, the user profile of Poison Crrek matches national averages for urban trails. The trail is around 10 feet wide and has traffic of approximately 25 users per hour, heading one way. Poison Creek has usage counts with a similar mix of users but experiences traffic counts double that for the weekday (50 users per hour). According to national standards that account for the appropriate number of users for various modes on an urban trail on an hourly basis, the Poison Creek trails reports a level of service of "B" on weekdays and "C" on weekends. These ratings generally support the notion that Poison Creek has sufficient carrying capacity at the current time. City staff do note, however, that groups host a variety of events along the trail at various times during the year, and during these events the level of service along Poison Creek may approach the "F" level of service. The trail exhibits poor sightlines if users along the trail are travelling at a high rate of speed, given the design of the trail. City staff also note that the community will be widening several of the spine urban trails extending through the heart of Park City, including the Poison Creek trail, over the next few years. Poison Creek is not currently marked by a centerline, although the City has plans to add a centerline at the Comstock and Bonanza underpasses.

Lost Prospector Trail

The Lost Prospector is a multi-directional and multi-use dirt trail located just above town, and it typically has a two-foot width along its route. It typically experiences nearly 16 users per hour (or 125 per day) during the summer. By this calculation, if everyone traveled in pairs on the trail, one would encounter another party every seven to eight minutes along the trail during a typical summertime hour.

Definitive standards for establishing the level of service for backcountry trails do not exist, and therefore the determination of LOS is subjective. However, several facts help determine the overall evaluation of the quality of experience for this trail. First, the trail functions very well during most hours of the day, but since Park City is a destination recreation area, the trails sees much greater use in the evening hours and more specifically during the weekends. Several factors contribute to a lower level of service evaluation for the trail, including:

- High use periods (evenings / weekends / spring time) that may result in user conflict
- The trails is occasionally used as an events course
- The trail has limited parking and some access issues which impede the overall quality of the experience
- Visitors to the trail often encounter maintenance crews clearing vegetation, which can impede movement

Park City has been working to resolve many of the issues surrounding Lost Prospector and other backcountry trails by implementing the following initiatives:

- Use of a contract crew as opposed to a volunteer crew in order to expedite maintenance operations on the trail
- Creation of a specific Trails Coordinator position to manage Park City's trails
- Creation of event mitigation plans to minimize disruptions to trails from major events
- Improved signage along trails
- Development of additional trails within the City to disperse crowds to a variety of different trails
- Educational programs to improve trail etiquette on the part of users
- Expansions of parking space at trail heads and improvements to access to the trail heads from surrounding roads
- Improved maps of the trail network

Park City has one of the better trail networks in the country, including a significant number of trails accessible directly from the Main Street district in the heart of town. The initiatives the city has already outlined should help the community maintain trails that meet the expectations of residents and visitors in terms of quality of experience and level of service.

Ski Runs and Ski Area Capacity

The carrying capacities of ski resorts represent one of the most important components of the overall carrying capacity of a mountain resort community. Ski resorts typically define their capacity by the uphill capacity, equal to the number of skiers who can be moved from the bottom of the mountain to the top in an hour. The following outlines the uphill capacities for the three Park City ski resorts.

Park City Mountain Resort (PCMR):	15,000 people / hour
Canyons:	15,000 people / hour
Deer Valley:	7,500 people / hour
Total:	**37,500 people / hour**

While ski resorts never reach absolute full capacity, the community may use this overall ski capacity number to calculate the impact of the ski resorts on the carrying capacity of various components of the community's infrastructure.

In terms of length of stay, the Park City Chamber reports that during the winter (November through April) visitors stay in the community for 5.9 days on average, versus 5.6 nights per stay during the summer (May through October).

Open Space and Park Areas

The following table illustrates the inventory of existing park and related acreage within Park City.

		Standard per NRPA Guidance	Acreage per NRPA Standard (Park City)
Undeveloped Park Acreage	7,000	3 Acres / 1,000 people	99
Undeveloped Water Acreage	0	N/A	
Developed Park Acreage	209	10.5 Acres / 1,000 people	346.5
Waterway Acreage	8	N/A	
Golf Course Acreage	124	N/A	

In terms of the general guidelines of the NRPA, Park City's 209 acres of developed park acreage does not meet the recommended 346.5 acres for a service population of 33,000 persons. However, the significant undeveloped park acreage of around 7,000 acres far exceeds the recommended 99 acres per NRPA standards. The NRPA does not articulate standards for water-related park facilities in communities. The organization also has not communicated standards for golf course acreage, instead indicating that a community should generally include one golf course for every 25,000 people. With two golf courses serving a service population of 33,000 persons, Park City exceeds the general standards laid out by the NRPA. Overall, the community's inventory of park and open space amenities exceeds national standards, and the significant undeveloped park acreage in Park City represents one of the key amenities of the area.

III. The Built Environment

Roads, Streets, and Parking

The road and street network in a resort community comprises some of the most important components of the overall carrying capacity analysis. The streets leading to the north and east from the heart of the Park City community have traditionally faced the greatest congestion and capacity issues, including Park Avenue between SR 248 and Deer Valley Drive, SR 224 between Kearns Boulevard and the north city limits, and SR 248 from Park Avenue to U.S. 40.

According to the Park City Traffic and Transportation Master Plan, the capacities of the various minor and major arterials serving the heart of Park City are as follows:

Table 3: Carrying Capacities of Park City Streets

Street or Road Type	Applicable Streets within Park City	Daily Traffic Capacity
Utah Department of Transportation (UDOT) Arterials	Deer Valley Drive, SR 224, SR 248 (Kearns Blvd)	38,000
Major Residential Collector	Park Avenue (south of Empire)	10,000
Commercial Collector	Empire Ave, Bonanza, Iron Horse Drive, Prospector, Shortline Rd, Woodbine Way	15,000

Source: Park City Traffic and Transportation Master Plan (Draft), 2011

While some of these streets, most notably Empire Avenue around PCMR and SR 224 from Deer Valley Drive to Kearns Drive, experience considerable congestion during peak times (before lifts open, and after lifts close, during the winter months), the Traffic and Transportation Master Plan suggests that additional roadway capacity would not solve this crowding issue and would be unrealistic from a cost standpoint. Instead, based upon the public input that formed this plan, the community should expand transit services and direct visitors to park and ride lots at the edge of town (including at the junction of U.S. 40 and SR 248) in order to serve the peak crowds during the winter. Therefore, the capacity numbers outlined in Table 3 represent the carrying capacities for the applicable streets on "average" or "normal" days in Park City.

Transportation engineers normally assign a "Level of Service" (LOS) grade for streets in terms of how well the particular street carries traffic along a given street and during a given period time. Similar to grades in school, the highest grade is an "A" and the lowest an "F", however traffic engineers and planners generally consider a street to perform satisfactorily at a grade of D or even an E. Local tolerances for the performance of streets generally dictates the grade level considered acceptable. Many urban communities consider a D or E to sufficiently manage traffic, whereas a rural or suburban town accustomed to very little congestion may wish to have all roads obtain a grade of C or higher.

The following table outlines the level of service estimates for major streets in Park City for both "average day" conditions and for "peak peak day" conditions. This analysis compared the traffic volumes observed on various major arterials to a set of standards used by the Utah Department of Transportation (UDOT). These standards incorporate general guidelines that determine level of service under an array of conditions (such as the number of travel lanes, the number of signals per mile, the posted speed limits, etc.).

Table 4: Level of Service Estimates, Select Park City Streets

						Existing	Existing
				UDOT		Average Day	Peak Peak Day
Road	Approximate Location	Average Day, Average Daily Traffic (model)	Peak Peak day, Average Daily Traffic (model)	Level of Service Standard E	F	LOS	LOS
SR-224	North of Kearns Blvd	25,100	29,800	26,100 - 36,200	> 36,200	C	C
SR-224	Meadows Drive	26,700	29,600	38,900 - 41,200	> 41,200	B	C
SR-224	Deer Valley Dr (near roundabout)	13,700	23,200	26,100 - 36,200	> 36,200	B	C
SR-248	Comstock	15,000	23,200	19,100 - 20,400	> 20,400	C	F
SR-248	Wyatt Earp	15,100	23,500	19,100 - 20,400	> 20,400	C	F
Bonanza Dr.		9,300	17,100	15,400 - 17,100	> 17,100	C	(F)
Park Ave.	South of Empire	6,000	12,000	10,100 - 11,200	> 11,200	C	F
Park Ave.	Near Heber Ave	3,000	6,100	10,100 - 11,200	> 11,200	C	C
Park Ave.	North of Empire	14,300	27,300	26,100 - 36,200	> 36,200	B	E

Source: Park City Municipal Corporation

The table shows that the major arterials in Park City currently perform adequately on average days. However, on typical "peak" days during the height of the ski season SR-248 approaches the "failure" level at Comstock and Wyatt Earp. Park Avenue approaches "failure" south of Empire and Bonanza Drive receives an F as well, for its entire length. This information can help the Park City community identify the areas in greatest need of improvements or better transportation management as it continues to plan and complete projects in order to improve the experience of traveling in the community, for both visitors and residents.

Bus and Transit Facilities

Bus and transit facilities comprise important components of the carrying capacity of a resort community. The following outlines the carrying capacities of bus routes in Park City, in the winter and summer seasons, including the routes and route frequencies.

Table 5: Park City Bus Routes and Frequency, Winter Season

Route Name	Frequency
Prospector / Deer Valley	20 minute headways, 8AM - 11PM
Park Meadows / Deer Valley	20 minute headways, 8AM - 11PM
Thaynes Canyon / Deer Valley	20 minute headways, 8AM - 11PM
Silver Lake / Deer Valley	30 minute headways, 6:15 AM - 6:15 PM; 1 hour between 6:15 PM - 10:45 PM
Bonanza Express	20 minute headways, 3:05PM - 8:55 PM
Main Street Trolley	Runs up and down Main Street, 10AM - 11PM
The Canyons	20 minute headways, 6:57AM - 5:00 PM
Kimball Junction / Pinebrook-West	30 minute headways, 7:40AM - 10:30 PM
Kimball Junction / Highland Estates - East	1 hour headways, 7AM - 9:30PM
Kimball Junction Express	Hourly, 8AM - 9PM

Source: Park City Short Term Transit Plan

Table 6: Park City Bus Routes and Frequency, Summer Season

Route Name	Frequency
Prospector / Deer Valley	20 minute headways, 7:30AM - 10:30PM
Park Meadows / Thaynes Canyon / Deer Valley	20 minute headways, 7:30AM - 10:30PM
Silver Lake	30 minute headways, 10AM - 10PM
Main Street Trolley	Runs up and down Main Street, 10AM - 11PM
Kimball Junction / Pinebrook-West	8:10AM - 9:10PM
Kimball Junction / Highland Estates - East	8:10AM - 9:10MA
Kimball Junction Express	Hourly, 8AM - 9PM

Source: Park City Short Term Transit Plan

Park City officials indicate that carrying capacity issues simply do not exist for the bus system per se at this time. During peak times at the ski resorts or during major events in town, the city simply dispatches additional buses to pick people up, and the system is able to accommodate current crowds. The city constructed a few park and ride lots to accommodate visitors to Park City who would park at the lots and then take buses to the ski resorts, but the downturn in the market following the recent recession meant that the city did not end up needing these lots at the present time. Any other capacity issues associated with the bus system would simply pertain to the road network in Park City. Buses leaving the ski resorts, for example, occasionally experience heavy traffic on the major arterial streets in the area and face delays due to this congestion.

Parking

The City compiled data concerning capacity and utilization of parking lots, primarily in and around the Main Street station, over the last few years. This data, collected on select days each month, reveals seasonal patterns in parking utilization. As one would expect, parking lots are more utilized during the winter season, and occupancy of buses remains low during the off-season. In general, the various parking lots reach 100 percent capacity for only an hour or two per day on the peak days. Data from the City indicates that the lots tend to have availability at most times during the day.

Parking information for the lots adjacent to Park City Mountain Resort, Deer Valley, and any other private lots in the community was not available at the time of this analysis. The City may wish to obtain this information going forward, if possible, in order to gain a more comprehensive look at the parking capacity in Park City, in various areas and at different times.

Table 7: Parking Capacity Information

Parking Lot or Parking Space Classification	Total Number of Spaces	Saturday, 11/25/09	Saturday, 11/28/09	Saturday, 12/26/09	Wednesday, 12/30/09	Wednesday, 1/27/10	Saturday, 1/30/10	Wednesday, 2/24/10	Saturday, 2/27/10	Saturday, 3/27/10	Wednesday, 3/31/10
Main Street & Brew Pub Lot	225	61%	64%	98%	81%	78%	92%	64%	72%	100%	74%
Swede Alley (4 Hour Parking Except Flagpole)	94	74%	71%	100%	100%	71%	77%	71%	68%	83%	60%
Gateway - 4 Hour Lot	35	97%	100%	100%	94%	109%	103%	103%	100%	100%	100%
Gateway - 1 Hour Lot	4	100%	75%	75%	100%	100%	125%	100%	75%	100%	100%
Flagpole - 4 Hour Lot	55	100%	96%	100%	100%	95%	93%	93%	96%	98%	91%
Heber Avenue - 2 Hour	15	93%	80%	80%	113%	80%	100%	93%	100%	80%	73%
China South Bridge Levels 1 - 3 (4-Hour)	262	12%	15%	23%	37%	11%	16%	11%	23%	29%	28%
China South Bridge (Roof)	77	44%	42%	66%	94%	52%	66%	49%	68%	95%	45%
China North Bridge (4 Hour)	300	25%	27%	46%	69%	33%	47%	37%	38%	33%	45%
North Marsac and Sandridge	186	32%	22%	33%	94%	43%	30%	44%	41%	46%	45%
ADA Spaces	20	20%	10%	30%	40%	25%	100%	25%	20%	35%	20%
Main Street - 15 Minute Spaces	5	80%	80%	100%	100%	80%	60%	60%	40%	100%	60%
30 Minute Spaces - Except South Marsac	23	35%	22%	78%	78%	65%	65%	52%	87%	91%	43%

Parking Lot or Parking Space Classification	Total Number of Spaces	Saturday, 4/24/10	Wednesday, 4/28/10	Wednesday, 5/26/10	Saturday, 5/29/10	Wednesday, 8/25/10	Saturday, 8/28/10	Wednesday, 9/22/10	Saturday, 9/25/10	Wednesday, 10/27/10	Saturday, 10/30/10
Main Street & Brew Pub Lot	225	74%	28%	40%	78%	86%	90%	71%	93%	40%	68%
Swede Alley (4 Hour Parking Except Flagpole)	94	57%	53%	55%	77%	72%	75%	93%	63%	56%	60%
Gateway - 4 Hour Lot	35	91%	100%	94%	94%	122%	100%	103%	106%	100%	97%
Gateway - 1 Hour Lot	4	50%	100%	75%	50%	75%	100%	100%	100%	25%	25%
Flagpole - 4 Hour Lot	55	98%	44%	96%	107%	105%	107%	100%	105%	73%	89%
Heber Avenue - 2 Hour	15	93%	73%	73%	93%	140%	153%	93%	100%	67%	100%
China South Bridge Levels 1 - 3 (4-Hour)	262	15%	8%	8%	10%	10%	15%	10%	14%	6%	11%
China South Bridge (Roof)	77	35%	29%	43%	43%	38%	52%	32%	36%	18%	22%
China North Bridge (4 Hour)	300	15%	14%	24%	19%	26%	27%	17%	24%	17%	22%
North Marsac and Sandridge	186	12%	36%	48%	18%	44%	23%	46%	25%	39%	14%
ADA Spaces	20	25%	10%	10%	20%	30%	20%	20%	25%	5%	20%
Main Street - 15 Minute Spaces	5	60%	80%	60%	40%	100%	60%	80%	100%	40%	60%
30 Minute Spaces - Except South Marsac	23	56%	35%	30%	57%	87%	117%	39%	91%	48%	43%

Source: Park City Municipal Corporation

Sewer and Water Systems and the Flush Index

Basic infrastructure, including water and sewer capacity, also shapes the overall carrying capacity of Park City.

According to the City's Major Conveyance Master Plan of 2008, the average yield from the community's water sources equaled 11,906 acre-feet in a normal year and 8,778 acre-feet in a dry year. The total annual demand for Park City, based upon a historical year, equaled 7,718 acre-feet in 2010.

The sewage capacity of Park City is projected to grow from 11,400 Residential Equivalents (RE) in 2010 to 14,000 RE in 2030.

Flush Index

The flush index measures and encapsulates water use by every person present in Park City during a given period. Information concerning the number of visitors in the community or the number of bed nights does not account for individuals who are staying with friends or sleeping on extra pull-out couches, or individuals who only visit during Park City during the day and depart for another locale by the evening. The flush index provides a true representation of the magnitude of people in the

community at one time. The following table outlines the recorded flush index for Park City for the May 2010 – April 2011 time period, by month.

Flush Index	
Park City, UT	
May 2010 - April 2011	
May	124,593
June	212,373
July	311,459
August	293,227
September	189,741
October	149,306
November	133,854
December	314,911
January	405,279
February	375,257
March	432,713
April	166,231

Sidewalks

The sidewalks along the streets of the major retail districts in Park City, including Main Street, Prospector, Bonanza and Lower Park Avenue, serve as important assets and components of the resort infrastructure in the community. Sidewalks must provide sufficient space for pedestrians in order to help support retail. Overcrowding of sidewalks can dissuade shoppers from visiting retail establishments. The following outlines the sidewalk capacities for the Bonanza and Main Street Districts.

Bonanza:

This district includes sidewalks on one side of each street, and each sidewalk is approximately 5 feet in width. Based upon a calculation of 8,800 linear feet of sidewalk (in total) within this district, this equates to 44,000 square feet of pavement area. Based upon an assumption that a typical pedestrian requires 16 square feet of space on a given sidewalk in order to remain comfortable, this equates to a carrying capacity for the sidewalk system in Bonanza of 2,750 people at a given time.

Main Street:

This district includes sidewalks on either side of each street (Main Street, Heber Avenue, and a few additional cross streets that intersect Main). These streets within the Main Street district equate to 4,600 linear feet on each side, or 9,200 total linear feet of sidewalks. Each sidewalk within the Main Street district is around 8 feet in width, on average. Based upon an assumption that a typical pedestrian

requires 16 square feet of space on a given sidewalk in order to remain comfortable, this equates to a carrying capacity for the sidewalk system in the Main Street district of 4,600 people at a given time.

Pillows and Restaurant Seats

The number of overnight pillows (in hotels, second homes, condominiums, and any other housing unit designed for overnight accommodations) and the number of restaurant seats also contribute to the overall carrying capacity of a mountain resort community.

As of March 2011, the Park City Chamber reported that Park City contained 23,500 overnight pillows, including hotels, second home units, and related rental units.

Park City also includes 11,354 restaurant seats within its borders.

III. Conclusion

The carrying capacity calculations are guidelines the community may use to determine the quality of the user experience and the impacts of user experiences on infrastructure and various community assets. Policymakers and elected officials should use the categories outlined in this memorandum to guide decisions related to the development of the community, in light of the overall capacity of the community.

For example, the City should evaluate a new mixed-use project in the community in terms of all of the factors outlined above, in terms of sidewalk capacity for the sidewalks around the development, the impact the development will have on the city's sewer and water capacity, the impact the development will have on roads and streets as well as transit, and the impact the development would have on trails and other natural amenities. Only by analyzing all of these factors together can city leaders accurately evaluate the viability of a particular development concept or proposal.

We recommend the completion of the following additional data calculations:

- Waiting time for dinner at restaurants in Park City
- Obtaining parking information for the ski resorts and significant private parking areas or lots in Park City.
- Information concerning the 10 busiest days at the ski areas (in terms of the number of skiers at one time, or SAOT)

PARK CITY MUNICIPAL CORPORATION
METRICS ANALYSIS
JUNE 23, 2011

NUMBER	METRIC	GUIDING PRINCIPLE	BENCHMARK	BASELINE (Current Condition)	PREFERRED TREND (UP / DOWN / REMAIN SAME) FROM THE BASELINE	SMART GOAL - SPECIFIC TO PCMC	STRATEGIES
ECONOMICS - MAIN STREET DISTRICT							
1	Retail Vacancy - Main Street District	Achieve vacancy rate that allows for some turnover but otherwise balances supply and demand	5% (Breckenridge, Jackson, Steamboat)	4.00%	⟷	5.00%	Pursue identified civic improvements to Main St to enhance retail viability.
2	Retail Sales / SF - Main Street District	Achieve retail sales / SF on par with similar districts in comparable mountain resort communities.	$350 / SF	$250 / SF (on average)	↑	$300 / SF	Work with merchants association and civic leaders to recruit appropriate tenant mix. Work with merchants to devise strategies to improve streetscapes and enhance retail environment.
3	Identity (Main Street District)	Each retail district within Park City should maintain an identifiable image in order to drive increased commercial activity and enhance the overall sense of place.	4 (On Scale of 1 to 5) - Breckenridge, Steamboat Springs, Jackson Hole	4 (On Scale of 1 to 5)	↑	4.5 (On Scale of 1 to 5)	Work with potential developers to integrate design standards in their site plans. Draw from the historic character of Main Street in planning for future streetscape changes.
4	Ambiance (Main Street District)	Each retail district within Park City should create ambiance through effective lighting and seating strategies, and the creation of a "sense of place."	4 (On Scale of 1 to 5) - Breckenridge, Steamboat Springs, Jackson Hole	4 (On Scale of 1 to 5)	↑	5 (On Scale of 1 to 5)	As part of any future streetscape planning, engage a lighting consultant to examine the current lighting along Main Street and recommend any changes to lighting fixtures that would enhance ambiance. The City should work to integrate improved seating facilities along Main Street as part of future capital expenditures.
5	"Town Center" (applies to Main Street District)	Downtown (in this case, defined as Main Street) should provide opportunities for visitors to mix with local residents. These opportunities may center around central meeting places (such as town squares or similar amenities).	3 (On Scale of 1 to 5) - Breckenridge, Steamboat, Jackson Hole	2 (On Scale of 1 to 5)	↑	4 (On Scale of 1 to 5)	The City should work with stakeholders along Main Street to identify potential locations and strategies to create additional central meeting places in the district. This presents the opportunity to create a destination location along or adjacent to Main Street that would represent the "heart" of the downtown or Main Street district. Revisit OTIS and specificaly re-gnitiate discussions wih the Post Office.
6	Variety of Stores (Main Street District)	Successful retail districts provide sufficient variety in terms of stores and the merchandise or services provided by various stores. The degree of retail vitality will greatly impact the quality of the visitor experience.	3 (On Scale of 1 to 5) - Breckenridge, Steamboat, Jackson Hole	3 (On Scale of 1 to 5)	↑	4 (On Scale of 1 to 5)	The City should work with business and property owners along Main Street to devise strategies to attract and retain tenants that would diversify the roster of stores. Efforts to attract a greater diversity in tenants should focus on both increasing the macro level of sales (and hence sales tax) produced in the district, and increasing the overall appeal of the district to retail shoppers considering visiting Main Street versus other destinations in Summit County and beyond.
7	Retail as Entertainment (Main Street District)	The retail environment should be fun and entertaining in order to increase overall levels of visitation and to increase sales (and sales taxes) generated by the district.	3 (On Scale of 1 to 5) - Breckenridge, Steamboat, Jackson Hole	3 (On Scale of 1 to 5)	↑	TBD - discuss with City staff	The city should work with merchants and stakeholders to introduce elements of entertainment through the design of the physical space as well as the potential inclusion of specific entertainment-oriented tenants. (Examples of candidates of potential tenants include virtual golf and skiing centers, or shops that show how candles or other goods are made).

PARK CITY MUNICIPAL CORPORATION
METRICS ANALYSIS
JUNE 23, 2011

NUMBER	METRIC	GUIDING PRINCIPLE	BENCHMARK	BASELINE (Current Condition)	PREFERRED TREND (UP / DOWN / REMAIN SAME) FROM THE BASELINE	SMART GOAL - SPECIFIC TO PCMC	STRATEGIES
8	Reflect Demographic Profile (Main Street District)	The tenant mix in a retail district should meet the consumer demands of its patrons. Retailers should keep close tabs on and respond to the changing demographic profiles of visitors and of residents.	4 (On Scale of 1 to 5) - Breckenridge, Steamboat Springs, Jackson Hole	3 (On Scale of 1 to 5)	↑	3 (On Scale of 1 to 5)	
9	Be Fun	Downtown (in this case, defined as Main Street) should be the "fun place" within the community and provide a fun and lively shopping and visitor experience. Each and every store should exhibit innovation and quality in its offerings.	5 (On Scale of 1 to 5) - Park City sets its own benchark in this category with "periodic fun": Sundance, Lower Main concerts, parades, Silly Market & other events	3 (On Scale of 1 to 5)	↑		Main Street merchants, working together with the City, should pursue effective tenant strategies, coupled with targeted signage programs, banners, special events, activities, and entertainment, to provide for a fun and lively shopping and visitor experience.
10	Only One	Stores located in Downtown (Main Street) should not have another location elsewhere in the local area. Resort communities should ensure that they have given the visitor a reason to go to Main Street by creating a distinct retail image and experience. One of a kind tenants help to enhance this experience.	3 (On Scale of 1 to 5) - Breckenridge, Steamboat, Jackson Hole	3 (On Scale of 1 to 5)			This element, coupled with quality, is what distinguishes Main Street from other western resort downtown areas, as well as competing local districts. From an ecomonic development perspective, identifying unique, one-of-a-kind businesses that meet $ per sf targets should be a priority.
ECONOMICS - LOWER PARK AVENUE DISTRICT							
11	Retail Vacancy - Lower Park Avenue District	Achieve vacancy rate that allows for some turnover but otherwise balances supply and demand	5% (Breckenridge, Jackson, Steamboat)	Less than 2%	↔	5.00%	Work with PCMR and other developers / investors to identify potential redevelopment projects that would enhance overall marketability of the district.
12	Retail Sales / SF - Lower Park Avenue District	Achieve retail sales / SF on par with similar districts in comparable mountain resort communities.	$350 / SF	$250 / SF	↔	$300 / SF	Work with merchants association to identify and potentially recruit retailers who would garner higher sales per SF on average.
13	Identity (Lower Park Avenue District)	Each retail district within Park City should maintain an identifiable image in order to drive increased commercial activity and enhance the overall sense of place.	4 (On Scale of 1 to 5) - Breckenridge, Steamboat Springs, Jackson Hole	2 (On Scale of 1 to 5)	↑	3 (On Scale of 1 to 5)	Work with potential developers to integrate design standards in their site plans. Draw from the setting of the district at the foot of PCMR to create a distinctive district in Park City.
14	Ambiance (Lower Park Avenue District)	Each retail district within Park City should create ambiance through effective lighting and seating strategies, and the creation of a "sense of place."	4 (On Scale of 1 to 5) - Breckenridge, Steamboat Springs, Jackson Hole	1 (On Scale of 1 to 5)	↑	3 (On Scale of 1 to 5)	As part of any future streetscape planning, engage a lighting consultant to examine the current lighting in the Lower Park Avenue district and recommend any changes to lighting fixtures that would enhance ambiance. The City should work to integrate improved seating facilities along streets within the district as part of future capital expenditures.

PARK CITY MUNICIPAL CORPORATION
METRICS ANALYSIS
JUNE 23, 2011

NUMBER	METRIC	GUIDING PRINCIPLE	BENCHMARK	BASELINE (Current Condition)	PREFERRED TREND (UP / DOWN / REMAIN SAME) FROM THE BASELINE	SMART GOAL - SPECIFIC TO PCMC	STRATEGIES
15	Variety of Stores (Lower Park Avenue District)	Successful retail districts provide sufficient variety in terms of stores and the merchandise or services provided by various stores. The degree of retail vitality will greatly impact the quality of the visitor experience.	3 (On Scale of 1 to 5) - Breckenridge, Steamboat, Jackson Hole	2 (On Scale of 1 to 5)	↑	3 (On Scale of 1 to 5)	The City should work with business and property owners along Main Street to devise strategies to attract and retain tenants that would diversify the roster of stores. Efforts to attract a greater diversity in tenants should focus on both increasing the macro level of sales (and hence sales tax) produced in the district, and increasing the overall appeal of the district to retail shoppers considering visiting Main Street versus other destinations in Summit County and beyond.
16	Retail as Entertainment (Lower Park Avenue District)	The retail environment should be fun and entertaining in order to increase overall levels of visitation and to increase sales (and sales taxes) generated by the district.	3 (On Scale of 1 to 5) - Breckenridge, Steamboat, Jackson Hole	2 (On Scale of 1 to 5)	↑	4 (On Scale of 1 to 5)	The city should work with merchants and stakeholders to introduce elements of entertainment through the design of the physical space as well as the potential inclusion of specific entertainment-oriented tenants. (Examples of candidates of potential tenants include virtual golf and skiing centers, or shops that show how candles or other goods are made).
17	Reflect Demographic Profile (Lower Park Avenue)	The tenant mix in a retail district should meet the consumer demands of its patrons. Retailers should keep close tabs on and respond to the changing demographic profiles of vistiors and of residents.	4 (On Scale of 1 to 5) - Breckenridge, Steamboat Springs, Jackson Hole	3 (On Scale of 1 to 5)	↑	4 (On Scale of 1 to 5)	The City should work with business leaders and merchants' association to recruit a diversity of tenants that will appeal to both tourists and the locals in Park City.
ECONOMICS - BONANZA PARK DISTRICT							
18	Retail Vacancy - Bonanza Park District	Achieve vacancy rate that allows for some turnover but otherwise balances supply and demand	10% (Breckenridge, Jackson, Steamboat)	5.00%	↔	10.00%	Work to improve streetscape elements within district. Work with potential developers to identify potential development scenarios for the district.
19	Retail Sales / SF - Bonanza Park District	Achieve retail sales / SF on par with similar districts in comparable mountain resort communities.	$200 - $250 / SF	$200 / SF	↑	TBD - discuss with City staff	Work with potential developers to create conceptual plans that would help attract tenants with higher typical sales / SF.
20	Identity (Bonanza Park District)	Each retail district within Park City should maintain an identifiable image in order to drive increased commercial activity and enhance the overall sense of place.	4 (On Scale of 1 to 5) - Aspen Airport Business Center	2 (On Scale of 1 to 5)	↑	4 (On Scale of 1 to 5) - assuming completion of a sustainable development program	Work with potential developers to integrate design standards in their site plans. Draw from the setting of the district at the strategic junction of Kearns Blvd and Park Ave to create a distinctive gateway for Park City.

PARK CITY MUNICIPAL CORPORATION
METRICS ANALYSIS
JUNE 23, 2011

NUMBER	METRIC	GUIDING PRINCIPLE	BENCHMARK	BASELINE (Current Condition)	PREFERRED TREND (UP / DOWN / REMAIN SAME) FROM THE BASELINE	SMART GOAL - SPECIFIC TO PCMC	STRATEGIES
21	Ambiance (Bonanza Park District)	Each retail district within Park City should create ambiance through effective lighting and seating strategies, and the creation of a "sense of place."	3 (On Scale of 1 to 5) - Aspen Airport Business Center	2 (On Scale of 1 to 5)	↑	4 (On Scale of 1 to 5) - assuming completion of a sustainable development program	As part of any future streetscape planning, engage a lighting consultant to examine the current lighting in the district and recommend any changes to lighting fixtures that would enhance ambiance. The City should work to integrate improved seating facilities along streets within Bonanza as part of future capital expenditures.
22	Variety of Stores (Bonanza Park District)	Successful retail districts provide sufficient variety in terms of stores and the merchandise or services provided by various stores. The degree of retail vitality will greatly impact the quality of the visitor experience.	3 (On Scale of 1 to 5) - Aspen Airport Business Center	2 (On Scale of 1 to 5)	↑	4 (On Scale of 1 to 5) - assuming completion of a sustainable development program	The City should work with business and property owners along Main Street to devise strategies to attract and retail tenants that would diversify the roster of stores. Efforts to attract a greater diversity in tenants should focus on both increasing the macro level of sales (and hence sales tax) produced in the district, and increasing the overall appeal of the district to retail shoppers considering visiting Main Street versus other destinations in Summit County and beyond.
23	Retail as Entertainment (Bonanza Park District)	The retail environment should be fun and entertaining in order to increase overall levels of visitation and to increase sales (and sales taxes) generated by the district.	TBD	2 (On Scale of 1 to 5)	↑	4 (On Scale of 1 to 5) - assuming completion of a sustainable development program	The City should work with merchants and stakeholders to introduce elements of entertainment through the design of the physical space as well as the potential inclusion of specific entertainment-oriented tenants. (Examples of candidates of potential tenants include virtual golf and skiing centers, or shops that show how candles or other goods are made).
24	Reflect Demographic Profile (Bonanza Park District)	The tenant mix in a retail district should meet the consumer demands of its patrons. Retailers should keep close tabs on and respond to the changing demographic profiles of vistiors and of residents.	TBD	3 (On Scale of 1 to 5)	↑	5 (On Scale of 1 to 5) - assuming completion of a sustainable development	The City should work with business leaders and merchants' association to recruit a diversity of tenants that will appeal to both tourists and the locals in Park City.
ECONOMICS - PROSPECTOR DISTRICT							
25	Retail Vacancy - Prospector District	Achieve vacancy rate that allows for some turnover but otherwise balances supply and demand.	10% (Breckenridge, Jackson, Steamboat)	5.00%	↔	10.00%	Work to enhance walkability and streetscape elements in order to enhance retail viability.
26	Retail Sales / SF - Prospector District	Achieve retail sales / SF on par with similar districts in comparable mountain resort communities.	$200 - $250 / SF	$300 / SF		TBD - discuss with City staff	Work with merchants to improve ingress / egress issues that may currently impede retail sales.
27	Identity (Prospector District)	Each retail district within Park City should maintain an identifiable image in order to drive increased commercial activity and enhance the overall sense of place.	TBD	2 (On Scale of 1 to 5)	↑	3 (On Scale of 1 to 5) - Until the area is redeveloped in the future	Work with potential developers to integrate design standards in their site plans. Draw from the setting of the district near the rail trail corridor and views to the ridge to the south to create a distinctive area of retail and office uses.

PARK CITY MUNICIPAL CORPORATION
METRICS ANALYSIS
JUNE 23, 2011

NUMBER	METRIC	GUIDING PRINCIPLE	BENCHMARK	BASELINE (Current Condition)	PREFERRED TREND (UP / DOWN / REMAIN SAME) FROM THE BASELINE	SMART GOAL - SPECIFIC TO PCMC	STRATEGIES
28	Ambiance (Prospector District)	Each retail district within Park City should create ambiance through effective lighting and seating strategies, and the creation of a "sense of place."	TBD	2 (On Scale of 1 to 5)	↑	3 (On Scale of 1 to 5)	As part of any future streetscape planning, engage a lighting consultant to examine the current lighting along Sidewinder Drive and recommend any changes to lighting fixtures that would enhance ambiance. The City should work to integrate improved seating facilities along Sidewinder as part of future capital expenditures.
29	Variety of Stores (Prospector District)	Successful retail districts provide sufficient variety in terms of stores and the merchandise or services provided by various stores. The degree of retail vitality will greatly impact the quality of the visitor experience.	TBD	1 (On Scale of 1 to 5)	↑	3 (On Scale of 1 to 5)	The City should work with business and property owners along Sidewinder and adjacent streets in the Prospector district to devise strategies to attract and retain tenants that would diversify the roster of stores. Efforts to attract a greater diversity in tenants should focus on both increasing the macro level of sales (and hence sales tax) produced in the district, and increasing the overall appeal of the district to retail shoppers considering visiting the Prospector district versus other destinations in Summit County and beyond.
30	Retail as Entertainment (Prospector District)	The retail environment should be fun and entertaining in order to increase overall levels of visitation and to increase sales (and sales taxes) generated by the district.	TBD	1 (On Scale of 1 to 5)	↑	2 (On Scale of 1 to 5)	The City should work with merchants and stakeholders to introduce elements of entertainment through the design of the physical space as well as the potential inclusion of specific entertainment-oriented tenants. (Examples of candidates of potential tenants include virtual golf and skiing centers, or shops that show how candles or other goods are made).
31	Reflect Demographic Profile (Prospector)	The tenant mix in a retail district should meet the consumer demands of its patrons. Retailers should keep close tabs on and respond to the changing demographic profiles of vistiors and of residents.	TBD	3 (On Scale of 1 to 5)	↑	4 (On Scale of 1 to 5)	Through discussions with local business leaders, Prospector should decide its role in the Park City economy and target the appropriate demographic target group. Because of locational and access challenges, Prospector may not be able to be all things to all people.

PARK CITY MUNICIPAL CORPORATION
METRICS ANALYSIS
JUNE 23, 2011

NUMBER	METRIC	GUIDING PRINCIPLE	BENCHMARK	BASELINE (Current Condition)	PREFERRED TREND (UP / DOWN / REMAIN SAME) FROM THE BASELINE	SMART GOAL - SPECIFIC TO PCMC	STRATEGIES
ECONOMICS - APPLY TO ALL DISTRICTS							
32	Tenant Mix - Resort Retail	Achieve tenant mix in line with comparable mountain resort communities.	Restaurant / Beverage (25 to 40%), Resort Retail (25%), Services (15%), Entertainment (5%), Other Commercial (5% to 20%), Miscellaneous (10%)	Food and Beverage (26%), Resort Retail (48%), Services (19%), Miscellaneous and Other (7%)	N/A	TBD - discuss with City staff	Work with merchants association to attract more restaurants to the mix of tenants.
33	Bonding Capacity of City and the RDA	Maintain sufficient bonding capacity to fund capital expenditures over the next 5, 10, 20 years.			↑		Increase bonding capacity by encouraging additional residential or commercial development (in order to build tax base from which bonds may be issued).
34	Housing Affordability	Achieve affordability index in line with comparable resort communities in the U.S.	1.50	1.63	↑	1.5	Increase incentives or LMC requirements for affordable housing.
35	Retail Dollars Spent / Day (VISITORS)	Achieve retail dollars spent / day on par with comparable mountain resort communities.	$400 - $450	$375 (winter season)	↑	$400	Work with Convention and Visitors Bureau and Lodging Association to market retail offerings in Park City.
36	Quality (across all four retail districts)	Retailers in Park City should offer goods and services that provide good perceived value for consumers. Merchants should provide items of high quality that are not dramatically over-priced. Adhering to this quality-based strategy will increase the marketability of all retail districts in Park City.		3 (On Scale of 1 to 5)	↑	5 (On Scale of 1 to 5)	Quality is a branding issue for the whole of Park City. Area resorts have focused on the quality of the experience and their product and the retail districts should reflect that as well.
37	Easiest Way	Retail districts in Park City should include clear pedestrian connections to each retailer throughout the district that are easy to follow, well-signed, and interesting in their appearance. Retail located along the "easiest way" route in a given district dramatically benefits from this pattern.					The City should work with developers and merchants in the various districts to enhance signage and wayfinding along pedestrian routes and should look for opportunities to enhance and simplify pedestrian connections to and between individual retailers.
38	Satisfy Market Needs	Offerings in resort retail districts should include both common retail merchandise as well as indulgences.					
39	Save the Best for Food	The best locations, in terms of pedestrian traffic, visibility and convenience, should be identified for restaurants and bars. Food drives retail.					The City should work with prospective developers to ensure that their site plans include restaurants and/or bars at the best possible locations from a retail perspective.
40	Make it Special	Retailers should offer special events and activities in order to create reasons for visitors and the public to explore the retail district.					The City should continue efforts to work with the local merchants to coordinate and conduct special events, such as festivals, farmers markets, Park Silly Sunday, and related events. The City should be open to innovative ideas such as expanded hours of business for private events. The possibility exists to bring smaller, but higher end, fashion industry shows to the area.

PARK CITY MUNICIPAL CORPORATION
METRICS ANALYSIS
JUNE 23, 2011

NUMBER	METRIC	GUIDING PRINCIPLE	BENCHMARK	BASELINE (Current Condition)	PREFERRED TREND (UP / DOWN / REMAIN SAME) FROM THE BASELINE	SMART GOAL - SPECIFIC TO PCMC	STRATEGIES
41	Be Open	Retailers should commit to remaining open during the shoulder seasons. Failure to remain open during the shoulder season creates the impression and expectation that a mountain resort community is "closed for the offseason" and visitors (and locals) in turn will not visit.					The City, in concert with local merchants associations, should work with merchants to encourage them to remain open during the shoulder seasons.
42	Locals are Welcome	Retail districts in Park City should remain "local-friendly", as retailers and restaurants need local patronage in the off seasons in order to survive.					The City should work with local merchants associations to ensure that local retailers consider marketing campaigns geared to Park City locals. Loyalty programs are an example of a strategy that may garner loyalty for particular stores from the local customer base.
43	Go Digital	Retail stores should include information on smartphone apps such as "aroundme", "where", etc. in order to increase visibility and drive increased sales.					Educate retailers in Park City concerning potential smartphone apps they could use to increase sales and increase visibility.
44	Use Social Media	Retailers should send up-to-the-moment news on specials, promotions, and events via Facebook and Twitter in order to drive increased sales.					Educate local retailers concerning how to use social media to increase business.
45	Celebrate People	Retailers should hire nice, smart, talented staff and train them their values and vision in order to create customer experiences that exceed expectations.				4 (On Scale of 1 to 5)	Educate retailers about how to best attract and retain high performing staff in order to drive increased sales and customer loyalty. Continue to offer the Fam Tour for local business employees. Friendliness, kindness and high quality service are also part of the Park City brand.

PARK CITY MUNICIPAL CORPORATION
METRICS ANALYSIS
JUNE 23, 2011

NUMBER	METRIC	GUIDING PRINCIPLE	BENCHMARK	BASELINE (Current Condition)	PREFERRED TREND (UP / DOWN / REMAIN SAME) FROM THE BASELINE	SMART GOAL - SPECIFIC TO PCMC	STRATEGIES
ENVIRONMENT							
46	Developable Land (Acres)	Identify sufficient acreage to match the community's goals for growth in terms of population and commercial activity.	TBD	Park City is 81% built-out per unit equivalent (UE) analysis by the Planning Dept	TBD	TBD by city staff	Use TDR strategies in order to steer new development toward targeted areas in nodal locations.
47	Re-Developable Land (Acres) - within next 10 years	Identify or reserve sufficient acreage to meet demand for infill development that is in keeping with the City's vision and plan.	TBD	TBD	TBD	TBD by city staff	Leverage RDA designations and tools to focus infill development on acreage ideantified for redevelopment. Encourage sustainable redevelopment strategies that include nodal development to create critical mass, thus promoting walkable, multi-modal oriented developments.
48	Open Space and Conservation Lands (Acres)	Preserve sufficient acreage for recreation, open space, and trails to serve current and future generations.	Open Space and Conservation Acreage / Person for Breck, Jackson Hole, and Steamboat	Over 7,000 acres of open space in Park City (preserved through open space and conservation easement purchases as well as development agreements)	↑	TBD by city staff	Utilize open space and conservation easement purchases as well as development agreements in order to secure additional acreage for open space and conservation lands.
49	Community Carbon Footprint (measured in GHGs)	Reduce the community's Carbon Footprint in order to meet Park City's overall goals and values tied to sustainability.	State of Utah GHG Reduction Goal: Reduce GHG to 2005 levels by 2020; The Western Climate Initiative calls for GHG reduction to a level equal to 15% below 2005 levels by 2020	790,645 tons CO2e (2007) (at the time PC had 8,399 FT Residents; 7,634 PT Residents; 20,721 Avg Daily Population)	↓	TBD - discuss with City staff	Complete the goals and action steps identified in the Save Our Snow Action Plan
50	Municipal Carbon Footprint (measured in GHGs)	Reduce the Carbon Footprint of Park City Municipal Corporation in order to meet Park City's overall goals and values tied to sustainability.	State of Utah GHG Reduction Goal: Reduce GHG to 2005 levels by 2020; The Western Climate Initiative calls for GHG reduction to a level equal to 15% below 2005 levels by 2020	15,939 tons CO2e (2009)	↓	TBD - discuss with City staff	Complete the action items identified in Park City's Municipal Carbon Action Plan (see link)
51	Municipal Water Consumption	Minimize municipal water consumption in order to reduce costs for the city and to adhere to Park City's sustainability goals.		25 million gallons (2010)	↓	12% below 2012 BAU muni emissions goal	Promote the use of water-saving fixtures; irrigation timers and controllers; xeriscaping as outlined in the Municipal Carbon Action Plan.
52	Community Water Consumption	Minimize community water consumption in order to reduce costs for residents and businesses and to achieve Park City's sustainability goals.		1.52 billion gallons (2010)	↓	TBD - discuss with City staff	Potential for water budgeting; Community education and resources (irrigation timers + landscape water checks)
53	Municipal Building Efficiency Measures	Maximize the efficiency of municipal buildings in order to reduce costs and reduce overall energy use.	TBD	5,226,710 kWh & 29,327.5 Dth (2009 totals, excluding water distribution)	↑	No formal goal, but something in line w/12% below 2012 BAU muni emissions goal	Municipal Carbon Action Plan (see link in carbon footprint section above)

PARK CITY MUNICIPAL CORPORATION
METRICS ANALYSIS
JUNE 23, 2011

NUMBER	METRIC	GUIDING PRINCIPLE	BENCHMARK	BASELINE (Current Condition)	PREFERRED TREND (UP / DOWN / REMAIN SAME) FROM THE BASELINE	SMART GOAL - SPECIFIC TO PCMC	STRATEGIES
54	Community-Wide Recycling Rate	Maximize recycling in order to reduce waste stream going to landfill.	Nationally, some communities currently have 50%-60%+ diversion rates (this could be a good benchmark)	16.88% Waste Diversion Rate (2010) - County-level	↑	30% Waste Diversion Rate by 2010; 50% Waste Diversion by 2010 -- in line with County Goals	Institute a "Pay as You Throw (PAYT)" policy (this would need to be committed to at the county level as well).
55	Renewable Energy - Utilization Rate (Community, and for Municipality)	Maximize utilization rate in order to enhance the sustainability of the community.		4 municipal projects have been completed that include renewable energy: City Hall; Ice Arena; Creekside Park; Snow Creek Housing	↑	TBD - discuss with City staff	Waiving Building Dept inspection and plan review fees for community solar and wind applications; educational web content (ParkCity.org & ParkCityGreen.org); future PACE program.
56	Community-Wide Energy Consumption and Community-Wide Energy Costs	Minimize energy consumption and energy costs.		224,449,956 kWh & 1,982,435 Dth (2008 totals)	↓		Save Our Snow Action Plan
57	Utilization Rate of Public Transportation	Increase the utilization rate in order to reduce carbon footprint and minimize traffic congestion.		1.86 million passengers (2010 forecast); 1.92 MM ('09 total); 2.12 MM ('08 total - record year)	↑		
58	Community Air Quality	Park City will work to enhance community air quality in order to provide for overall environmental sustainability.			TBD		
59	Visibility of Night Sky	Increase the visibility of the night sky in order to enhance overall quality life.	Tucson, AZ is a model community for dark skies	Limited light pollution problems in Park City	↑	TBD - discuss with City staff	Complete dark skies study for the city and implement a Dark Skies Ordinance. Collaborate with Park City Green and local dark skies organization to continue education efforts.
60	Pedestrian Counts by District	Increase pedestrian counts in each district in order to encourage a healthy lifestyle, and to stimulate retail activity in particular districts.					Improve walkability and connections between different districts.

PARK CITY MUNICIPAL CORPORATION
METRICS ANALYSIS
JUNE 23, 2011

NUMBER	METRIC	GUIDING PRINCIPLE	BENCHMARK	BASELINE (Current Condition)	PREFERRED TREND (UP / DOWN / REMAIN SAME) FROM THE BASELINE	SMART GOAL - SPECIFIC TO PCMC	STRATEGIES
COMMUNITY							
61	Population Growth (Primary Residents)	Population growth in line with carrying capacity of the community.	TBD	Pop growth last ten years = approx 500 residents	↑	TBD - discuss with City staff	
62	Population Growth (Second Home Owners)						
63	Demographic Profile of Year-Round Resident	Achieve mixture of incomes and ages in Park City				Maintain diversity of demographic profile.	
64	Resort Rankings (Deer Valley, PCMR, Canyons)	Achieve top 10 ranking for all three resorts	Use data from Ski Mag for Breck, Steamboat, Jackson	2010 - 2011 Ski Magazine Rankings: Deer Valley #1, PCMR #5, Canyons #18	↑	Achieve a top 10 ranking for all three resorts.	
66	Percentage of Land by Land Use Category (commercial, residential, etc.)	Maintain a sustainable distribution of land in the community to provide a balance between jobs and housing		Single Family Residential (57%), Multi-Family (18%), Office (0.5%), Commercial (17%), Light Industrial (0.3%)			
67	Rate of Non-Profit Giving (by City)		2.8% of Municipal Budget (Based upon 2009 budget data from Steamboat, Breckenridge, and Jackson Hole)				
68	Rate of Non-Profit Giving (per Capita)						
69	Rate of Non-Profit Giving (by Resident)						
70	Rate of Non-Profit Giving (by Endowed Philanthropic Assets)						
71	Percentage of Public Project Budgets Dedicated to Public Art	Create opportunities for public art throughout the community.	1% of the cost of constructing or renovating a public building or site shall be set aside for artwork	This method stipulates that 1% of the cost of constructing or renovating a public building or site shall be set aside for artwork. The 1% allocation may be used for art at the specific site where the improvements or construction have occurred, or may be deposited into the general public art fund.	↔	1% of the cost of constructing or renovating a public building or site shall be set aside for artwork	Maintain existing public art program.