

**Exhibit 5.c: Park City Neighborhood Development Plan (Resolution for/and The Plan)
December 1981
PCMC Staff**

Purpose: to establish the Park City Redevelopment Agency and lay out a plan of operations for the Main Street RDA.

Summary

The document begins with a resolution establishing the Park City Redevelopment Agency. It establishes the boundaries of the Main Street RDA and follows with a plan entitled, Park City Neighborhood Development Plan. The purpose of the Main Street RDA is to implement a tax increment financing mechanism in order to accomplish physical, environmental, and infrastructure improvement to the area with special attention to the historic character all in order to improve the overall economic condition of the greater Park City area.

The list of objectives in the original plan can be summarized in the following topics: removal and/or rehabilitation of substandard properties; promote existing cultural activities as well as identifying new; provide housing for low or moderate income households; provide infrastructure improvements (streets, gutters, curbs, sidewalks, etc.); address lack of off-street parking; improve pedestrian circulation systems; and improve mass transit systems.

Outcome

The development of the original Main Street RDA was very successful in upgrading public and private properties, infrastructure and parking needs. The RDA was extended in 2005 – see that summary report as well.

Applicable Learnings for Current Decisions

RDAs have played a critical role in providing necessary revenue to accomplish much needed infrastructure improvements, affordable housing and other structural needs that have ensured the economic prosperity of the area.

**Exhibit 5.c.i: Redevelopment Agency of Park City – Extension of Main Street RDA
April 2005
PCMC Staff**

Purpose: to extend the tax increment authority of the Main Street RDA for an additional 15 years.

Summary

This document is an agreement between Park City Municipal Corporation and the Redevelopment Agency of Park City to extend the tax increment authority until 2021. The targeted projects within this agreement are improvements to the “Main Street/Swede Alley Redevelopment Project Area for the construction and improvement of road, parking, and pedestrian facilities, a community plaza, and certain other permitted improvements within the Project Area.”

The specific projects listed in the plan are as follows:

1. Reconstruction and incorporation of related pedestrian and utility improvements on sections of Prospect Avenue;
2. Expansion and improvement of the Swede Alley parking structure; and
3. The design and construction of a “City Plaza” type community gathering spot.

Outcome

Both the work on Prospect Avenue and the parking structure have been completed. Planning and design has begun for the “City Plaza” type community gathering spot.

Applicable Learnings for Current Decisions

RDAs have played a critical role in providing necessary revenue to accomplish much needed infrastructure improvements and other structural needs that have ensured the economic prosperity of the area.

Exhibit 5.d: Lower Park Avenue RDA Plan
October 1990
PCMC Staff

Purpose: establish tax increment revenue stream to address redevelopment needs in a newly established RDA area for lower Park Avenue.

Summary

The existing RDA plan was approved in November 1989 and amended in October 1990. It currently allows for a wide array of options and projects. The General Redevelopment Actions identified include:

- Installation, construction or reconstruction of streets, utilities, and other public improvements;
- Redevelopment of land by private enterprise and public agencies;
- Rehabilitation of buildings and structures;
- Acquisition of real property;
- Demolition or removal of buildings and improvements;
- Relocation assistance to residential, commercial and other occupants displaced; and
- Disposition of property.

Outcome

Use of RDA increment has been used consistently and effectively in the past to implement Council goals for affordable housing such as Snow Creek Cottages and for economic development goals. The Main Street RDA built the new parking garage downtown. The potential projects now considered represent a different type of use more focused on broader resort and economic development goals as well as civic and community goals.

Applicable Learnings for Current Decisions

Staff believes the RDA provides an opportunity to take a proactive role in striving for a truly vital, active and sustainable community – as opposed to a more traditional regulatory or reactive role. While efforts would be intended to achieve smart growth, diverse housing inventories and other community objectives or mitigation measures, some constituents would inevitably perceive the Council as facilitating growth.

Exhibit 5.e: Lower Park Avenue Urban Design Study
June 1993
Claflin Associates, SLC, Utah

Purpose: to explore design and livability options for the target neighborhood and to “provide a framework for future more detailed analysis and planning along Park Avenue and assist city planners and officials in their decision making with regard to future development.”

Summary

The study recommendations fell under the prevue of limiting the commercial tourism aspects in order to enhance the residential neighborhood and community characteristics in the following areas:

1. Land Use Policies and Zoning: adjust Land Use Policies and Zoning to limit commercial development tailored to tourism; encourage development of open space; and establish a residential or neighborhood entry where Park & Empire Avenues meet Deer Valley Drive.
2. Neighborhood Character and Image: incorporate landscaping and streetscape features that will enhance a sense of neighborhood along Park Avenue and discourage people from using it as a thoroughfare to Main Street.
3. Open Space, Recreation and Public Facilities: use vacant land and city-owned property creatively for open space, pocket parks, and pedestrian connectors; and incorporate elements that encourage street recreational uses such as bike and jogging paths, and other elements which encourage recreational activities and more bicycle and bus use.
4. Transportation, Traffic and Pedestrian Circulation: create a sense of entry into ‘Old Town’; reduce lane widths, add sidewalks and bump-outs to slow traffic speed and provide for more pedestrian and bus traffic; change street parking, add signs and lighting that slows traffic and encourages more pedestrian uses.
5. Infrastructure: improve and expand public facilities such as water, sewer, storm drainage, sidewalks, adequate roads and curbs.

Outcome

Many of the recommendations were implemented including some major projects such as reconstruction of streets, traffic calming efforts, bump outs, planters, the gateway median planter at the intersection of Deer Valley Drive & Park Avenue, and the purchase of the Mahwhinney lot which connects City Park to the Library.

Applicable Learnings for Current Decisions

The study area continues to be a mix of diverse elements: a historic residential neighborhood, a major destination resort, City Park and the library, a state highway, historic Main Street, Treasure Hill and a major commercial district (Bonanza Park). The study focuses heavily on enhancing residential and community-oriented elements while not compromising the nodes of tourism-focused commercial.

Exhibit 5.f: Downtown Action Plan

October 1998

Multi-Representational Task Force: City Staff, Planning Commission, City Council, Historic District Commission, Restaurant Association, Chamber/Bureau and Main Street Merchants

Purpose: to “develop a plan that would assure the long-term viability of Main Street/Swede Alley as the commercial core of Park City, attracting both residents and visitors.”

Summary

Common themes surfaced multiple times throughout the planning process in the following topic areas:

- Make Main Street and Swede Alley more pedestrian-friendly by creating more connections between the two streets, bring more pedestrian and human activity to Main Street, provide easily accessed parking close by, control/calm vehicular traffic, widen sidewalks, beautify with public art, lighting and benches, create and encourage public gathering spots and outdoor dining, and connect upper and lower Main Street, and more.
- Keep the Post Office on Main Street or nearby and
- Provide a wide range of transportation options

The action plan was built around the specific recommendations as follows: bulb-outs on Main Street, new transit center, new parking structure and other nearby lots, Swede Alley parking re-design, sidewalks & landscaping, new waste disposal structures, DV drive intersection re-design, North Main Street bus stops, pedestrian linkages from Swede Alley to Main Street, street beautification (banners, flowers, landscaping), Public Art, and event programming.

Outcome

A large majority of the goals in the plan were accomplished, including: Main Street pedestrian-friendly enhancements; walkways between Main Street and Swede Alley, China Bridge parking structure & expanded Sandridge lots, the Deer Valley Drive round-about, transit center, public art, special events and much more. Of special note, is that Park City now has a city-wide public art program and a very active and diverse events schedule on Main Street from Arts Festival, to Park Silly Sunday Market, to the 4th of July Parade.

Applicable Learnings for Current Decisions

The study recommended closing sections of the streets (Heber Avenue between Main Street and Park Avenue) to create pedestrian-only plazas/walkways. Closing all or a portion of Main Street such as the suggestion in this study to close the west side of Main Street and converting the space to outdoor dining, pedestrian walkways and plazas are a discussion that keeps reoccurring over many years, but tends to meet with opposition from Main Street businesses and therefore has yet to be implemented.

**Exhibit 5.g: Community Economy Section of the Park City General Plan
Adopted section by section between March of 1997 and May of 2002
Multi-representational team of city staff, local citizens and professional consultants**

Purpose: The General Plan is updated and adopted periodically to address foreseeable changes, societal trends and economic realities to ensure that the community maintains its unique character and place in the region.

Summary

The Economy Section focuses on the economy of the City as a whole with a few references to Historic Main Street, but no other specific areas of town. Tourism is Park City's major industry providing over 66 percent of the municipal general fund revenues with a majority of its economic base dependent on inter-related industries: Recreation and Tourism; Construction, Development, Real Estate and Associated Services, and High Wealth Households and Second Homes. The resort economy supports a high level of services and facilities that benefit both visitors and residents. Park City is also the center of Summit County's Tourism economy however the City's share of tourism revenue is not growing as fast as the County's.

The recommended policies and actions primarily focused on improving local services, attractions and businesses in order to support and enhance the experience of visitors to the economy drivers: three world-class resorts. This included working with the businesses of the Main Street Historic District, promoting cooperation among sectors such as the lodging associations and restaurant owners and operators, capitalize on the 2002 Olympic events, enhance cultural tourism assets, and support locally owned businesses that create a unique Park City experience.

Outcome

A majority of the specific policies and actions recommended in this document were implemented such as: partner with Historic Main Street businesses to ensure economic health and maintain a strong tourism presence; move real estate offices and tourism services off of Main Street in order to retain retail and restaurant attractions as primary; expand ancillary amenities such as hiking trails, golf, ice skating, cross country skiing and back country experiences; and schedule more major special events to bring in additional visitors especially in off-season months. It is quite notable that many of these policies and recommendations are now assumed as normal.

Applicable Learnings for Current Decisions

The insights from this General Plan are no longer new, however, it bears repeating that any design and development planning for redevelopment of sections of the Park City community must be done in partnership with all sectors – citizens, city staff, elected officials, and business owners – if it is to succeed.

**Exhibit 5.h: Old Town Improvement Study (OTIS)
July 2002 – and 2011 Re-evaluation and update
City Staff in partnership with Tasco Engineering, Inc. of Lehi, Wilbur Smith
Associates of SLC and EDA Architects of SLC – in 2002 and Alliance Engineering
in 2011.**

Purpose: Compile and prioritize a list of capital improvement projects to improve Old Town with the involvement of Council, staff and constituents.

Summary

The study provides an objective and unrestricted approach to reviewing all constituent ideas and thus the collective project listing is very extensive. The resulting report provides both qualitative and quantitative details on suggested infrastructure projects.

The study lists all projects proposed and although participants wanted action taken on a majority of the projects, they were also wary of paying for them. Parking and relocating overhead utilities received the most attention and remain the most divided in support.

Recommendations included: further review of proposed projects; a request for prioritization of projects based on categories or types of projects; with the prior information, staff can put together a series of funding strategies ranging from conservative to aggressive; and inclusion of the capital projects within the five-year CIP planning process.

Outcome

A total of 62 capital projects were identified and priorities of 1, 2 or 3 were assigned – priority 1 = completion in 1-5 years; priority 2 = completion in 6-10 years; and priority 3 = completion in 11-15 years. Many of the goals and project recommendations were completed. They included reconstruction of underground utilities, pedestrian facilities, off-street parking, residential connections of driveways and walkways, and full road reconstruction with gutters, inlets and pipe system for storm water management.

A new list of 18 projects yet to be completed was compiled in 2011.

Applicable Learnings for Current Decisions

Capital improvements to infrastructure are an on-going priority.

Exhibit 5.i: Downtown Economic Summit

January 2003

Conducted by: HyattPalma, International Downtown Economic Revitalization Consultant and included the public, city staff, elected officials, and business leaders

Purpose: to prepare “an unbiased, formal report identifying key issues which must be addressed in order for us attain our “preferred future” for Main Street.

Summary

The meeting was primarily a visioning session held in a number of group settings over one day. The primary themes that emerged from a compilation of the notes were to do the following on Main Street:

- Keep businesses local and not chains;
- Make it more pedestrian-friendly;
- Draw locals back by providing more basics;
- More outdoor activities;
- Create public gathering spots (Main & Swede Alley);
- Do beautification projects incorporating landscaping and public art;
- Cost of rent needs to come down – too high for small local businesses;
- Promote outdoor dining;
- Encourage extended hours; and
- Preserve historic fabric.

Outcome

Many of the concerns or hopes listed have been addressed and/or achieved since this Summit was held. For instance: businesses on Main Street are primarily retail and restaurants since an ordinance was adopted to keep services and offices off the street level; stores, galleries and restaurants are primarily owned by Park City residents; more outdoor events are being scheduled on and around Main Street; outdoor dining has expanded in most recent years; and great progress has been achieved in preserving the historic fabric.

Applicable Learnings for Current Decisions

Future redevelopment efforts on Main Street should re-examine the idea of creating a gathering spot using Swede Alley. This was a suggestion that was repeated more than once.

Exhibit 5.j: Conference Center Study

October 2003

Wikstrom Economic & Planning Consultants, Inc., SLC, Utah and Robert S. Benton Associates, Inc.

Purpose: “To update the findings of a preliminary feasibility analysis completed in 1994 for a freestanding conference center to be located in Park City.”

Summary

This study built on a preliminary study conducted in 1994, therefore, the original study was reviewed along with marketing plans and reports completed by the Park City Chamber and Visitors Bureau. Additional input was gathered from: interviews with key community and business leaders; touring existing conference facilities; and researching trends in the national meetings market as well as other Rocky Mountain resorts. The report concludes that there is an unmet market demand for a conference facility in Park City. Park City could capture more of the 300+ meeting market if a facility were built with 40,000 to 50,000 square feet of which 25,000 to 30,000 would be dedicated meeting space. The study also projects that annual revenues to local businesses would increase by: \$454,000 for food stores; \$3.6 million for restaurants; \$5.1 million for hotels and lodging; and \$3.6 million in miscellaneous revenues. The increased tax revenue represented by these increased sales would total to \$474,000. The challenge is to identify a site which according to the study should be located in or next to Historic Main Street and such a site simply does not exist. The financial analysis projected an annual loss for operations after debt services of about \$900,000 and the ability to market the center would be critical to success. The initial marketing budget would have to be significant – from \$250,000 to \$750,000 annually. The study indicates that the trends in the national meetings market would support such a center – in other words there is plenty of business to draw.

Outcome

To date, a conference center as described in this study has not been built.

Applicable Learnings for Current Decisions

There might still be a market for a conference center, however it would take significant investment for both construction and operations. Also, identifying the ideal site continues to be an issue.

Exhibit 5.k: Economic Development Plan Visioning Session

May 2003

Conducted by: Focus Groups made up of city staff, business leaders, elected officials and

Purpose: develop a strategic plan for the economic development of the city – to realize a “preferred future” including defining goals and action plans for assessing both long and short term economic decisions.

Summary

The group concluded that in order to maximize Park City’s strengths and minimize weaknesses, the goals to realize a preferred future would be:

- Partner with resorts to facilitate and enhance the tourism/resort-based economy by enhancing capital improvements; facilitation of more attractions; and increased political influence and intergovernmental relations.
- Encourage high quality special events by sustaining existing successful events; improving the application and selection process; developing funding and marketing sources for events; and encouraging new events.
- Develop a cultural tourism strategy to attract visitors and improve the quality of life for local residents by adding more attractions; enhancing existing attractions; and creating a cultural alliance.
- Assure the long-term viability of Main Street as the commercial core attracting both residents and visitors by retaining and enhancing existing businesses; adding more attractions; becoming more user friendly; enhancing the commercial mix; and completing capital improvements.
- Promote capital projects that will have a positive economic impact on the region by balancing transportation and pedestrian infrastructure; adding infrastructure features as attraction points; adding recreation space and facilities to attract sports tournaments; promoting Park City as a year-round conference center destination; and promoting smart development in Quinn’s Junction.
- Increase recreational tourism by promoting mountain biking, developing a recreational facility; and developing a public golf.

Outcome

Many of the above goals are in process or have been achieved such as: the expansion of special events and an improved application/selection process; working with the Arts Council on goals to promote Park City as an arts and culture tourism destination; working more closely with Main Street business group; bike and pedestrian paths have been expanded and enhanced; an expanded parking garage has been built; a new recreation center is being built; a public golf course and ice rink are operating successfully; and an increasing number of sports tournaments are taking place.

Applicable Learnings for Current Decisions

Park City’s economic success is dependent on a diversity of attractions, from the three resorts, to the small businesses throughout town that provide complimentary services and retail, to a year-round events schedule on Main Street.

**Exhibit 5.1: Commercial Inventory for Park City and the Snyderville Basin
October 2005
Michael Sloan, Commerce CRG - a member of the Cushman & Wakefield Alliance**

Purpose: “Identify the existing inventory of commercial buildings within Park City and the surrounding area north and west to Parley’s Summit and from I-80 south to Quinns Junction area...broken down by type of use and by geographic areas...”

Summary

In 2005, the inventory of commercial buildings totaled to 2,771,253 square feet in Park City and 3,225,965 in the Snyderville Basin. The conclusion drawn is as follows:

“Currently total square footage in each major area is almost equal. However, when you look at the breakdown of the different types of uses you get a better picture of the different markets. Main Street has a concentration of retail on the main level of buildings but still is about 60% of the total retail that is in the Snyderville Basin. Because of the office space in the Prospector area Old Town shows up much stronger.”

“Restaurant space in Old Town is 4 to 1 over the Snyderville area. However restaurant space in Snyderville has more than doubled during the last year and will continue to grow at a very high rate. While industrial space is about even the growth will continue to be outside of the Park City limits.”

Outcome

Park City’s total commercial square footage is divided into two areas in this study: Old Town, 1,565,640 and Prospector, 1,205,613. These totals also fall into the following property types: Retail, 818,095; Office, 626,000; Restaurant, 232,858; Industrial/Warehouse, 112,998; Institutional, 540,372; and Other 265,595.

Applicable Learnings for Current Decisions

No specific learnings, just some good data.

**Exhibit 5.m: Park City Trails Masterplan Update and Walkability/Bikeable
Neighborhood Study
March 2007
Landmark Design Inc., SLC, Utah**

Purpose: ...to “provide planning and design suggestions which will improve walking and biking in urban Park City. The intent is to establish a clear and detailed list of projects that will improve pedestrian and cyclist safety, connectivity and efficiency.”

Summary

The study process began with a review of current conditions through documentation of existing walking/biking network and facilities, and existing trail conditions. Using public involvement needs, gaps and issues were identified and prioritized. The process concluded with recommendations on improvement projects and options for levels of service. The resulting action plan includes a recommended Project List that is “do-able”, in light of resources that are likely to be available and without major shifts in public funding policy. There were five “overarching” goals that were defined as principals that defined walkable/bikeable communities. There are: Safety – increased biking and pedestrian safety; Efficiency – reducing vehicle trips and/or mitigating traffic; Enhance Regional Connections - improving regional mobility along SR-224 & 248, Bonanza Drive, rail trail and other significant regional links; Enhance Local Connections – improving intercity mobility and through neighborhoods; and Cost and Maintenance – reducing cost and/or provide the greatest value to taxpayers. The resulting recommended Project List focuses on comprehensive improvements to make the pedestrian environment safer and easier to navigate. “Level of Service” options are also provided which range from extremely conservative to expansive, which will help determine the degree of funding alternatives deemed appropriate, in light of the five-year CIP planning process and beyond.

Outcome

The study resulted in a walkability bond passing and most of the projects on the list have been completed or are budgeted and scheduled to be completed in the near future.

Applicable Learnings for Current Decisions

Including well-designed walking and biking features will be a high priority in any redevelopment strategic plan. It gains high support from many Park City residents.

Exhibit 5.n: Economic Impacts of Tourism

May 2009

Conducted by: Wikstrom Economic & Planning Consultants, Inc., SLC, Utah

Purpose: ...”to determine the net contribution made by visitors – including second home owners – to Summit County and assumes that residents would choose to maintain their resort standard of living even if visitors were not present.”

Summary

The conclusions of the study are summarized as follows: tourism is the largest single component of the economic base of Summit County, generating total economic impacts of over \$1.6 billion annually, creating nearly 12,000 jobs (54 percent of all jobs in the County) and increasing earnings by almost \$300 million. Measurable tax impacts are over \$57 million annually and contribute substantially to the budgets of Summit County, Park City Municipal Corporation, and the three school districts in the county. Without the net contribution made by visitors, Summit County residents could only maintain their current resort lifestyle through substantial property tax increases.

Loss of income from visitors would also impact many of the non-tourism-based businesses with many of those revenues disappearing as well. The example cited by the study is the failure of tourism-based businesses which affects the support service industries such as office supplies and copy services. Quality of life would also be reduced with fewer business choices and without the strength of the tourism-based economy, property values would also likely plummet. Of special note is that compared to other cities of like size, Park City and Snyderville Basin residents do enjoy a level of service that most communities could not afford.

Outcome

It is clear from the study that tourism is a critical factor in the economic life, health and sustainability of the Park City community as well as the County as a whole. Therefore, making sure visitors have a good experience in Park City and making sure we attract more new visitors every year is important in the City’s economic well-being.

Applicable Learnings for Current Decisions

Balancing local needs with that of visitors will always be an important factor in any redevelopment plan.

Exhibit 5.o: Market Study for Multi-Use Meeting Facility

March 2011

PCMC, PC Chamber and Convention Sports & Leisure (CSL), Minneapolis

Purpose: To determine if there is a market for a multi-use event facility in Park City.

Summary

The Market Study is being completed in a partnership between the City and the Park City Chamber and Visitors Bureau led by consultants: Convention Sport & Leisure (CSL). A Market Demand Analysis is being conducted through the following three-part analysis: existing market conditions; comparison to competitive facilities; and surveys conducted with key audiences. A second high level analysis will focus on Supportable Facility Programs. The findings of the first analysis will be translated into a market supportable facility program with a special focus on integrating a variety of functional components to allow for accommodation of a diversity of event types.

Outcome

Study will be completed by late summer, 2011.

Applicable Learnings for Current Decisions

Pending