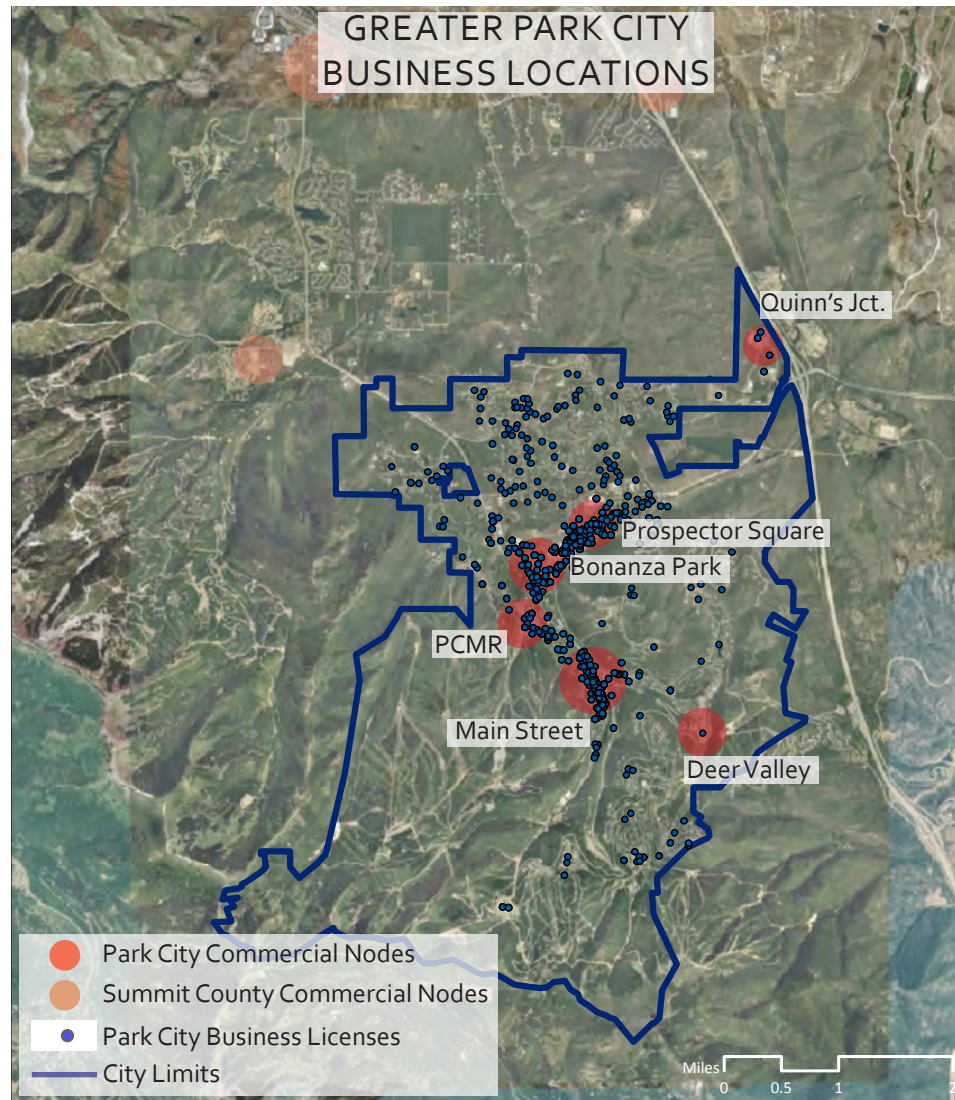# DETAILED STRATEGIES

STRATEGY: Commercial Nodes in Park City

In 2011, there were roughly 1,800 businesses registered with the State of Utah in the 84060, 84068, or 84098 zip codes. [1] The locations of these businesses varied from residents' homes to established commercial areas. Using geographic information systems (GIS), it is possible to view the "density" of businesses in the Park City area, revealing where different types of businesses tended to cluster. While businesses in the Basin were clustered at Kimball Junction and Quarry Village, as well as some smaller clusters along SR 224, not all types of businesses are represented equally in these locations as each business industry tends to locate in specific areas. Moreover, the majority of businesses within Park City clustered within Main Street, Lower Park Avenue (LoPa), Bonanza Park (BoPa), Prospector, and Deer Valley. In 2011, the City commissioned Design Workshop, Inc. to conduct a Retail Market Study of these districts in an effort to gain a better understanding of these retail areas in order to better influence future planning efforts.

GREATER PARK CITY BUSINESS LOCATIONS

Quinn's Jct.

Prospector Square

Bonanza Park

PCMR

Main Street

Deer Valley

● Park City Commercial Nodes
● Summit County Commercial Nodes
• Park City Business Licenses
— City Limits

Miles
0   0.5   1   2

As part of the Retail Market Study, Design Workshop completed a SWOT analysis to identify the strengths, weaknesses, opportunities, and threats to the Park City business economy. As a world-class ski resort, Park City experiences a healthy retail economy due to the multitude of cultural events, retail within our resort and businesses districts, as well as our proximity to Salt Lake City. Though retail competition at Kimball Junction and Salt Lake City as well as rising transportation costs could hamper the success of our retail, our destination appeal, historic character, and convenient location contribute to Park City's appeal as a favored tourist destination.

In the 2011 study, the largest employment industry in Park City was the leisure and hospitality industry. This industry was made up of the art, entertainment and recreation sector, and the accommodation and food services sector. Though there are clusters throughout Park City and Snyderville Basin, the largest cluster of art, entertainment and recreation businesses was located on Main Street. Furthermore, accommodation and food services businesses were clustered in fewer locations, mainly Main Street, Prospector, and Kimball

Junction. Retail, while not included in the leisure and hospitality industry, is another important part of a tourism economy, especially because its businesses tend to be the most visible to residents and tourists alike. Most retail in the area was clustered at the Tanger Outlet Malls in Kimball Junction and on Main Street, with smaller clusters in Bonanza Park and Redstone.

Main Street
The Park City Retail Study report found that most businesses in Park City, regardless of their industry type, tend to cluster on Main Street . Main Street is essentially built out, and the large number of art galleries, similar gift stores, and restaurants has allowed Main Street to experience overall higher sales per square footage than other retail districts. Its cul-de-sac location within the City and historic structures limit the overall square footage available, while real estate demands and pressures permit higher rents.

The Park City Retail Study recommends the following improvements for Main Street:

- Merchants association and City – proactively recruit diverse tenant mix.
- Implement plans to provide a central gathering place – to provide for entertainment, fun, social interaction.
- Complete streetscape and related improvements to enhance identity and ambiance.
- Continue to enforce design standards to maintain consistent theme.

"The Main Street district displays greater seasonality than any other district in Park City, indicating that the district relies more heavily on tourism-related trade than any other districts in the community."

2011 Design Workshop "Retail Market Study"
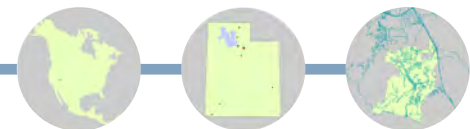
STRATEGY: Commercial Nodes in Park City (continued)

Lower Park Avenue (LoPa)

The LoPa retail district presently favors day-skiers at Park City Mountain Resort (PCMR) with some retail opportunities, such as the Seven Eleven, at the north end of the district. The majority of this retail is service-based, such as lift tickets and training programs, and is located at PCMR. The district as a whole is predominantly single-story and follows a suburban pattern, with retail being clustered around central gathering spaces at PCMR. Though access to this district is greater than Main Street, the region overall lacks a distinct identity.

The Park City Retail Study recommends the following improvements for LoPa:

- Public and private sector should work together soon to define the central gathering places and main "spine" that may serve PCMR.
- Complete specific projects identified in RDA process in order to encourage private development.
- Public and private sector should work together to identify tenants and development concepts.

Bonanza Park (BoPa)

As the largest retail district in the City, Bonanza Park is a full-service community for full-time Park City residents. The lower density, suburban land uses with 1960s through 1980s architectural styles support the everyday needs of residents by housing a grocery store, pharmacy, and other day-to-day retail and service businesses. Its central proximity to Park City and Summit County is both a benefit as well as a disadvantage in that Bonanza Park's retail must compete with that of Kimball Junction in serving residents and tourists.

The Park City Retail Study recommends the following improvements to BoPa:

- Potential mixed-use neighborhood including affordable housing, civic and cultural amenities, open space.
- Plan for a true neighborhood.
- Improve pedestrian, bicycle, and automobile connections.
- Renovate physical appearance.
- Leverage gateway location.

Prospector

The Prospector retail district provides smaller retail opportunities, a variety of restaurants, lodging, and office space for the larger Park City market that is utilized by locals and visitors. Dominated by 1960s through 1980s architecture, Prospector lacks a recognizable identity and branding that would allow greater name recognition, repeat business, and higher levels of business.

The Park City Retail Study recommends the following improvement to Prospector:

- Leverage adjacency to rail trail.
- Resolve any access management issues and complete streetscape improvements over time to enhance identity and retail viability.
- Create signage and clarify identity.

Deer Valley

Isolated from Park City and Summit County, Deer Valley is a resort-oriented neighborhood that caters to overnight visitors and second homeowners. The Snow Park, Silver Lake Lodge, and Empire Lodge areas contain some retail and restaurants; however, the retail is hidden within the design of the much larger resort area so that visitors often consult directories and staff in order to locate eating, drinking, and shopping opportunities. As a result, Park City's Main Street serves as the de facto entertainment base for Deer Valley. While Main Street should continue to function as a resource to Deer Valley, there may be an opportunity for some shops/restaurants within the Snow Park area that cater to these customers.

The Park City Retail Study recommends the following improvement to Deer Valley:

- Given location, ensure transportation systems effectively serve Deer Valley.
- Carefully work with City and other partners to plan for expansion of development at base area.
- Continue to operate as the high quality visitor-experience provider.

"The overall role of Deer Valley retail is to provide convenience and resort retail for overnight visitors, skiers, and second homeowners and residents of Deer Valley. Overnight visitors and second homeowners may dine and shop occasionally at Deer Valley, they are primarily traveling to Main Street for dinner and shopping."

-2011 Design Workshop
"Retail Market Study"
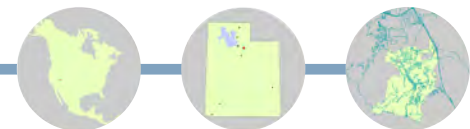
STRATEGY: Commercial Nodes in Park City (continued)

Potential Industry Growth
A location quotient/employment growth analysis of industries located throughout Park City reveals that the education and health services as well as the manufacturing industries have the potential to become an important part of Park City's economy. Both industries have seen large amounts of population growth even though there are relatively few people employed in them compared to the statewide distribution of employment. Education businesses are largely comprised of the Park City School District, the majority of which are clustered along Kearns Blvd. between the District Office and Park City High School. Even though IHC is the largest employer of health workers in Park City, most medical offices are located in Prospector and, to a lesser extent, Redstone.

Manufacturing businesses are more dispersed throughout the area. Manufacturing, as classified by the North American Industry Classification System (NAICS), contain a number of businesses that traditionally are not con-sidered to be manufacturing. These businesses include bakeries, printing companies, breweries and chocolate makers. Therefore, businesses such as Windy Ridge, Shades of Pale, and Rocky Mountain Chocolate are included in the manufacturing industry. However, there are a number of more traditional manufacturing businesses in Park City and Summit County. These are located in Bonanza Park and the Silver Creek Business Park. Notable manufacturing businesses include Skullcandy, Triumph Gear Systems and Geneva Rock.

As these industries continue to grow and expand, Main Street, Bonanza Park, and Prospector districts are the three most common places for businesses to locate. As the 2011 Retail Study has shown, this does not necessarily imply that the districts will compete for cus-tomers; they will appeal to locals and visitors with different needs. Greater diversity of businesses, as recommended by the study, will help support mixed use development, greater range of housing types and income levels served thus allowing these districts to serve the needs of a variety of customers. Moreover, growth in these regions will help areas such as LoPa and Deer Valley emerge with distinctive identities and qualities that aid in improving name recognition and achieving higher shopper traffic volumes.
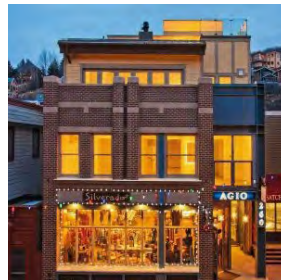
STRATEGY: Local Business vs. Chain Stores

A growing number of cities and towns are enacting policies that restrict the proliferation of "formula businesses" — stores and restaurants that have standardized services, décor, methods of operation, and other features that make them virtually identical to businesses elsewhere (e.g. McDonalds, Dunkin Donuts, The Gap). Park City should consider similar tactics. A significant increase in the number of "formula businesses" or "chain stores" would negatively impact the City's unique character and is not in line with our mantra..."Keep Park City Park City."

Defining what qualifies as a formula business has proven somewhat challenging to other cities. Some definitions focus on the number of businesses within the chain, while others emphasize the common or uniform attributes of the businesses. One proposed bylaw provides the following definition that seems appropriate for Park City:

A type of business activity that maintains a standardized array of services and/or merchandise, name, trade

mark, logo, service mark, symbol, sign, décor, architecture, layout, uniform, color scheme, menus or similar standardized feature and substantially the same as ten or more such establishments, regardless of ownership or location. Formula businesses shall not include post offices, churches, schools or government facilities.

To prevent and mitigate these problems, some cities and towns have adopted ordinances that prohibit formula businesses in certain zoning districts, cap their total number, or require that they meet certain conditions to open shop in the community. A ban on formula businesses does not necessarily prevent a chain such as Starbucks from entering the market, but it does require that Starbucks open a coffee shop that is distinct — in name, operations, and appearance — from all of its other outlets. Unfortunately, there are few examples of a chain complying with a formula business ordinance by opening a unique outlet. In most cases, they refuse to deviate from their business

model formula and opt not to open in the market at all.

Formula business ordinances seem to be most prevalent in small communities that have a distinctive character and thriving tourism-based economy. Communities, such as these, that have protected their distinctive character and maintained many one-of-a-kind businesses are commonly viewed as more interesting places to live and visit. Small resort communities such as Ogunquit, Maine, a popular seaside destination, and Solvang, California, the "Danish Capital of America", are among the growing list of municipalities that have enacted regulations addressing formula-based retail in order to enhance their ability to attract tourists.

As Park City seeks to maintain its distinct, historic, small-town, tourism-based economy, an ordinance restricting formula businesses along Main Street and the Bonanza Park districts should be seriously considered.

Citizens have been trying to exclude chain stores from their communities for

For sake of comparison, some chain stores are noted on the left vs. their local counterparts on the right. Local businesses provide not only character to Park City but also have a higher economic multiplier for dollars that remain in the community.

C h a i n   S t o r e s

VS.

VS.

VS.

L o c a l   B u s i n e s s e s

decades. This includes "big-box" chains as well as national and international businesses including well-recognized fast food restaurants, drug stores, and clothing retailers. The reasons for restricting these large corporate businesses include concerns over community character and aesthetics, local economics, self-reliance, and corporate ideologies. Proposing formula business restrictions within Park City raises key decisions for the Planning Commission and City Council such as:

- Will the ordinance apply only to a certain zone or be applied city wide?
- What types of formula businesses should be regulated, restaurants or retail, or both?
- Should the ordinance prohibit formula businesses altogether, cap their number, set an acceptable percentage, or make them a Conditional Use subject to case-by-case review and approval, or combine these approaches?
- Will restrictions lead to more commercial vacancies in the City, less tax revenue and

potential blight?

- Will restrictions create complicated permit processes which in turn adversely hit the smaller independent businesses we wish to protect?
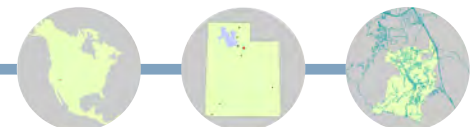
In addition, there are some important legal issues to resolve before adopting formula business restrictions, including:

- The ordinance needs to clearly articulate the public purposes the law will serve and specify how the restrictions will fulfill those purposes. The ordinance should reference the City's General Plan, identifying goals within the plan that a formula business restriction will help to fulfill. These commonly include:

  o Maintaining the unique character of the community and the appeal of its commercial district.
  o Protecting the community's economic vitality by ensuring a diversity of businesses with sufficient opportunities for independent entrepreneurs.

  o Fostering businesses that serve the basic needs of the surrounding neighborhood, rather than those oriented toward tourists or regional shopper.

Within Park City, a possible ordinance might only apply to the HCB (Historic Commercial Business) and HRC (Historic Recreation Commercial) Zoning Districts and the potential Bonanza Park (BoPa) Form Based Code District. Both formula-based restaurants and retail would be regulated within these zones. By limiting these proposed restrictions to the HBC, HRC, and BoPa Districts, the City can prevent a proliferation of formula businesses in these areas while still providing for other areas where they may be more appropriate. The HCB and HRC zones would be the preferred zones to prohibit formula businesses altogether (or keep to a very low percent), whereas the BoPa District would be a good location to cap their number/percent to ensure that local businesses have an opportunity to enliven this District.

City/Town	State	Population	Year Enacted	Bylaw Type	Formula Store Limit	Area Enforced	Special Permit Required?	Formula Store Size Limit
Arcata	CA	17,000	2002	Formula Retail Sales & Services	9	All commercial districts		
Bainbridge Island	WA	20,300	1989	Formula Fast Food & Takeout	Ban	Citywide (but allowed in High School Road Zones)		4000
Barnstable	MA	48,000		Formula Business	Partial Ban			
Benicia	CA	27,000	2007	Formula Restaurants & Retail >20,000 SF	1 per co.	Citywide (but restaurants are allowed in the CG zone except in the Solano/Davie's Square where permit is required	Yes	
Bristol	RI	23,000	2004	Formula Businesses		Historic Downtown District	Yes	2500
Calistoga	CA	5,200	1996	Formula Businesses & Visitor Accomodations	Ban	Citywide		
Carmel-by-the-Sea	CA	4,100	mid-1980s	Formula Restaurants, Fast Food & Takeout	Ban	Citywide		
Chatham	MA	6,600		Formula Business			Yes	
Chesapeake City	MD	800		Formula Business	Partial Ban	Village & Waterfront Districts and all commercial areas except one.	Where Allowed	
Coronado	CA	24,000		Formula Retail & Fast Food	10	Citywide	Yes for Retail	
Dennis	MA	16,000		Formula Business	Partial Ban		Where Allowed	

This is an incomplete list of many of the communities in the United States that have enacted various types of Ordinances addressing formula stores. Typically smaller resort communities are the locales that tend to enact ordinances to protect their local businesses as well as community character.

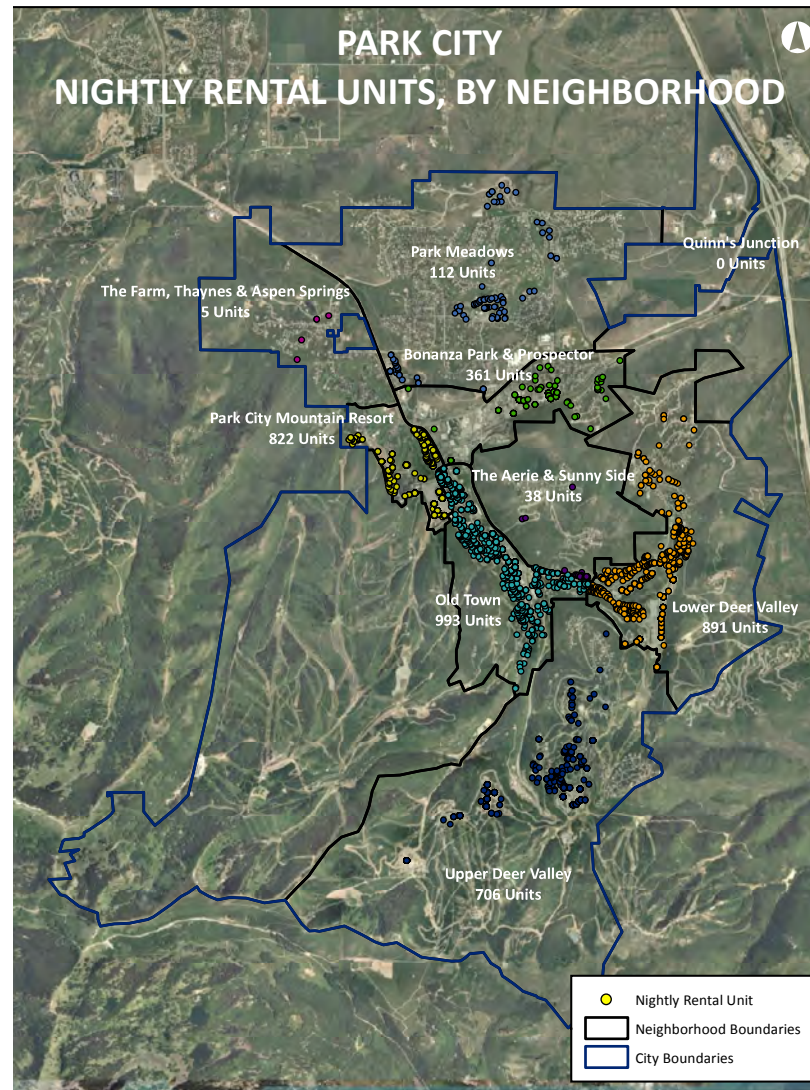|								
Fairfield	CT	57,000	2007	Formula Neighborhood Businesses		Citywide	Yes	4000
Fredricksburg	TX	10,800		Formula Businesses		Historic Downtown District	Yes	
McCall	ID	2,000	2006	Formula Restaurants & Retail	10% of stores & resturaunts	Citywide		
Nantucket	MA	9,500	2006	Formula Business	Ban	Historic Downtown District		
Ogunquit	ME	1,225	2005	Formula Restaurants & Fast Food	Ban	Citywide		
Pacific Grove	CA	15,500	1995	Fast Food & Takeout Restaurant	Ban	Citywide		
Port Jefferson	NY	7,800	2000	Fast Food & Takeout Restaurant	Partial Ban	Historic & Waterfront Districts		
Port Townsend	WA	8,300	2005	Formula Retail & Restaurants	Partial Ban	One commercial zone along Main Street; otherwise banned from downtown and commercial areas	Where Allowed	
Provincetown	MA			Formula Business			Yes	
San Francisco	CA	810,000	2004	Formula Retail & Restaurants		Neighborhood commercial area and most areas citywide except downtown	Yes	
Sanibel	FL	6,100	1996	Formula Restaurant	Ban	Citywide		
San Juan Bautista	CA	1,700	2004	Formula Business & Visitor Accomodations	Partial Ban	Citywide		5000 where allowed
Sausalito	CA	5,300		Formula Restaurant & Retail		Central commercial, shopping center, and neighborhood commercial areas	Yes	
Solvang	CA	5,300		Formula Restaurant	Partial Ban	Village District		
York	ME	13,000	2004	Formula Restaurant & Fast Food & Takeout	Ban	Citywide		

STRATEGY: Nightly Rental Balance

Currently, a Nightly Rental is defined within the Land Management Code as the rental of a dwelling unit for less than thirty (30) days. Due to the resort nature of the Park City economy, the land is often more valuable than the structure located upon it. The economics of the property are often significantly increased if the structure can be commercialized. As a result, the City has experienced a higher demand of nightly rentals. This is directly related to the existing trend of increased second-home ownership within the City which allows for nightly rental opportunities.

Nightly Rentals are allowed in every zoning district except:

- Recreation and Open Space (ROS)
- Protected Open Space (POS)
- Public Use Transition (PUT)
- Community Transition (CT)

The Single Family (SF) zone only allows for nightly rentals within the Prospector Village Subdivision.

PARK CITY
NIGHTLY RENTAL UNITS, BY NEIGHBORHOOD

Park Meadows
112 Units

Quinn's Junction
0 Units

The Farm, Thaynes & Aspen Springs
5 Units

Bonanza Park & Prospector
361 Units

Park City Mountain Resort
822 Units

The Aerie & Sunny Side
38 Units

Old Town
993 Units

Lower Deer Valley
891 Units

Upper Deer Valley
706 Units

○ Nightly Rental Unit
▢ Neighborhood Boundaries
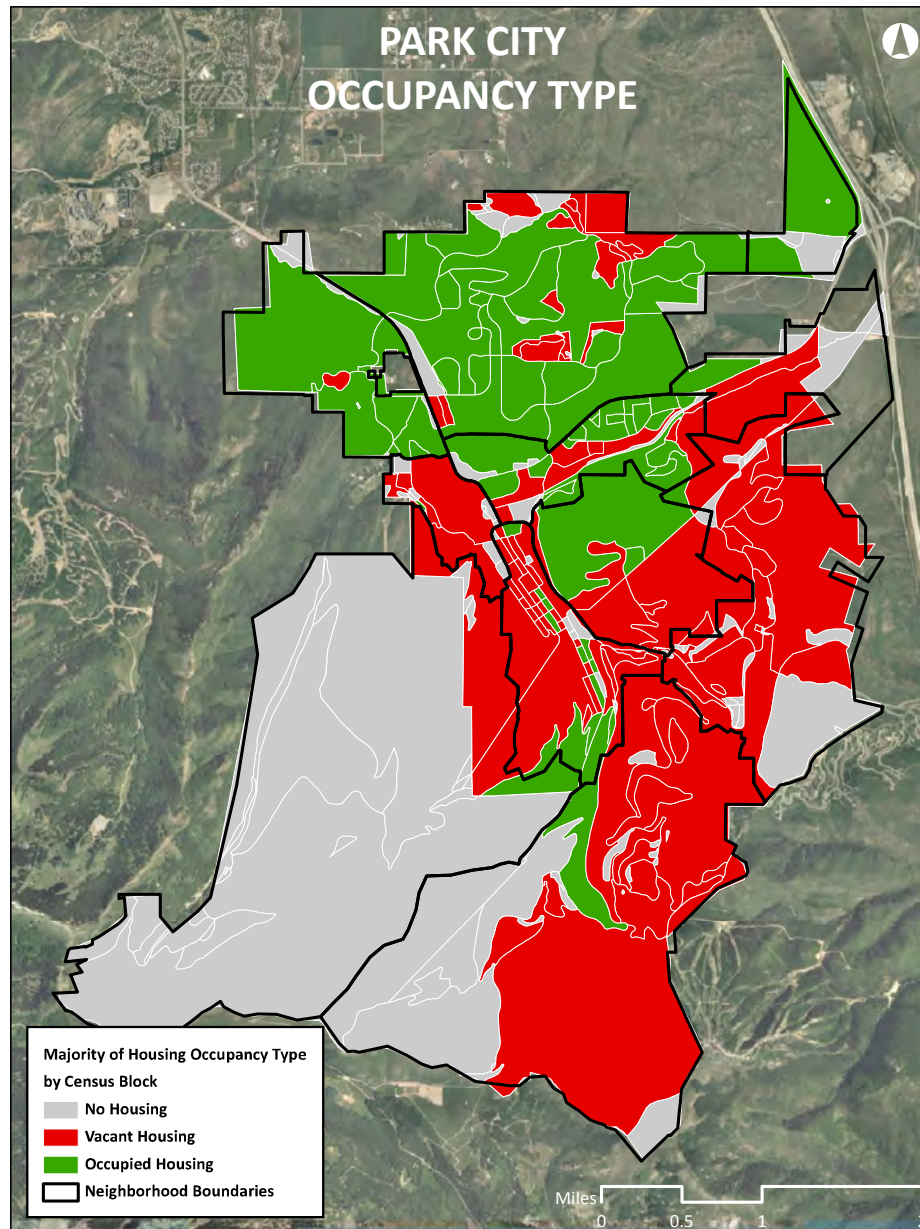▢ City Boundaries

Nightly Rental units are scattered throughout Park City. The neighborhood with the most units is Old Town (993) followed by the resort neighborhoods. The City should look closely at Old Town and consider the provision of incentives for primary home ownership. Balancing this resource for locals, as well as visitors, will be essential to the success of Main Street and the neighborhood.

Nightly Rental is a Conditional Use (CUP) in the Historic Residential-Low Density (HR-L) District and is prohibited in the April Mountain/Mellow Mountain Subdivision located in the Residential Development (RD) District.

There are 3,928 nightly rentals in Park City out of 8,520 total housing units (January 2012) within the City; therefore, based upon the entire stock of housing units in Park City, 46% are nightly rentals.

Thaynes, Park Meadows, Bonanza Park & Snow Creek, Prospector, Masonic Hill, and Quinn's Junction neighborhoods have a majority of occupied housing units, while the rest of town is predominantly vacant (e.g. secondary) housing. The Old Town neighborhood is comprised of Census Blocks that are predominantly vacant housing; however, there are several blocks that contain a majority of occupied housing.

PARK CITY OCCUPANCY TYPE

Majority of Housing Occupancy Type by Census Block
- No Housing
- Vacant Housing
- Occupied Housing
- Neighborhood Boundaries

Miles
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Occupancy Type: The map to the left illustrates the existing neighborhood boundaries in terms of the majority of housing occupancy type by Census Block. The map is divided into three categories: no housing, vacant housing, and occupied housing.
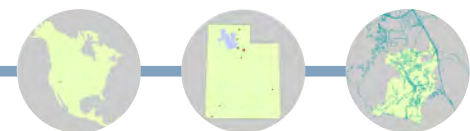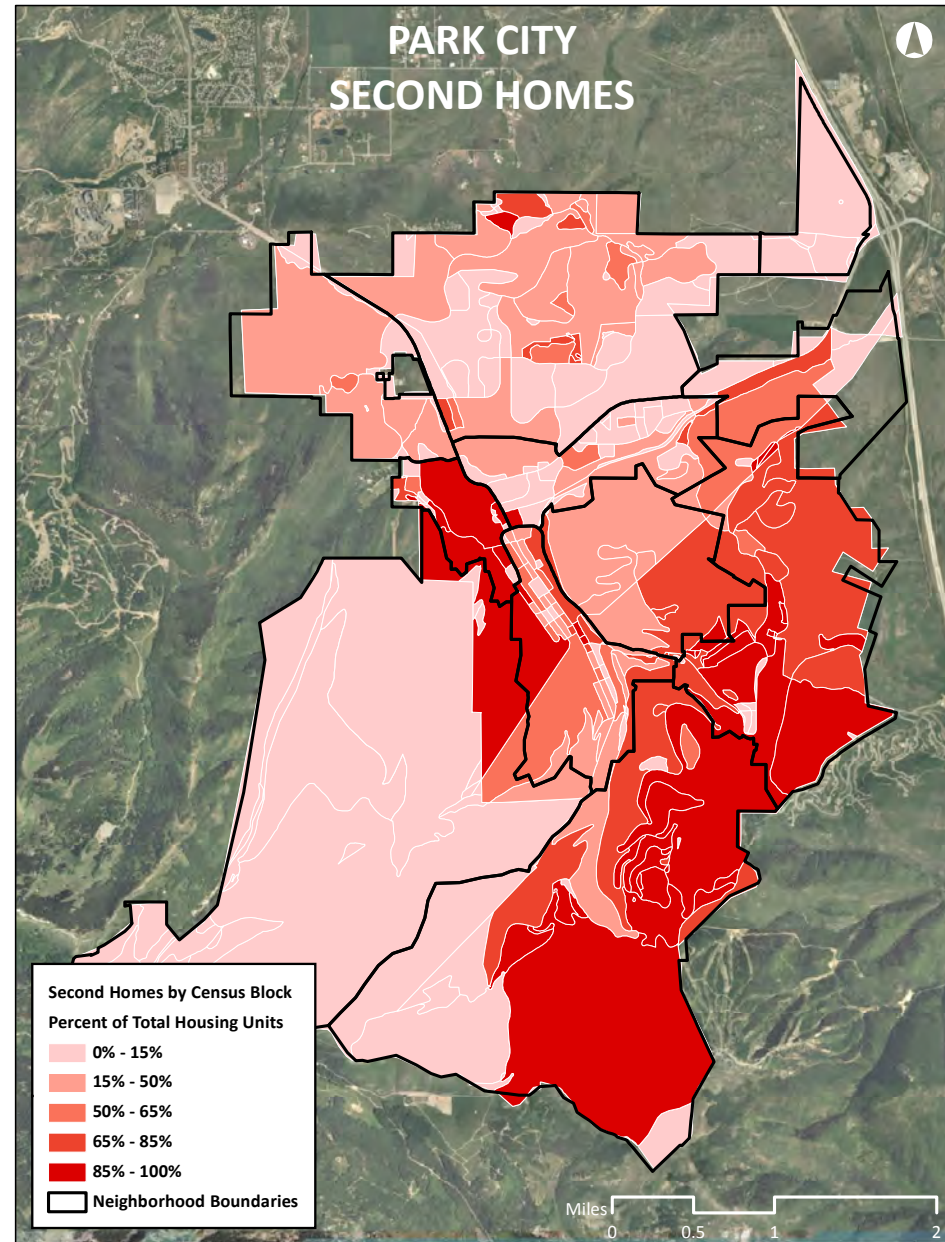
The Nightly Rental table on the following page contains the total number of nightly rentals per neighborhood, percent of nightly rentals within the City per neighborhood, total number of housing units, and the percent of nightly rental units in each neighborhood.

The 'Neighborhood Type' designation, located at the right side of the table, consists of primary or resort oriented designation based on the occupancy majority. Where there is a majority of vacant housing, second home ownership, and also nightly rental, the neighborhood has been identified as a resort neighborhood.

The neighborhood with the highest percentage of nightly rental in Park City is Old Town containing 25%, followed by Lower Deer Valley, Resort Center, then Upper Deer Valley. The Nightly Rental average (percent of total housing units) within the City is forty-six percent (46%).

While the Old Town neighborhood has the highest percentage of nightly rentals (25%) and the higher number of nightly rentals than any other neighborhood (993 out of 2,059), the Old Town

Second Homes: The map to the right shows second homes by Census Block in terms of percent of total housing units. The map is represented in terms of color intensity. The darker tones show a higher percentage of second homes while the lighter tones show a lower percentage.

PARK CITY
SECOND HOMES

Second Homes by Census Block
Percent of Total Housing Units

- 0% - 15%
- 15% - 50%
- 50% - 65%
- 65% - 85%
- 85% - 100%
- Neighborhood Boundaries

Miles 0 0.5 1 2

SENSE OF COMMUNITY

Neighborhood	Number of Units	Percent of All Nightly Rental	Total Housing Units	Nightly Rental as Percent of All Units	Neighborhood Type
Thaynes	5	0%	231	2%	Primary Res
Park Meadows	112	3%	1,456	8%	Primary Res
Bonanza Park & Prospector	361	9%	1,208	30%	Primary Res
Resort Center	822	21%	1,135	72%	Resort
Old Town	993	25%	2,059	48%	Primary Res/Resort
Masonic Hill	38	1%	186	20%	Primary Res
Lower Deer Valley	891	23%	1,070	83%	Resort
Upper Deer Valley	706	18%	1,173	60%	Resort
Quinn's Junction	-	0%	3	0%	Primary Res
TOTAL	3,928		8,520	46%	

Neighborhood as a whole does not have a predominant trend towards vacant housing or a high percentage of second homes. The higher values for Nightly Rentals are due to the higher density of the historic configuration of the Park City Survey and Snyder's Addition, which platted lots of record consisting of 1,875 square feet, creating an urban environment of approximately 23 units per acre.

City records show a population of approximately 4,200 people in the 1930 Census, solely within what is now known as Old Town. This statistic notes the density of the town historically.

In order to maintain a balance between primary residents and resort oriented neighborhoods, Thaynes, Park Meadows, Bonanza Park & Snow Creek, Prospector, Masonic Hill, and Quinn's Junction neighborhoods should remain

primary residential neighborhoods. This allows the Resort Center, Lower Deer Valley, and Upper Deer Valley to maintain their resort aspect.

The Old Town neighborhood was historically full time primary residential. When Park City re-invented itself as the City evolved into a world class destination, its residential makeup began to change. Old Town property owners realized how valuable land was and
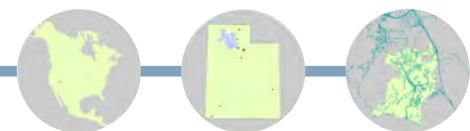
they started to try to maximize the land values as development pressure made it a more desirable resort destination.

The City should consider incentives for primary homeownership in Old Town; a balance between residents and tourists is desirable in this neighborhood.

Additional policies that might reinforce this balance include:

- Improved enforcement of nightly rental locations in Old Town;
- Consideration of nightly rentals as a Conditional Use within the HR-1 Zoning District, rather than an Allowed Use; and/or
- Reconsideration of allowing nightly rentals in the HRL Zoning District as an Allowed Use or Conditional Use; and/or
- Consideration of new criteria for nightly rental Conditional Use permits.

Park City Nightly Rental Units By Neighborhood
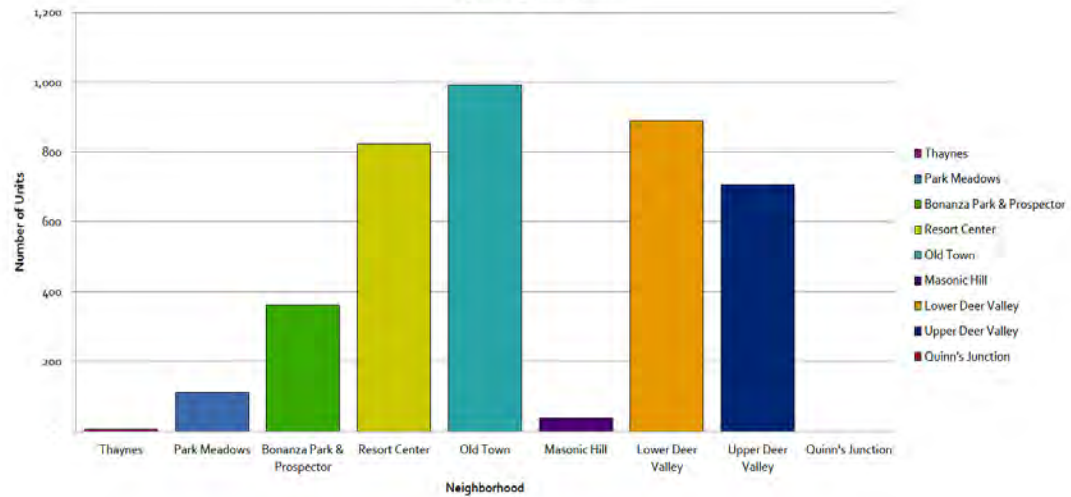
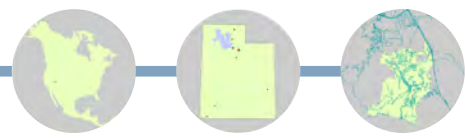**Park City Nightly Rental Units as a Percent of Total Residential Units**
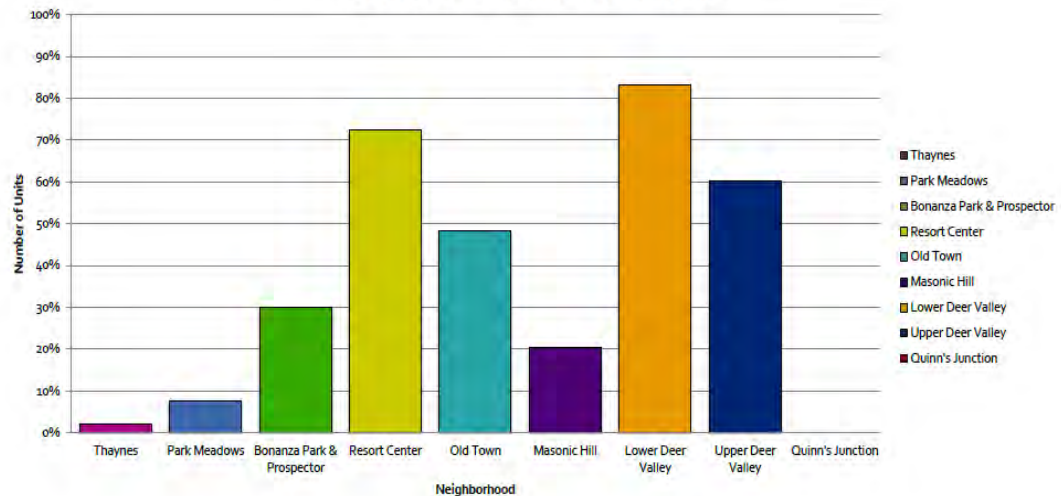
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an interacting population of

various kinds of individuals

in a common location

STRATEGY: Housing Toolbox

Land Acquisition & Assembly	Planning & Regulatory Approach	Financing	Maintaining Long-term Affordability

No two communities have the same housing challenges. The many influences causing housing challenges are specific for each community and therefore it is essential that each community creates a flexible, multifaceted housing strategy that can provide different solutions for different influences.

The housing toolbox has been created primarily as a concise summary of Urban Land Institute's 2007 publication "Developing Housing for the Workforce: A Toolkit." TULI's document goes into detail about each strategy and provides a wealth of information from case studies and examples.

This summarized toolbox has been created to provide Park City with options for addressing different housing challenges as they arise.

Successful housing strategies must be able to provide solutions for unique issues facing a community, and to be flexible enough to adapt to a variety of situations.

In 2007, Park City adopted an inclusionary housing resolution requiring developers to provide affordable housing based on a percentage of the total units proposed. This plan was reviewed and updated in 2012. While this is an effective strategy for creating affordable housing, it is only effective during times of development production. Other strategies are necessary to protect existing affordable housing stock, to create housing in times when no development is taking place, and to ensure affordability into the future. This toolbox includes implementations tools appropriate for Park City's unique housing market.

Housing Inventory. The City's housing inventory should be updated at least every two years. A housing inventory should include:

- Rental-to-for-sale housing ratio.
- Variety of housing types in the community.
- Current median, lowest, and highest rents.
- New/pending rental products.
- Condition of existing rental stock.
- Current median, lowest, and highest home values.
- New/pending development ownership products.
- Condition of existing ownership stock.
- Existing affordable-housing stock.
- Condition of existing affordable-housing stock.
- Existing affordable housing stock that is "at risk" of redevelopment or conversion to higher-end housing.

Assess Workforce Housing Needs. To accurately assess workforce housing needs in an area, a regional employment study is necessary to project housing demand of the workforce.

Housing Toolbox

Land Acquisition & Assembly

Identify Possible Available Affordable Housing Opportunities

- Inventory public lands and structures.
- Inventory privately held vacant and abandoned properties.
- Infill areas include: air rights, vacant lots, vested property rights, and under-utilized land.[10]

Create Private/Public Partnerships to Assist in Land Assembly

Park City Municipal Corporation can help private developers fulfill their affordable housing requirements through property information sharing (land surveys and inventories), assistance with land negotiation, making surplus public land available for sale, working with redevelopment agencies, and assisting in brownfield clean-up.

Create Property Disposition and Acquisition Programs

- Prioritize disposition of properties with preference of acquisition for affordable/workforce housing
- Public entity may purchase land and then write-down or donate costs for affordable-housing development
- Consider allowing developers to donate land for affordable housing as an alternative to required affordable built units.
- Create a non-profit Land Bank Authority to manage publicly owned properties prior to development.

Development/Redevelopment Authorities (RDA)

Redevelopment Authorities are a tool used by local government to clean up blight, and implement development goals of a community. Within an RDA the board adopts a plan, policies and budgets. The policies can require a minimum percentage of RDA funds to be utilized toward workforce/affordable housing.
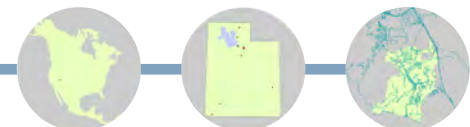
Housing Toolbox

Planning & Regulatory Approach

An effective way to encourage the development of affordable and workforce housing is through government incentives within planning regulations. The State of Utah requires cities to "estimate the needs for the development of additional moderate income housing" and "plan to provide a realistic opportunity to meet estimated needs for additional moderate income housing". The State lists a variety of planning and regulatory tools cities can adopt to encourage needed housing, including rezoning, infrastructure improvements, and rehabilitation. The following are housing strategies that could be implemented in Park City through planning regulations.

Inclusionary Zoning

Inclusionary Zoning requires that developers create affordable housing (usually a percentage) based on the amount of market-rate development within a project. Park City uses inclusionary zoning for all master

LOCATION TARGETS[11]

The following planning tools may be utilized to target preferred locations for affordable housing:

- Specific Plans
- Area Plans
- Overlay Zones
- Floating Zones
- Housing Enterprise Zones
- Transit-Oriented Zones

planned development proposals. The inclusionary zoning regulations combined with the City's housing policy, regulate the amount, type and location of affordable housing. Inclusionary zoning in Park City applies to residential projects with more than 10 units; hotel projects with more than 15 residential units, or commercial projects greater than 10,000 square feet. Inclusionary zoning can provide incentives to developers such as density bonuses, decreased parking requirements,

CONSIDER ZONING AND REGULATORY INCENTIVES FOR HOUSING DIVERSITY THRESHOLDS

- Housing Diversity
- Decreased Parking Requirements
- Density Bonus
- Transfer of Development Rights (TDR)
- Revised Building Rehabilitation Codes
- Waiver or Reimbursement of Development Fees
- Property Tax Abatement
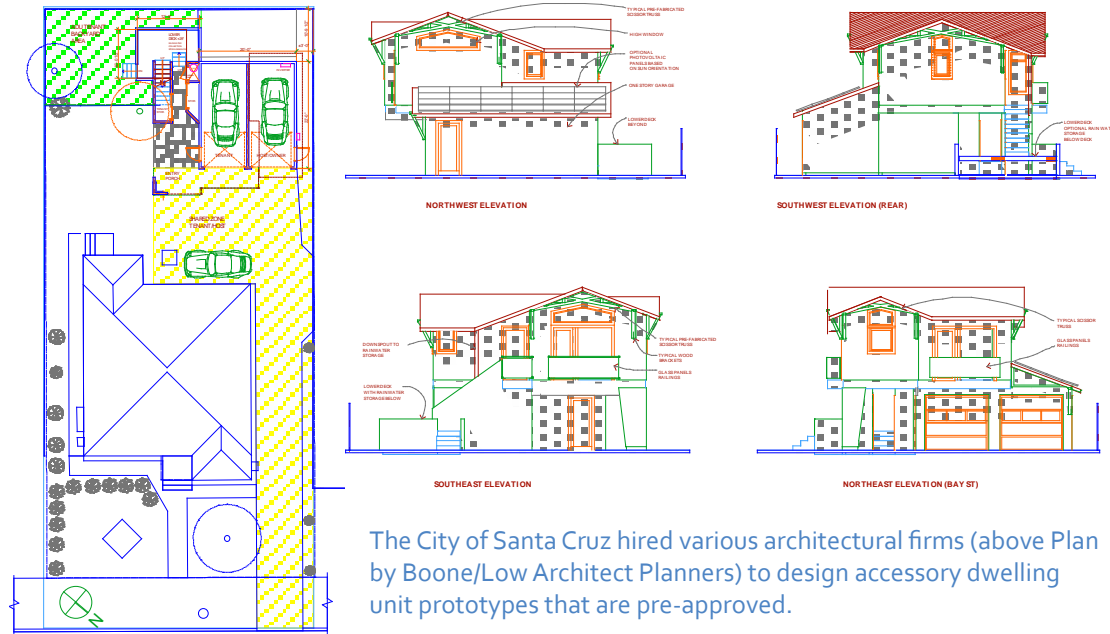- Increased Height
- Increased Floor/Area Ratio

and fee reductions for affordable and workforce housing. A Master Plan Development results in a binding development agreement, in which the community and developer are bound to vesting, site improvements, and construction performance.

Housing Toolbox

Planning & Regulatory Approach

ZONING FOR HOUSING DIVERSITY

To avoid sprawl, communities are diversifying their land use codes to allow a greater diversity of housing types within neighborhoods. Housing is a reflection of the underlying zoning. Large lots with setback requirements typically contain large homes. By strategically allowing a mix of smaller lot sizes, accessory dwellings, higher-densities, and mixed-use, diversity in housing can be attained within a community, therefore creating more housing opportunities for lifelong residence and the workforce. Not only are affordable housing opportunities created, but a smaller unit size leads to a smaller carbon footprint.

NORTHWEST ELEVATION

SOUTHWEST ELEVATION (REAR)

SOUTHEAST ELEVATION

NORTHEAST ELEVATION (BAY ST)

The City of Santa Cruz hired various architectural firms (above Plan by Boone/Low Architect Planners) to design accessory dwelling unit prototypes that are pre-approved.

The EPA awarded the Policies and Regulations Smart Growth Achievement Award to the City of Santa Cruz in 2005 for their Accessory Dwelling Unit Program. The highlights of the program (implemented in 2003) include the following:

- The city revised its zoning ordinance to eliminate covered parking require-ments for single-family homes, thus freeing up space for accessory units.

- Architects were retained to design accessory unit prototypes (500 square feet) that address a variety of site needs. These plans have been pre-approved by city departments so selecting one of these designs reduces time and fees for homeowners wishing to add an accessory unit to their property.

- In 2001 (before the program was implemented), 8 accessory dwelling units were built. In 2003, the program's first full year, 35 units were built.
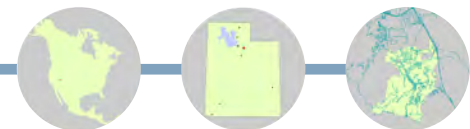
Housing Toolbox

Garage Apartment

Attached Accessory Dwelling

Detached Accessory Dwelling

Row Housing

Apartments

Attached Accessory Dwelling

Park City can revise zoning regulations to allow a wider variety of housing types that are compatible within existing neighborhoods, including: attached and detached accessory dwellings, cluster housing (row housing), co-housing, mixed-income housing, shared residences, and single room occupancy developments (dorm).

Housing Toolbox

Planning & Regulatory Approach

Parking
Reduction in parking requirements assists in making development proposals more affordable due to the cost associated with dedicating land to parking. The reduced parking incentive is appropriate in mixed-use neighborhoods and transit oriented developments (TOD).

Density Bonus
Increasing density offers developers the possibility to create affordable housing within a project. Having a higher density decreases the cost per unit, allowing the developer to dedicate units to affordable housing. This is especially important in a market as expensive as Park City, where cost and the low return on investment is often the biggest barrier to the construction of affordable housing.

Transfer of Development Rights
Transfer of Development Rights (TDR) is a planning instrument which allows a City to transfer development rights from sensitive areas (Identified as Sending Zones) to areas where increased density is appropriate, like an urban center (identified as a Receiving Areas). Opportunities for affordable or workforce housing could occur within the receiving site by taking advantage of the increased density.

Revision to Building Codes and Rehabilitation Subcodes

Revisions to building codes, creating different standards for the rehabilitation of older structures, can save significant amounts of money for property owners. Traditionally, building codes apply the same code requirements to rehabilitation as new construction, requiring the older structures to be updated to the current building code standards. This can make a simple improvement very expensive. Building codes can be revised to allow more flexibility for rehabilitation of older structures, and therefore maintain affordability. Within the International Building Code and Uniform Housing Code, there are non-required appendixes which a municipality may choose to adopt, including an appendix for existing buildings and structures.

Waiver or Reimbursement of Development Fees
Municipalities may waive their development fees for affordable/workforce housing projects to lower the cost to developers.
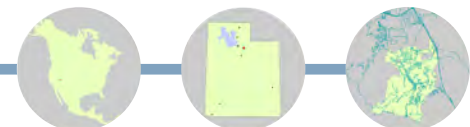
Housing Toolbox

Improve Development Permitting Process

The permitting process often increases the overall cost of development due to the amounts of review required by a municipality. The Urban Land Use Institute[4] suggests the following techniques to streamline the entitlement process:

- Create a one-stop shop for development permits;
- For each project, assign a project coordinator/expediter within the local government staff;
- Clarify procedures;
- Hold pre-application conference or reviews to give developers early feedback;
- Create multi-agency review committees
- Allow concurrent processing of permit applications;
- Establish by-right zoning for developers that meet zoning requirements and permit more by-right uses;
- Prepare master environmental impact reviews for areas where the local government would like to encourage housing development;
- Establish clear design guidelines;
- Use computers and other technological innovations;
- Cross-train staff to promote consistency and efficiency;
- Build flexibility into the review process;
- Use benchmarking and customer feedback to evaluate performance.

Housing Toolbox

Housing Trust Fund

Housing trust funds are distinct funds established by legislation, ordinance, or resolution to receive public revenues which can only be spent on housing. Housing trust funds receive ongoing revenues from dedicated sources of public funding, such as taxes, fees, or loan repayments. These trust funds can provide low-interest down payment/closing cost loans for first-time home buyers, gap financing for affordable rental housing projects, or funds to assist the homeless in attaining stable housing.

Housing Linkage Programs Municipalities may require developers to build affordable housing units dependent on the amount of commercial square footage developed. The developer may either produce that housing or pay an in-lieu fee.

Bond Financing
Large affordable housing developments may consider utilizing Bond Financing with cooperation of local and state resources. There are multiple bond options, but the requirements (voter approval) are too complex for smaller scale developments.

Taxation Programs
Municipalities may offer incentives for affordable/workforce housing through levying taxes. Taxation programs include:
- Tax abatement
- Land write-downs
- Tax Increment Financing

Private Funding Sources and Programs
There are several federal programs which require financial and depository institutions to help meet the credit needs of the communities in which they operate, including the Community Reinvestment Act and the Community Investment Cash Advance programs. Each program has requirements that the development must meet in order to qualify for incentives such as grants and low cost, long term funds to help finance projects. Also, non-profit mortgage lenders, financing partnerships and lending consortia all play critical roles in helping finance affordable housing.

Employee Housing Production Programs
Employers can create employee housing programs to assist in creating workforce housing in close proximity to jobs. Buyer assistance is the most commonly utilized employee housing program. In resort communities, housing production is more common due to the high cost of land and high demand of service employees.

Demand-Side Programs
Demand-side programs assist with decreasing the initial cost of purchasing a residential unit. Programs include:
- Reduction in down payments or closing costs
- Fee waivers
- Matched savings program
- Forgivable loans
- Subsidized "soft" mortgages
- Below-market-rate mortgages
- Mortgage guarantees
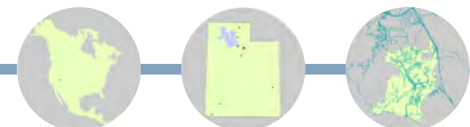
Housing Toolbox

Maintaining Long-term Affordability[13]

Flexible Financing Qualifications or Terms

To ensure that the affordable and workforce housing that has been financed and produced remains affordable, a community may utilize the following long-term tools:

Mortgage Controls

Mortgage instruments provide home buyers with financial assistance at the time of purchase in the form of a mortgage subsidy. The subsidy typically covers closing costs and the down payment and places a zero-interest or low-interest second mortgage on the property for the amount of the subsidy, known as a "soft mortgage". Within the mortgage instrument, the agreement requires that the subsidy be repaid to the entity which provided financial assistance for the original purchase during the time of sale. The funding agency can then utilize the recaptured funds to assist another prospective buyer in need of financial assistance.

Deed Restrictions

Deed restrictions are utilized to place restrictions on the resale of a unit. The restrictions run with the property and therefore are a very effective tool in maintaining long-term affordability. A deed restriction can limit the appreciation of the unit, require right of first refusal to a sponsor, or require that the unit is only sold to income-qualified buyers.

Limited-Equity Housing Cooperatives

Limited-equity Housing Cooperatives (LEHC) are a shared ownership arrangement within a multifamily housing development. Owners become shareholders within the cooperative and may buy/sell according to the bylaws and individual occupancy agreements.

Community Lands Trusts

Community Land Trusts (CLT) assist in maintaining affordable housing options within a community by managing the price of land. Land is purchased and owned by the CLT in perpetuity, eliminating continued inflationary costs associated with land. The CLT participates with traditional home buyers to lower the cost of purchasing a home by retaining ownership of the land upon which

a home sits and making it available to residents through a long-term lease. The residents have secure user rights of the land and are free to control and build their community as allowed within the lease. Since CLTs are nonprofit organizations and hold the land for a long period of time, they ensure that the house will remain affordable for many future home buyers. The subsidies are permanently tied to the property rather than to the recipient household, as found in first-time homeowner and down payment assistance programs. The benefit is passed on to future homeowners as a lower acquisition cost.

Rent Control

Rent controlled affordable housing associated with HUD-subsidized housing usually has a time limit associated with the affordable rental rates, typically between 15 – 40 years. HUD-subsidized apartments must follow federal standards for rental rates. Another type of rent control is rent stabilization. Rent stabilization requires privately owned rental housing to limit rent increases during the entire tenant occupancy. Once a tenant leaves, the rent may be market rate.

Snow Creek Cottages is the City's newest affordable housing project. The thirteen units are a combination of 2 and 3-bedrooms ranging from approximately 1100 square feet to 1750 square feet. In addition to deed restrictions placed on each property to ensure affordability for years to come, each unit is equipped with the latest in energy efficient technology.

STRATEGY: Access to Recreational Facilities

Access to Recreational Facilities

Park City offers its residents and visitors access to a number of recreational parks and facilities. These range from small pocket parks, to a skateboard park, to a health and fitness facility, all of which are wildly popular among Park City's residents. Demand for recreational opportunities continues to grow; as it does, it will be necessary to ensure residents can easily access these facilities by foot, bike, bus and car. To accomplish this goal, facilities will need to be located throughout the City in varying sizes and with differing amenities.

The majority of recreational facilities are located along State Route 224, State Route 248, and Park Avenue. While this allows all residents easy access to most facilities, it means that the majority of users have to travel by car to get there. As the City continues to grow and redevelop, it would be ideal to have various parks and recreational facilities spread throughout each of Park City's neighborhoods, allowing easy and quick access to a space where all residents can recreate and socialize.
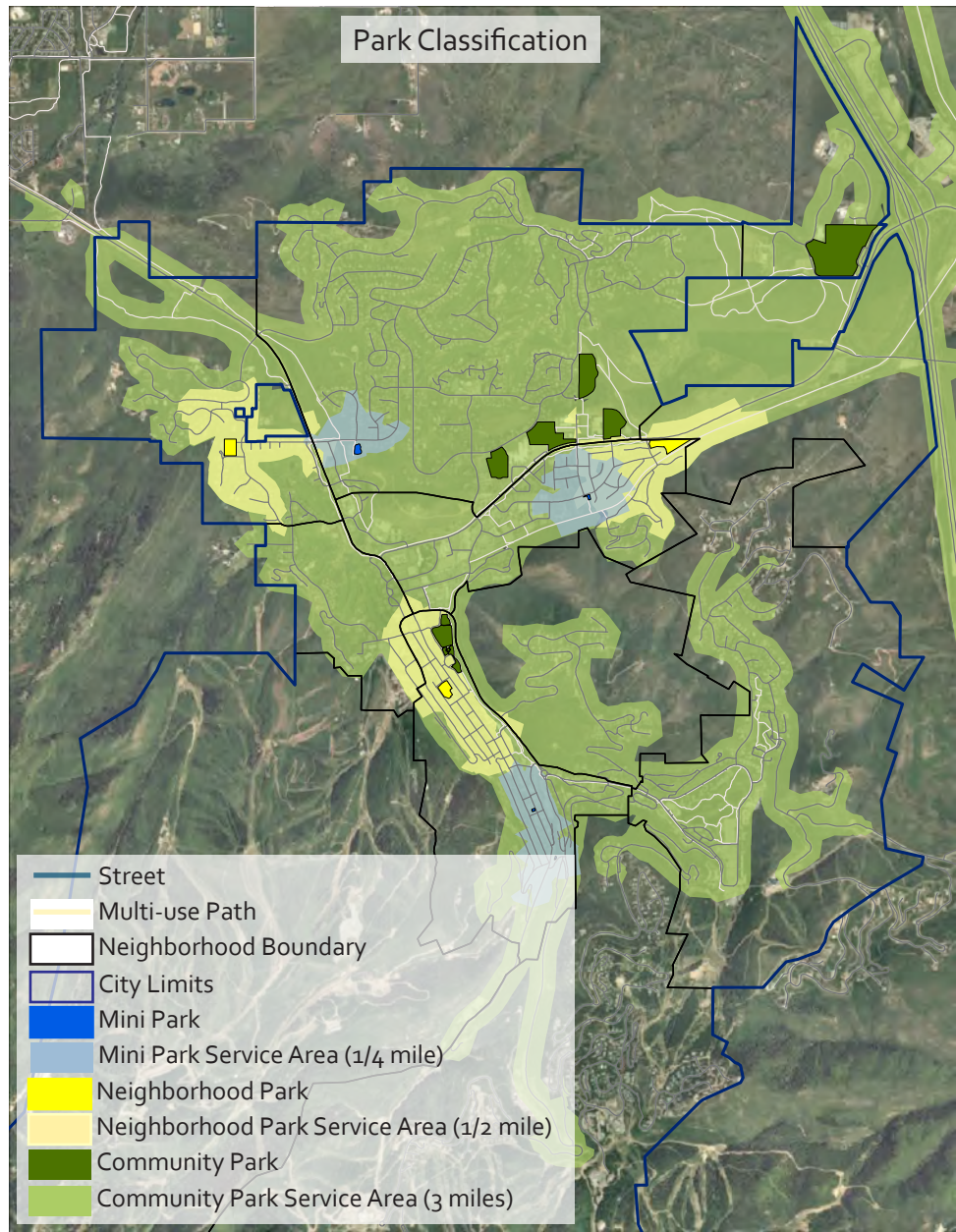

A study completed by the US Centers for Disease Control and Prevention (CDC) found that the number of people who exercise three days or more increased by 25.6 percent when those people had easy access to spaces for physical activities.[14] In addition, property values of houses located near parks or green space tend to be much higher than the value of those located further away. Parks and recreational facilities also allow residents and neighbors to interact

NATIONAL RECREATION AND PARKS ASSOCIATION (NRPA) PARK STANDARDS		
TYPE	SIZE	SERVICE AREA
Mini Park/Pocket Park	2,500 sq ft - 1 acre	1/4 mile
Neighborhood Park	5 - 10 acres	1/4 mile - 1/2 mile
Community Park	30 - 50 acres	1/2 mile - 3 miles

with one another, creating strong community and social ties. The more Park City residents are able to take advantage of the benefits provided by parks and recreational facilities, the healthier our community will be.

The National Recreation and Parks Association classifies parks based on their size, location, service area and purpose/goals. The smallest park class is the mini park. Mini parks are between 2,500 square feet and one acre in size and serve an area of about ¼ mile. Due to their small size, these parks are ideal for places where development and topography limit the feasibility of building larger parks. They assist in breaking the scale of dense urban development and providing gathering places for residents. Mini parks serve an area that is within reasonable walking distance (¼ mile) for most people, so cars are not necessary to access them. Miners Park on Main Street is an example of a local mini park. The Bonanza Park Area Plan introduces multiple mini parks to provide relief from the proposed density and to create great areas for residents to gather. Neighborhood parks, at 5 acres and 10 acres, are larger than mini parks and serve residents living ¼ to ½ mile from

Park Classification

Street
Multi-use Path
Neighborhood Boundary
City Limits
Mini Park
Mini Park Service Area (1/4 mile)
Neighborhood Park
Neighborhood Park Service Area (1/2 mile)
Community Park
Community Park Service Area (3 miles)

STRATEGY: Access to Recreational Facilities (continued)

the park. These parks provide both passive and active recreational opportunities and usually contain a few playing fields, playgrounds or outdoor sport courts. These parks are used primarily by the residents of the neighborhoods in which they are located. City Park and Creekside Park are good examples of local neighborhood parks. Ideally, each primary residential neighborhood should have access to a neighborhood park. The City should partner with established neighborhood groups to provide park space.

Community parks are used by all members of the community for a variety of different recreational activities. The NRPA recommends that these parks be between 30 and 50 acres and serve the area within ½ to 3 miles away. In Park City, these parks are host to many types of sports at different levels of competition and are used by residents of both Park City and the Snyderville Basin. Thanks to the proximity to major roadways, it is easy for residents to access these community parks. As the region's population increases and demand for

field space and field time increases, more community parks will need to be built. However, since they service the entire Park City/Snyderville Basin community, some parks can be built in the Snyderville Basin, where there is much more space to accommodate large fields.

It is neither feasible nor desirable for every neighborhood to be within ¼ mile of every type of recreational facility. Specialized recreational facilities, like the PC MARC and the Ice Arena are designed to serve the greater Park City/Snyderville Basin area, not individual neighborhoods. However, giving residents access to parks and very basic recreational opportunities is an appropriate and reasonable goal. In the future, the City should strive to ensure that all residential neighborhoods have access to at least two types of parks, a community park and a neighborhood or mini park, providing a variety of recreational opportunities. This goal has been achieved in the Thaynes and Old Town neighborhoods.

Generally, parks in Park City are well serviced by Park City Transit and Park City's trail system. There are bus stops located near every park with the exception of the Sports Complex at Quinn's Junction and Rotary Park. However, the need for bus service is greatest at the Sports Complex, since it is a community park servicing the entire region.

Most parks are located along a trail that connects to the wider network of Park City trails. The Rail Trail and Poison Creek Trail link most of the parks, starting with City Park and ending with the Sports Complex at Quinn's. All residential neighborhoods should have connective trail access to Parks and Recreation facilities. Improving residents' ability to reach these parks by means other than their cars has many benefits including reduction in traffic, carbon production, and parking (land consumption,) as well as, encouraging healthy lifestyles through walking and biking.

Trails - Walkability/ROW Acquisition

To establish a world class non-motorized

pathway and trail network that provides outdoor recreational opportunities, encourages alternative transportation and promotes economic development within commercial areas, the network is dependent upon safe and efficient infrastructure that is well connected and uniform in nature. Park City acknowledges that long range planning and the continued acquisition of rights-of-way and easements are paramount to the success of the network. While the initial baseline for Park City's walkability network has been achieved through implementation of the 2007 Walkability Study and a subsequent project list and voter approval of a $15M General Obligation bond, it only addressed immediate issues within a 3-5 year timeframe and was never intended to be a long range planning document. This became more apparent as plans for redevelopment areas such as Bonanza Park, Lower Park Avenue and Prospector

came to fruition. In order to build upon the success of the Walkability Study and Implementation Plan, Park City should establish the following measures respective of long range walkability planning and right-of-way acquisition:

- Evaluate existing trails and pathway system to improve safety, connectivity and mode share options

- Build upon the implementation of the Walkability Study and Implementation Plan, as well as update the current Trails Master Plan

- Develop local and regional connectivity goals and strategies building on existing network and establish a prioritized project list

- Incorporate other planning goals into the network plan such as

public art, parks and economic development

- Utilize the project list within the ongoing development review and the long range planning effort to secure required right of way and/or easement

- Establish a streamlined process that includes acquisition costs and required easement documents for uniform procedures

- Explore local, state and federal funding opportunities for acquisition

- Develop a plan for estimated ongoing maintenance of the network
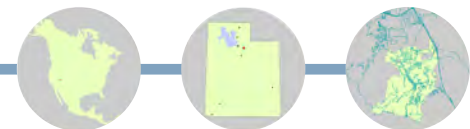
STRATEGY: High Altitude Training Center

One unique attribute of being located on the Wasatch Back is the 3500 feet of elevation change from Salt Lake City to Park City, ideal for high altitude training. High altitude training is utilized by many elite endurance athletes for the purpose of taking advantage of the effects of oxygen depletion on athletic performance. When a person goes from a lower altitude to a higher one, his or her cardiovascular system cannot deliver an adequate supply of oxygen from the lungs to the rest of the body. To compensate for the oxygen depletion at high elevation, the body produces more red blood cells, its main vehicle for oxygen delivery. When the individual returns to lower altitudes, he or she retains his or her increased level of red blood cells for a short period of time, which allows him or her to use and deliver oxygen more efficiently than a person who never went to the higher altitude.

In endurance sports, high altitude training is a huge advantage because, generally, the more oxygen you can take in and break down, the more energy you can produce. Athletes living at around

Fiscal Year	Number of Events	Number of Event Days	# of Main St. Closures (Full and Partial)
2006	60	170	7
2007	71	234	18
2008	82	294	31
2009	79	264	36

8,000 feet above sea level have seen the most benefits from this training. Prior to both the 2002 and 2006 Winter Olympics, the US speed skating team lived in Deer Valley, at approximately 8,200 feet, and trained at the Olympic Oval in Kearns, at an elevation of around 4,700 feet.

Park City is a successful resort town because it offers an authentic visitor experience (culture) as well as activities (recreation). There is a delicate balance between increasing tourism attractions and maintaining small town character and quality of life to ensure continued success. As the City continues to further develop recreational tourism year-round, the City's sustainability team must continue to study the impacts of large special events on the Park City
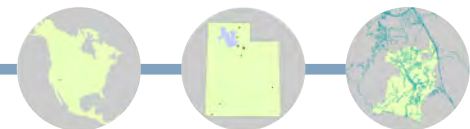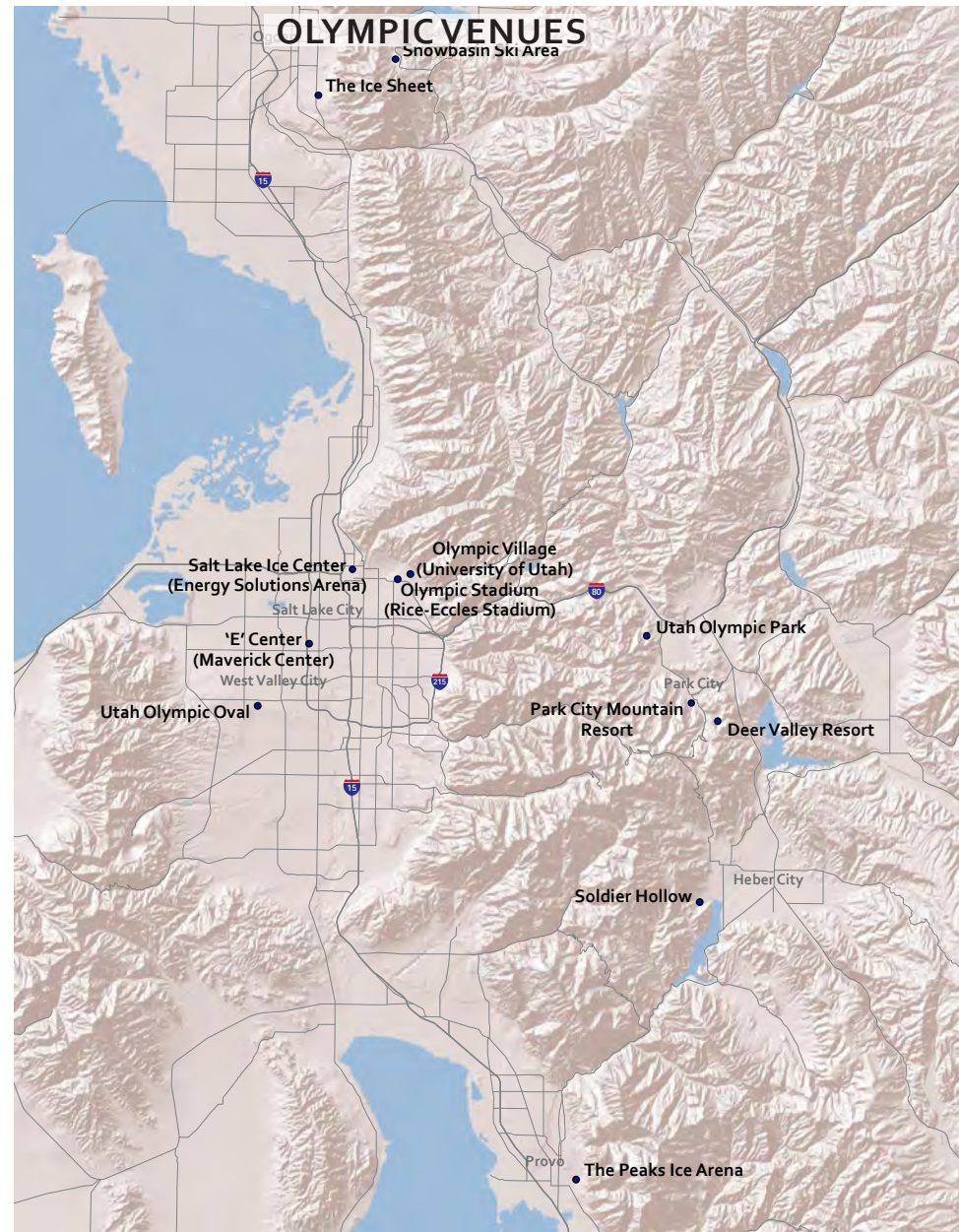

small town experience and continue to mitigate the impacts of large events.

The Salt Lake City 2002 Winter Olympics provided many opportunities for the entire region to work collaboratively; from improved transportation connections to Snow Basin near Ogden, to the creation of Utah Olympic Park in Summit County, to improvements to the cross-country facilities at Soldier Hollow in Midway.

As a result of this regional approach, there is now an economic cluster that continues to economically grow and adapt. The creation of an outdoor recreational center in northern Utah brings future opportunities in the form of outdoor education, training, and health/wellness.

Economic clusters are groups of related businesses/venues within industry sectors whose collective excellence and collaboration provide a sustainable competitive advantage. The Utah Governor's Office of Economic Development (GOED) strongly supports this business model. Given the region's strong commitment to outdoor recreation/lifestyle, these cities should continue to collaborate and expand upon this model.

OLYMPIC VENUES

Snowbasin Ski Area
The Ice Sheet
Olympic Village (University of Utah)
Salt Lake Ice Center (Energy Solutions Arena)
Olympic Stadium (Rice-Eccles Stadium)
Salt Lake City
Utah Olympic Park
'E' Center (Maverick Center)
West Valley City
Park City
Park City Mountain Resort
Deer Valley Resort
Utah Olympic Oval
Heber City
Soldier Hollow
Provo
The Peaks Ice Arena

Recipe for: __Quality Visitor Experience__

from: __Park City Planning Dept.__   Serves: 30,000

Ingredients

Mountain Vistas, Large Historic Barn surrounded by open space, Historic Homes,
colorful Main Street with Local Stores and Restaurants, Happy Locals,
Miles of Ski, Bike, and Hike Trails, Light Powdery Snowfall, Free Public Transit,
Sidewalks, Eye Candy, and a bench to sit on and take it all in.

Directions

1st Protect all Historic Resources. These features are very special and once
they are gone, they are impossible to replace.

2nd Support local Stores that represent the town.
3rd It is very important to protect the natural setting. Set aside land for
wildlife. Nature is their home. Safeguard the mountain vistas, the entryways,
and the wide open spaces. Nature relaxes visitors.

Remember: Throughout the process, create places for visitors to sit and enjoy the charm.
A bench here, a shade tree there... Don't forget the Public Art.   Enjoy!

Community Development vs. Economic Development

Economic development means different things to different people, but economic development is not community development. Community development can be defined as "a process for making a community a better place to live and work". Economic development is, purely and simply, the creation of wealth from which community benefits are secondarily created.

Nearly every community in America sells a 'great quality of life.' The reality is that a community must work toward that end. Community development encompasses long range planning, growth management, economic development, and place-making under its umbrella. Understanding that the public sector is primarily focused on using these many "tools" to achieve its desired Community Development goals is essential to all planning and project implementation.
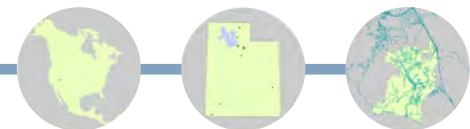
STRATEGY: Year-Round Economic Generators

For locals, the fall and spring shoulder seasons are some of the best times of year to get out and enjoy town. There are no tourists in town, there is less traffic, and there are great deals to be found at normally pricey restaurants. From an economic standpoint, these are hard times for Park City's businesses. These periods of slow sales and low visitor nights highlight the need for diversification of the local economy. Diversification would create a much healthier, robust economy - one not as dependent on tourism and affected by the shoulder seasons it creates. As the economy spreads into other sectors, there will be more variety in the job market, which is currently dominated by resort-related services sector jobs. Nearly forty-five percent (45%) of all employment in Park City is in the hospitality, food services, arts, entertainment and recreation industries.

The 2011 "Park City Year-Round Economic Generator Study" by Design Workshop, a nationwide planning firm, examined the possibility of creating a more diverse local economy. The pur-

pose of the study was to identify types of businesses that could promote growth without diverting resources or amenities (like roads and nightly accommodations) from their current use by the tourism industry. To this end, the study analyzed the potential for ten different business types, including: innovation districts, business incubator centers, higher education institutions, film campuses/centers, convention centers, museums, culinary institutes, location neutral businesses, creative class opportunities.

Innovation Districts: Innovation districts are areas in a city or town dedicated to introducing new types of businesses or industries to the local market. They come in a variety of forms and sizes. Technology centers and technology corridors are examples of innovations districts. Silicon Valley is the preeminent example of an innovation district. An innovation district would be difficult to create in Park City (although there is a similar type of development occurring at the Summit County Research Center), as it requires low rents, which is extremely challenging in Park City. Also, Salt Lake

City, with its proximity to the University of Utah, would be strong competition.

Business Incubator Center: Business incubator centers provide support to new businesses from a variety of different sectors by providing them with space and services, like consulting and workshops. Their goal is to help entrepreneurs turn their ideas into thriving local businesses. Many will require funding from public sources or private investments. A business incubator center could be possible in Park City as many of the components necessary for a successful incubator exist, such as advisors, potential investors and an educated workforce.

Higher Education Institution: In the context of Park City, a higher education institution would most likely be a satellite campus from one of the larger institutions located in Utah. Such a facility in Park City would need to be a commuter facility or provide its own housing, since students would find it difficult to find affordable housing. Filling affordable housing with students makes it more difficult for seasonal recreation employees to find housing.

Film Festival Campus/Center: While

SENSE OF COMMUNITY

most film, music, and other festivals are only temporary events, many establish offices, campuses and other related spin-off activities. In Park City, the Sundance Film Festival™ employs around 50 people year round, and has offices located at Silver Star, near the Park City Mountain Resort. The success of Sundance and the international recognition it brings to Park City, offers many opportunities to expand the Sundance brand, and promote Park City as a location for filmmaking. The construction of the Raleigh Movie Studios at Quinn's Junction could offer more opportunities for collaboration with Sundance.

Event/Convention Center: Many towns and cities across the nation have used event and convention centers as a means of economic development. However, these have seen mixed results. There are a number of obstacles in Park City facing this option. These include high hotel occupancies during the winter and summer, the cost of lodging and restaurants in Park City and the lack of large meeting and exhibition space, as well as competition from the Salt Lake Valley, which is much closer to the Salt Lake International Airport.

Museums: Museums range in size, just as the subjects of their exhibits vary. Resort towns are not known for their thriving museum scene. The small size and seasonal visitors of resort towns make it difficult to fund the type of exhibits necessary to attract visitors. A number of museums already exist in Park City, such as the Park City Museum, the Kimball Art Center, and the Alf Engen Ski Museum. In addition, Salt Lake City is home to a number of museums.

Culinary Institute: A culinary institute provides for the skills aspiring chefs and cooks need to succeed in the modern restaurant world. The size and scale of an institute can vary and there is a range of levels in the prestige and quality of the instruction. Such institutes could be successful in Park City, as there are a number of different restaurants in town; however, establishing Park City's reputation as a foodie destination would be key to this success. Affordable housing options also provide an obstacle to such an institute.

Location Neutral Businesses (LNBs): These are small businesses that are active outside their local market; location is not as important as the services they provide. LNBs are able to take advantage of innovations in telecommunica-

tions technology, allowing them to operate anywhere they chose. The problem with such businesses is that they typically employ a single person.

Creative Class Opportunities: The Creative Class, a term coined by Author Richard Florida, is a key driver of economic development in the 21st century economy. They are young, educated, creative individuals working in a variety of fields, from science and engineering to design and media. Due to its recreational opportunities and casual atmosphere, Park City is highly appealing to many members of the Creative Class. It is essential that Park City maintains its appeal as a young hip town, and not gain a reputation as a pretentious luxury resort. Providing more affordable rental housing, which this demographic prefers, will be necessary to attract and retain the Creative Class.

Conclusions: While priority should be given to nurturing and supporting existing year-round businesses, the study suggests that a business incubator, film festival center/campus and/or a culinary institute could be successful ways of diversifying Park City's economy.
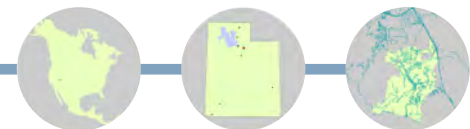
STRATEGY: Redevelopment Authority

A Redevelopment Authority (RDA) is a tax increment financing tool used for the public purpose of community and economic redevelopment in areas that might otherwise suffer from localized economic stagnation and blight. At least twenty-three (23) different RDA's have been successfully utilized throughout the State of Utah for this very purpose.

RDAs also serve a second role as an investment tool for public entities. When taxing entities participate in an RDA they essentially reinvest, for a period of time, the tax increment generated from improvements in the RDA. At the end of that period, they receive an enhanced property tax revenue stream as a result of that investment.

What is Tax Increment Financing?
When an RDA is created, the total assessed value of all the land and improvements within the project area becomes the base valuation of the RDA at that point in time. In subsequent years, all taxing entities (city, county, school district, etc.) collect taxes on only the base valuation of these properties. The RDA is then able to pledge any

additional or incremental property taxes above the base value towards bonding for infrastructure construction, tax rebates, grants, or other tools used for community and economic redevelopment.

As the RDA effectuates improvements in the project area, assessed values increase resulting in incremental property tax dollars above the baseline valuation coming to the RDA. These dollars are used to pay down bonds or other obligations, and any excess funding can be used for further improvements.

The History of Park City RDAs
Park City created the State's first RDA in 1977. Initially, an area encompassing most of the city was designated as the "project area", effectively capping any growth in the city's taxable value for all other taxing entities.

In 1983, the State Legislature amended the RDA statute requiring RDAs to designate 100 acres from which tax increment may be taken, and limiting the term of an RDA to twenty-five (25) years. At that time, Park City designated

100 acres around Main Street and Swede Alley as a project area now known as the Main Street RDA.

The Main Street RDA was set to expire in 2007 but was extended fifteen (15) years by resolution of the Taxing Entity Committee (TEC) in order to pay for the expansion of the Swede Alley Parking Structure. Also at this time, the TEC voted to cap the net tax increment the Main Street RDA could receive at $920,000 – the amount needed for debt payments on the parking structure.

In 1990, the RDA created a second project area known as the Lower Park Avenue RDA. This project area is subject to the same School District mitigation payments as the Main Street RDA, but there is no cap on the increment. The Lower Park RDA has collected over $23 million in net tax increment since 1991, which has been reinvested in the area in order to generate $443 million in new assessed value. The Lower Park project area was extended through 2030.

LOWER PARK AVENUE
REDEVELOPMENT AREA

GOLF COURSE

CITY PARK

PCMR

LIBRARY

MAIN STREET
REDEVELOPMENT AREA
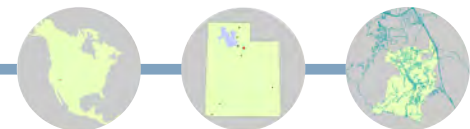
MAIN STREET

STRATEGY: Redevelopment Authority (continued)

The Future of the Park City Redevelopment Authority
All tax increment collected by the Main Street RDA is currently employed retiring debt on the Swede Alley Parking Structure. Park City currently has several significant projects in the early planning stages for downtown enhancement. These are likely to be primarily funded with sales tax dollars rather than tax increment financing.

The city does not currently anticipate extending the Main Street RDA, but this subject will certainly be revisited by the Taxing Entity Committee (TEC) closer to 2021, when the project area is set to expire. Depending on project opportunities at that time and the economic momentum of the area, the TEC may choose to continue tax increment reinvestment or to simply let the project area expire.

In November 2012, the TEC extended the expiration date for the Lower Park Avenue project area for another fifteen years. There are many projects on the horizon in this district. In 2010, the

RDA Board updated the redevelopment plan and project list for the Lower Park Avenue RDA. The Board unanimously supported seeking partnership opportunities to support the affordable housing and resort-based economy goals.

The overriding themes identified were:

- Parking Lot Redevelopment at the Resort Base

- Transit, Traffic, Circulation & Walkability

- Community & Neighborhood Redevelopment and Improvement

There are several unique opportunities on the near horizon for public-private partnerships in the Lower Park Ave area and at the resort base. The RDA is considering a variety of projects to improve housing, commercial, community amenities, transit and transportation, pedestrian access, and parking. The project list below specifies some of the projects on the docket:

- Identification of corridors and acquisition of easements and ROW for future mass transit lines (Trolley, Bus Rapid Transit, or Light Rail)

- Neighborhood/ mixed-use redevelopment and physical connection between City Park and PCMR

- Redevelopment of Bonanza Park into a mixed use district - including potential parking lot or mass transit hub

- Redevelopment of parking lots surrounding PCMR into mixed use with underground parking

- Determination of Renewable Energy Generation opportunities, including constructing


Imagine a trolley/streetcar that runs down the center lane of Deer Valley Drive, utilizing the center pavement lane and not necessitating any new right-of-way acquisition. A trolley such as this could provide service from Main Street to Bonanza Park to Canyons to Kimball Junction and save innumerable vehicle trips and congestion while reducing the City's carbon footprint. RDA funds could provide the initial cash infusion needed to realize this vision.

photovoltaics (PV), small-scale wind, geothermal, and biomass projects around projects and improvements within the RDA

- Installation of public art throughout the Lower Park Ave district

Additionally, Lower Park Avenue RDA tax increment is eligible to be spent in at least some portions of Bonanza Park. Thus, RDA funding may become critical to the implementation of the Bonanza Park Area Plan as an infrastructure financing tool and perhaps as a means of attracting businesses and tenants that fit the desired makeup of the area.
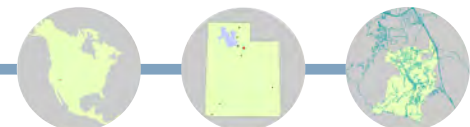
STRATEGY: Attracting and Retaining the Creative Class

The dominant class in the U.S. today, with over 38 million workers, the Creative Class has emerged as a subculture of young professionals that selectively choose their careers and residency based on the cultural attributes of municipalities.[15] Regardless of the economic climate, these artists and urban pioneers seek to settle cities that offer them live-work opportunities. Many relocate and contribute to vibrant, metropolitan areas not because of employment opportunities, but because of unparalleled amenities such as night life, educational and cultural institutions, as well as the authenticity of place. Cities that are able to attract and retain the Creative Class share the three Ts of economic development: Talent, Technology, and Tolerance.

Cities with the strongest Creative Class density understand what it takes to attract and retain these young trendsetters. Housing affordability and attainability is vital not only in maintaining and revitalizing downtowns, but also in providing desirable housing opportunities such as rehabilitated lofts and

Outdoor recreational opportunities, a vibrant commercial area, and professional employment opportunities are qualities the Creative Class desire. Park City has all such attributes; the primary challenge Park City has regarding bringing back our young people is affordable housing.

bungalows that appeal to these young, creative professionals. Though these urban pioneers are often the first to enter dilapidated neighborhoods, it is also necessary for local governments to balance revitalization efforts and prevent gentrification. Gentrification forces out certain segments of the population, reducing the diversity and tolerance that initially attract the Creative Class. Public transportation, such as light rail lines, is also essential in revitalizing neighborhoods, promoting sustainability, and fostering the high-tech atmosphere.

A recent study by the Martin Prosperity Institute demonstrated that place-based factors were more important to the Creative Class than economic conditions.[16] The physical appeal and unique identity of place are heightened by historic preservation efforts, city branding, and the display of the city's culture through public art. Many of these culture seekers are transplants from other regions and are attracted to a city for its active night life and the perceived ability to meet new people and make friends. Furthermore, the Creative Class

The Bemis Building in Seattle's SoDo District is a live- work space for artists. Artwork is displayed in the first story gallery while work space and live space is contained throughout the upper stories of the adaptively reused Bemis Building.

demands opportunities for an active lifestyle be that recreational trails, an active night life, cultural amenities, or opportunities for civic involvement.

Cities hoping to benefit from the emerging Creative Class need only to strengthen and improve their existing amenities. Municipalities should nurture and reward creativity by supporting entrepreneurship and the work of local artists. Creative ecosystems, such as night life and culture centers, should be cultivated and broadened through

public-private partnerships. The quality of life for locals and the Creative Class should be heightened by developing infrastructure that supports recreation, public festivals, as well as cultural and educational opportunities. Embracing diversity not only promotes the authenticity of place, but also attracts new residents and tourists. This, in turn, attracts big business, supporting businesses, and entrepreneurs who benefit from the city's unique sense of place. Most importantly, municipalities and local citizens must collaborate and

take responsibility for this change, being ever mindful of their shared economic development goals.