

Historic Park City Alliance
Position Papers
Adopted: May 18, 2010
Revised: October 15, 2013
Revised: March 17, 2015

HPCA Board Trustee Code of Conduct

Goal: The Board represents the majority opinion of the membership.

The Board should be composed of Trustees who are personally committed to the mission of the HPCA and possess the desire and time to lend their support. The authorized number of voting Trustees is fifteen (15) members: 3 representing the restaurant/food service industry, 3 representing retail merchandise, 2 representing the professional service industry, 1 representing the nightly rentals/tourism, 2 representing the property owners, and 4 Trustees at-Large.

Expectations:

Board members have a responsibility to take a global perspective when directing the organization. Their decisions should be prioritized as follows:

- ❖ Primary: what is best for Historic Park City
- ❖ Secondary: what is best for the specific group they represent (i.e. restaurant or retail)
- ❖ Last: what is best for their own business or property

In order to best represent the membership, the Board must endeavor to communicate with—and seek more input from—the membership.

Trustees act on behalf of the membership. As a board, they are responsible for articulating a clear organizational mission, forming the strategic plan to accomplish the mission, overseeing and evaluating the plan's success, hiring a competent executive director and providing adequate supervision and support to that individual, ensuring financial solvency of the organization, and representing the organization to the community.

Conduct:

- Board members shall maintain the confidentiality of the details and dynamics of Board discussions, as well as those items designated as confidential.
- Once a Board decision has been made Regardless of their personal viewpoint, Board members shall not speak against, or in any way undermine Board solidarity.
- Trustees shall avoid, in fact and in perception, conflicts of interest and disclose to the Board, in a timely manner, any possible conflicts.
- Board members' contributions to discussions and decision-making shall be positive and constructive.
- Board members' interactions in meetings shall be courteous and respectful.
- Board membership requires ongoing participation, including member outreach, preparing for and actively participating in meetings and responding to all related emails and voicemails in a timely manner. I am able to dedicate that time for the length of my term.
- Board Members should serve on at least one committee as a part of my board role.
- Board Members will make best efforts to attend all board and committee meetings, and if I am unavailable, will give the President and/or Executive Director advanced notice of need to be absent for good cause.
- Board members will serve as public ambassador for the Historic Park City Alliance, representing the broad goals of the organization to our various constituencies.

When a formal request is made to the Board, the Board shall reply with a clear, written, and timely response. The Board has an obligation not to 'rush' decisions and should poll the membership whenever practical. The Board should evaluate decisions in the context of their mission and established vision for the organization.

Board members, especially officers, should not weaken the HPCA's official positions by injecting personal opinions in public forums including, but not limited to: City Council meetings, local media, and editorial.

CONFLICT OF INTEREST POLICY

This Conflict of Interest Policy of the Historic Park City Alliance: Definition of conflicts of interest

1. A conflict of interest arises when a person in a position of authority over the HPCA may benefit financially from a decision he or she could make in that capacity, including indirect benefits such as to family members or businesses with which the person is closely associated. This policy is focused upon material financial interest of, or benefit to, such persons.
2. Individuals covered
 - a. Persons covered by this policy are the Organization's officers, trustees, chief employed executive and chief employed finance executive.
3. Facilitation of disclosure
 - a. Persons covered by this policy will annually disclose or update to the Board of Directors on a form provide by the Organization their interests that could give rise to conflicts of interest, such as a list of family members, substantial business or investment holdings, and other transactions or affiliations with the businesses and other organizations or those of family members.
4. Procedures to manage conflicts
 - a. For each interest disclosed to the Board of Directors, the Executive Committee will determine whether to: (a) take no action; (b) assure full disclosure to the Board of Directors and other individuals covered by this policy; (c) ask the person to recuse from participation in related discussions or decisions within the Organization; or (d) ask the person to resign from his or her position in the Organization or, if the person refuses to resign, become subject to possible removal in accordance with the Organization's removal procedures. The Organization's chief employed executive and chief employed finance executive will monitor proposed or ongoing transactions for conflicts of interest and disclose them to the President of the Board of Directors in order to deal with potential or actual conflicts, whether discovered before or after the transaction as occurred.

Political Representation

Goal: The HPCA Board seeks input from membership and speaks with one voice when representing the opinion of the organization.

The HPCA is a not-for-profit organization and a Business Improvement District (BID) comprised of approximately 250 businesses along Main Street, Heber Avenue, Park Avenue and Swede Alley. The mission of the HPCA is to promote, enhance and encourage an atmosphere that is beneficial to the businesses of Historic Park City and the community, while informing and building consensus among property owners, merchants and governmental agencies.

The HPCA represents a diverse membership with many varied priorities. Moreover, the HPCA has limited resources to support its mission. Despite these challenges, the HPCA believes that it can effectively represent its members and use its collective influence to better leverage its partners to improve and promote Historic Park City.

The HPCA agrees upon the following:

HPCA Board is a good cross-section, and represents the District—therefore, it is qualified to speak for the District;

- 1) Board must represent the majority, and to do so, must better communicate with—and seek more input from—the District;
- 2) Board must provide clear, written, and timely position statements on issues that matter to the District;
- 3) Members need to resolve internal differences in private, appropriate forums;
- 4) Board members, especially officers, should not weaken the HPCA's official positions by injecting personal opinions in public forums;
- 5) Board should not rush into decisions.
- 6) Board members must follow Board Trustee Code of Conduct

Policies:

- Expand the visioning discussion to include as many members as willing.
- Continue to survey/poll the membership on important matters.
- Use 66% (of participating members) as a guideline for a majority.
- Consider it detrimental to the membership if 20% or more of the businesses are adversely affected by a policy change or event.
- Collect and compile economic data to support objective decision making.
- Commit to producing and ratifying position statements on issues that matter to the District.

Merchant Rights: The businesses operating within the Main Street corridor opened under set assumptions of parking, vehicle access, and overall services in the area. Many times City decisions change the dynamics by which businesses made the decision to locate here. We ask the City to include the HPCA's input as part of the process in decisions that relate to events, closures, and improvements that impact the District.

Parking Management

Goal: Provide ample parking within and adjacent to Historic Park City for guests and employees.

It is the objective of the HPCA to promote Historic Park City as a fun, friendly and vibrant destination. We wish to foster an atmosphere that encourages visits by providing ample, convenient parking as well as longer stays that gives pedestrians sufficient time to circulate throughout the district. We believe that prolonged exposure to our businesses will increase sales (and thereby sales tax revenues) and diversify revenues overall.

Increasing parking capacity in proximity to Historic Park City will assist in accommodating guests, (the majority of them prefer to drive vehicles to the area), provide parking for employees and add capacity for events.

The HPCA agrees upon the following:

- The original purpose of paid parking was to discourage employees/owners from parking on the street, and to pay for the enforcement.
- HPCA Members are conflicted in their opinions whether paid parking is a benefit to the District. We will continue to poll our members on this matter.
- The current parking management allows for deliveries and easy access prior to 11 am. Additionally, there are short term spaces to accommodate quick access. We support these measures, but do not endorse the policy of using the parking meters to encourage 'rapid turnover.' We believe this is counter to our objectives and detrimental to the relaxed, friendly atmosphere we wish to promote

Recommendations: As the City manages parking, we will work with them to continue a 'kinder, gentler enforcement' policy where the on-street personnel are seen as ambassadors for the District. The primary objective should be to encourage a healthy traffic flow, not to discourage visitation.

The City, when implementing paid parking on Main Street, stated that the parking fees would not be seen as a revenue source. The HPCA receives free days of parking on Main Street to be used throughout the year and free parking from Thanksgiving to the Friday prior to Christmas. The City analyzes the amount of free days compared to revenue received when the days are requested. The HPCA will continue to use free parking on Main Street in promotions and will continue to ask the City to separate parking decisions from revenue discussions.

The HPCA annually requests regular access to the financial data associated with the paid parking program in the District and formal input to changes in rates, policy, or significant purchases in support of the parking program.

The HPCA has identified a need for additional parking for the District. The HPCA feels that by providing enough parking for every guest who desires to visit the District is imperative in providing a positive experience and would increase customers during even the busiest time of year. Additional parking is needed for both the winter and summer seasons. The additional parking should provide a range of duration, including 24 hour parking.

Actions: The HPCA will continue to examine the impact of parking policy, to offer recommendations, and to consider long term strategies and communicate these to the City, including the "in-house" management of parking enforcement.

Infrastructure

Goal: Coordinate with Park City Municipal on the construction and maintenance of public infrastructure within the HPCA; to add vitality to the street with bookending venues.

It is the objective of the HPCA to promote Historic Park City as a fun, friendly and vibrant destination. Smart infrastructure, that supports both car and pedestrian traffic, is essential to fostering an alluring and navigable environment.

Our District should encourage visitors to linger, circulate and explore throughout the District. To accomplish this, we need to: 1) reduce physical impediments such as difficult sidewalk navigation; and 2) create attractions/draws along the street (from top to bottom) such as parks, plazas and art that encourage exploration. We are confident that easy access, a friendly atmosphere and prolonged exposure to our businesses will increase sales and diversify revenues.

Definitions: We are using a broad definition of infrastructure which includes: parks, public art/attractions, sidewalks, streets, signage, lighting, snow management and public transit. In sum, any physical component within the District that is owned and/or managed by the City.

Recommendations: The City has identified infrastructure improvements that include the reconstruction of sidewalks, improvements to existing plazas and the addition of new public gathering areas at a cost of \$14 million. The City has identified the increase in Resort City Sales Tax as the funding mechanism for these projects which are scheduled for completion by 2019.

Actions:

The HPCA will continue to champion these improvements and facilitate the construction for the maximum benefit and at the minimum impact to businesses.

Events

Goal: Bring the right type of events at the right time of year that support and promote the businesses within Historic Park City.

It is the objective of the HPCA to promote Historic Park City as a fun, friendly and vibrant destination. We are in favor of events that reinforce this brand image. However, the HPCA is not in favor of events that adversely affect business revenues and/or do not reinforce our message. The HPCA will review all proposed events against an event matrix that was adopted per the following considerations:

1. Major (complete or significant) street closures should be limited to 12 days/year
2. Events requiring street closures must attract a minimum of 1000 persons. High impact events should present a marketing plan showing a draw from the entire region.
3. Events should look to work with other existing events to maximize the activities on the entire street.
4. Events must be inclusive, fun and lively
5. Events should market HPC as their host, utilize our logo, and promote our brand message.
6. Event organizers must notify the HPCA of their events a minimum of 60 days prior (consistent with application time frame from City).
7. Street closures should not occur on consecutive weekends or back-to-back days for different events.
8. The HPCA will work with the City/Chamber on a matrix, by which they can quantify and evaluate events, pre- and post-event.
9. Merchants should be surveyed after each new event to collect input and determine adjustments.
10. Events should conclude on Main Street to encourage attendees to linger.
11. Events should be discouraged from bringing vendors that directly compete with existing services. Events should focus on existing merchants to provide services to the event.
12. Reoccurring events that take place only on a portion of Main Street should look to alternate the closure to the opposite end of the district to benefit the entire length of the street.

Recommendations: The Events Committee will continue to evaluate events/street closures and review each event. The committee is empowered by the Board to make decisions on the membership's behalf, within the framework outlined above. The Events Committee should be involved in new events from their application, implementation, and final evaluation. Additionally, the HPCA should continue to retain its seat on the PCCB/PCMC Event Committee to represent its interests. Recurring events should be reviewed annually and recommendations will be submitted to better integrate these events with the District.

Action: Continue to collaborate with the City/Chamber to evaluate events and their impact on the District. Meet with City representatives and work with them to incorporate our criteria into the event matrix. Request that all event/street closures be evaluated by the HPCA Events Committee and include their evaluation in City Council report prior to the event's approval.

Branding and Marketing Historic Park City

Goal: Maintain the district as the center of the community, communicate the character and offerings of the area to the right people and make their experience fun, friendly and memorable.

Approach: The HPCA will utilize PR, marketing, the website & content marketing, social media and event partners to further reinforce the Historic Park City message.

Target Audience: Historic Park City's target audience is destination visitors, local Park City residents and Wasatch Front day visitors.

Our Customer: Historic Park City businesses want to appeal to a broad base of customers seeking distinct products in a unique atmosphere. Although increased traffic is important, merchants prioritize bringing the 'right' customers to the district: the one's seeking to spend money on shopping, food, entertainment or services.

Key Attributes:

1. Vibrant, fun, friendly
2. Historic, unique, iconic
3. Diverse, engaging, entertaining
4. Local, authentic, real
5. Easy to access, navigate, and enjoy
6. A destination to visit again and again

Content Strategy: The Rules of Engagement

1. Create Quality, Engaging Content
2. Create Customer Centric Content
3. Content is Content – Social, Web, Email
4. Content has to be consistent, across all channels
5. Content is Changing, Daily

Key Messages

- Events
- Enhancements
- New Business
- Sustainability

HPCA Produced Events

Events in the district create an opportunity to fill the valleys and increase visitation to the street during need times.

- Halloween on Main Street
- Holidays in Historic Park City
- Kids Day
- Peek of Historic Park City

Advertising

Traditional marketing tactics still have a place in the marketing environment. The following will be used when selecting design and placement of advertising.

- Brand Consistency
- Strategic Placement

- Added-Value
- Partnerships / Co-Ops

Monthly Reporting

The HPCA will focus on the results of the monthly reporting provided by the PR/Marketing Firm to adjust changes to the marketing and branding plan.

Outdoor Dining Decks located in Public Parking

Goal: Preserve the balance of loss of parking with vitality brought to the area by the outdoor dining decks.

It is the objective of the HPCA to promote Historic Park City as a fun, friendly and vibrant destination. We wish to foster an atmosphere that encourages longer stays and gives pedestrians time to circulate throughout the District. We believe that prolonged exposure to our businesses will increase sales and diversify revenues.

The HPCA agrees upon the following:

- The outdoor dining decks in the public way is a continuing program that started in 2010.
- The outdoor dining decks, located in public parking spaces, bring a vibrancy and positive atmosphere to the District.
- The outdoor dining decks, located in public parking spaces, may not have measurably increased traffic to the District, but continuing the program will help to maintain HPC's vibrancy, competitiveness, and overall economic health.
- The outdoor dining program should be managed in a proactive manner to insure that it is consistent with all of our efforts to improve the district and serve our membership. The HPCA believes that the decks are a positive addition and supports their continuation.

Recommendations:

- There shall be no more than 9 outdoor dining decks, to be reviewed biennially by the HPCA.
- Participating restaurants must be located at street level, or receive annual permission from the street level business owners if the business is located on an upper or lower floor of the building.
- Maximum length of any deck is 40', but in no case can the deck be longer than the width of the building.
- Decks should have consistency in construction, but be decorated to match the building.
- Restaurants must have full lunch and dinner service 7 days a week. Lunch service must begin by 11:30am.
- Decks cannot be enclosed in any sort of way, including a tent.
- Height of the deck above the ground should be limited to maintain visual corridors.
- Restaurants should be assessed a user fee for use of public parking spaces. The user fee should be similar to the business license and take into account the 6 months use of this space. The fees collected should go back to the ongoing promotion and marketing of the District.

In no case should the decks be removed for more than 3 events per season.

Actions: The HPCA will continue to present their position to Park City Municipal Corporation as part of City Council discussions. If a retailer is interested in using a deck, the HPCA Events Committee will review their request, and if deemed suitable, make a formal recommendation to the City.

Trash and Recycling

Goal: Ensure trash and recycling services are operating to the fullest benefit of the membership.

It is the objective of the HPCA to facilitate trash and recycling removal from the district in a manner that provides a convenient service, at a reasonable cost, for the members of the organization.

The HPCA will review quarterly trash and recycling operations per the following considerations:

1. Adequacy of frequency for trash removal from the commonly managed containers accessed from Swede Alley.
2. Use and adequacy of the mobile recycling center.
3. Communication to members regarding the trash and recycling services.
4. Approaches that would increase cost savings trash and recycling services.

Recycled Materials

The Mobile Recycling Center accepts cardboard, paper, aluminum, plastic, metal, polystyrene and small amounts of glass from members. The Trash and Recycling Committee has determined that the ability to recycling glass for restaurants and bars, at the frequency and capacity needed, is cost prohibitive.

Tenant Mix

Goal: Protect sense of place and the distinctive character of Historic Park City to continue to attract locals and visitors allowing the area to continue to prosper over the long-term.

The HPCA is concerned about potential changes that could disrupt and end the mix of locally owned and uniqueness of businesses on Main Street. The reasons for our concerns are as follows:

- wish to retain Historic Park City's distinctive character
- worry that chains have a negative impact on the town's economy
- preservation of "historical relevance" and "unique character"
- preserve aesthetics and an attempt to retain the historic identity of the town
- chains like to follow one another; it's not uncommon for formula businesses to arrive in an area en masse, squeezing out independents and causing a speculative run-up in rents that result in the wholesale transformation of a business district almost overnight.
- long-term economic consequences as the downtown or neighborhood business district loses its distinctive appeal and no longer offers opportunities for independent entrepreneurs.
- in an increasingly homogenized world, cities that have preserved their distinctive character have an economic edge. They are far better able to attract visitors, skilled workers, entrepreneurs, and relocating firms, and thus to prosper over the long-term.

An approximate calculation of the percentage of "chain" stores as part of the overall business mix on Main Street has been completed. For simplicity's sake a "chain" store was defined as a store with an additional location outside of Summit County. Approximately 12% of business licenses within the Main Street BID are "chain" stores.

By preserving the character of Historic Park City locally owned stores have a greater chance to remain profitable, they generate far more local economic activity than chains do. Local retailers keep profits in the community and support a variety of other local businesses. They hire local accountants, bank at local banks, and advertise in local newspapers. Chain stores do not require much in the way of local goods and services, and instead tend to siphon dollars out of the local economy.

To prevent and mitigate these problems, some cities and towns have adopted ordinances that prohibit "chain stores" or otherwise referred to as Formula Businesses. These communities prohibit Formula Businesses, cap their total number, or require that they meet certain conditions to open. Although there are a few examples of a chain complying with a formula business ordinance by opening a unique outlet, in most cases, they refuse to veer from their cookie-cutter formula and opt not to open.

Size caps help to maintain smaller shops that serve the everyday needs of residents and keep out chains like The Pottery Barn and Banana Republic, which require larger spaces to accommodate their standard store formats. Size caps will not detract from the district's uniqueness or contribute to the "nationwide trend of standardized downtown offerings."

"Chain businesses", in other resort towns, have limited the months in which they operate maximizing their resources to just the peak times of the year. These businesses do not rely on the profits generated in resort towns, but merely locate there for marketing purposes. Vacant store fronts, due to limited operation days, vacant buildings or spaces only used for event purposes disrupt the walking traffic that many of the Historic Park City businesses rely on year-round.

Measures to explore include:

1. Limit Formula Businesses by prohibiting them, capping their total number, or requiring that they meet certain conditions to open.
2. Limit maximum square footage of a commercial space.
3. Limit lot line adjustments that could result in combining of retail spaces on Main Street.
4. Set minimum number of operating days within a calendar year.

There are approximately 13 gallery and retail spaces that are over 2,500 square feet on Main Street. Calculations for the new tenant spaces within the Main Street Mall were not included in this calculation

Actions: Work with Park City Municipal to appoint a committee to explore options to maintain the character of Historic Park City businesses and develop measures to accurately track changes to the dynamics of the street including square footage of businesses and percent of existing Formula Businesses in the area.

