PARK CITY 2030

Keeping Park City "Park City"

A strategic framework for Park City Municipal Corporation and the community to ensure that the Community Vision to "Keep Park City, Park City" is protected and holds true in 2030.

July 2012

TABLE OF CONTENTS

In their book "That Used to Be Us," Thomas Friedman and Michael Mandelbaum wrote, "uncertainty is a reason to act and not a reason not to act." The Park City 2030 strategic plan gives us— full and part-time residents, PCMC employees, hospitality workers, and whoever loves Park City and is interested in ensuring its future success–the tools to align resources and decision making so that we do not run from uncertainty but embrace it and plan for it. Park City 2030 is comprised of the Community Vision, Council Priorities, Desired Outcomes and Key Indicators and is the definitive resource that aligns all of these components while demonstrating to the community the various efforts underway to realize their vision.

The *Community Vision*, which is the foundation of any long-range plan, is aspirational in nature and articulates the desired future state of the community in 2030. It is intended to inspire stakeholders to a common goal and to guide policy and resource allocation decisions. Used properly, it can outlast short-term philosophical shifts or priority changes to ensure the city's progress continues along a path consistent with its residents' shared values. By the same token, making the vision transparent and continuing to engage the community around it ensures the opportunity for it to evolve along with the residents.

The Community Vision was created based on extensive feedback from residents who expressed their desire to maintain many of the current characteristics of the city they call home. While Park City residents want to preserve the historic character and small town feel of the city, many also expressed concern about the lack of housing affordability, limited job opportunities outside of the service

industry, the need to cultivate diversity and the fragility of a snow-dependent economy. They believe that, left unaddressed, these issues threaten the future of Park City. These concerns are reflected throughout the vision and are addressed more specifically by Council priorities.

The four *Council Priorities* represent what the leadership of Park City Municipal Corporation believes is most essential to focus its attention and resources in order to realize the Community Vision. The priorities are: 1) World-Class, Multi-Seasonal Resort Destination, 2) Preserving & Enhancing the Natural Environment, 3) An Inclusive Community of Diverse Economic & Cultural Opportunities, and 4) Cutting-Edge & Effective Government. The priorities are a key component of Park City 2030, not only for Council but for residents and Park City staff as well. They provide a philosophical foundation for the Council in its role as a policymaking body. For residents, the priorities provide a detailed definition of success. For Park City staff, they provide guidance on how to manage finite resources in the face of nearly infinite expectations.

In order to ensure results and accountability, Desired Outcomes and Key Indicators were built into the Park City 2030 plan. The *Desired Outcomes* are observable effects that visibly demonstrate success in each priority area. Similarly, the *Key Indicators* are high-level measures that gauge effectiveness and allow Park City stakeholders to compare their performance to that of similar service providers and monitor their efforts over time. Both the Desired Outcomes and Key Indicators are tied to the Budgeting for Outcomes process, which helps ensure that resources are allocated to the most effective efforts related to achieving the community's vision.
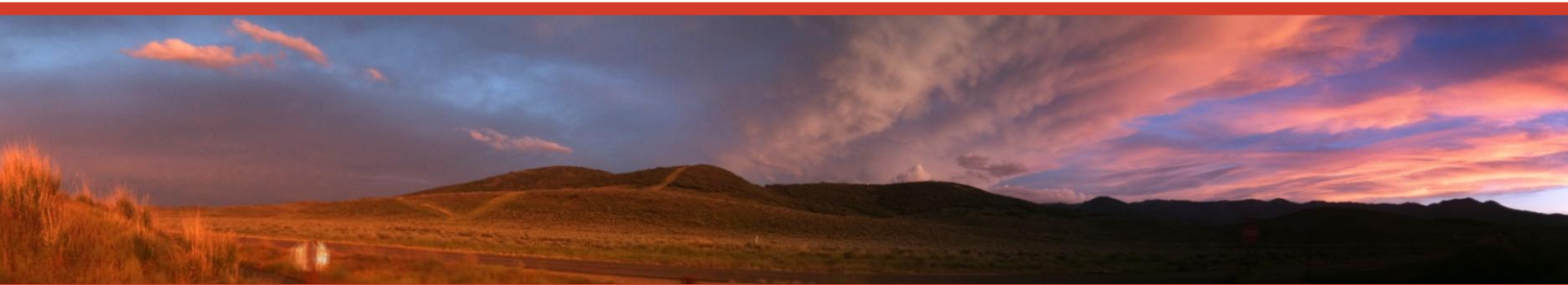
There are several approaches and considerations that are, and should continue to be, the foundation of decision making for both the City Council and staff to bolster the effectiveness of this plan. The approaches are not goals or outcomes, but rather high-level strategies and techniques that need to be at the core of decision making.

I. PARK CITY CHARACTER

In all that we do, Park City's prolific past and present character should be considered in order to strike a balance between Park City then and now. Park City will continue to focus on historic preservation as well as sustainable and innovative community and economic development strategies consistent with the character of the City. The key elements for this approach include:

- Make decisions for the long-term
- Strive to make every decision a "green" decision
- Emphasize Adaptive Reuse
- Buy local

II. PUBLIC ENGAGEMENT & TRANSPARENCY

Public participation is happening all the time in the city starting with information that is provided to the residents and stakeholders of the community. The Municipal Corporation is expected to provide transparency and engage the public which results in decisions that are more reflective of public concerns and values. Consulting with neighborhoods, interest groups, business and other affected parties is both desirable and necessary. The key elements of this approach include:

- Forums for discourse
- Integrate feedback into operations
- Accessibility to information
- Build community participation

III. HIGHLY ACCOUNTABLE WORKFORCE

The City cannot expect to achieve the results outlined in this plan or excel at providing customer service without an exceptional municipal staff team that is motivated and continuously works to achieve the Community Vision. The key elements of this approach include:

- Foster employee engagement through recognition
- Outcome-oriented, accountable staff
- Use of team approach rather than traditional hierarchy
- Competitive compensation and benefits
- Training opportunities and competency development
- Use of best practices and efficient business processes

IV. REGIONAL COLLABORATION AND LOCAL PARTNERSHIP

Park City recognizes that it is not an island. The success of Park City and the Community Vision are directly linked to fostering a thriving and neighborly region. To this end, the City will strive to engage and include all groups and entities with a stake in Park City's success. This includes working with government, private sector and nonprofit partners in the region to share data and develop policies and development plans for the region. In addition, the City will maintain a positive working relationship with Summit County, Wasatch County, and other regional governmental entities, as well as State, Federal and international leaders to leverage resources, employ regional strategies, and avoid or mitigate adverse regional impacts. Other key stakeholder groups include primary and non-primary

PARK CITY

Regional Collaboration & Local Partnership (cont.)

residents, major landowners and the resorts. The key elements for this approach include:

- Align strategies
- Share data/information
- Agree upon common goals
- Combine resources to achieve economies of scale

V. USE OF TECHNOLOGY AS A COMPETITIVE ADVANTAGE

As technology continues to evolve, Park City will strive to stay current with the needs of citizens and visitors, and in so doing, use technology to create a distinct and positive customer experience. The City should not pursue technology for technology's sake but use it where appropriate to enhance service provision and to leverage opportunities where none may currently exist. The key elements of this approach include:

- Seek to understand customer needs and expectations
- Ensure that business processes and operations are streamlined and efficient before introducing a technology solution
- Introduce a technology solution only when it is determined to be the most effective means to satisfy customer needs or provides another competitive advantage

Keeping Park City "Park City"

sense of community | natural setting | small town | historic character

Park City is a first-name town offering first-class service. The City provide exceptional, cost-effective benefits to our residents, including outstanding facilities and amenities, a small town atmosphere, a strong sense of community, and historic character. Park City attracts visitors from around the globe with our world-class skiing and recreation, vibrant arts and culture scene, multi-seasonal events, and "funky" personality. Park City is an accessible and well-managed community, which makes it a unique and desirable place to call home—for a weekend or for a lifetime.

In 2009, Park City Municipal Corporation conducted a process that included a series of interviews, surveys, open houses and other community input methods to better understand the way residents see Park City, what they value and what they want to be the

Community Open House During 2009 Visioning Process

focus of their local government. The City learned that its mandate is to *Keep Park City "Park City."* The community identified four Core Values that make Park City "Park City."

1) Sense of Community
2) Natural Setting
3) Small Town
4) Historic Character

These assets and attributes form the core of Park City and make it a highly desirable place to live and visit. Because of this, Park City has much to offer – including world-class skiing and recreation, vibrant

arts and culture, and exceptional resident benefits. When the core values are carefully preserved in harmony with those attributes the community has to offer the rest of the world, Park City will remain "Park City."

COUNCIL PRIORITIES

In order to realize the Community Vision, the City Council of Park City Municipal Corporation developed four priorities—each followed by a narrative description of success—that will guide decision making and provide the structure for ensuring that incremental, measurable steps are taken to achieve the Community Vision. While certain aspects of the narratives describe the Park City that we know and love today, sustaining those attributes over time is critical to realizing the 2030 vision.

The priorities are broken down further to measurable *Desired Outcomes* that provide the guideposts for making funding and planning decisions. The *Key Indicators* that follow are the actual measures that will determine if we are moving the "dial" on achieving the outcomes. The Key Indicators selected do not represent the totality of measures that could be used, rather they are those that will best communicate whether we are meeting the expectations set forth in the community visioning process.

WORLD-CLASS, MULTI-SEASONAL RESORT DESTINATION

Success of this Priority is defined as…

The resort experience continues to exceed expectations. Park City is known as a premier resort destination because of its distinct and recognizable brand, a seamless network of multimodal transportation, and interconnected resorts. Visitors and residents feel safe throughout the community and find that Park City has struck a unique balance between tourism and local quality of life. Tourism remains a chief driver of Park City's economy due to its accessibility, quality snow, and great summer weather. World-renowned recreational opportunities and an expansive trail network are the center of activity, complemented by multi-seasonal special events and unique, locally-owned businesses. Park City full and part-time residents recognize the exceptional benefits the economic base provides and the paramount importance of fostering and expanding the resort economy in harmony with community values.

Desired Outcomes

- *Accessible and world-class recreational facilities, parks and programs*

- *Balance between tourism and local quality of life*

- *Varied and extensive event offerings*

- *Unique and diverse businesses*

- *Accessibility during peak seasonal times*

- *Well-utilized regional public transit*

- *Safe community that is walkable and bike-able*

- *Multi-seasonal destination for recreational opportunities*

- *Internationally recognized & respected brand*

- *Every City employee is an ambassador of first-class service*

Key Indicators

- *Percent of citizens who rate the special events offered as "good" or "excellent" and percent rated "excellent"*

- *Percent of event applicants who are "very satisfied" or "satisfied" with the special events process and percent rated "very satisfied"*

- *Visitor nights booked*

- *Average amount spent per visitor per day*

- *Sales tax revenue*

- *Percent of citizens who feel "very safe" and percent who feel "very safe" or "somewhat safe" in regards to: a) violent crime; b) property crime; and c) environmental hazards*

- *Average commute time along major corridors (non-interstate)*

- *Transit ridership*

- *Percent of citizens who rate quality of city parks, recreational facilities, and programs as "good" or "excellent" and percent rated "excellent"*

- *Award winning recreational trail designation*

- *Number of visitors per season*

PRESERVING & ENHANCING THE NATURAL ENVIRONMENT

Success of this Priority is defined as…

Park City is proud that it is recognized as a model environmentally-conscious community. Residents develop, participate in and support initiatives to protect the long-term health of the natural environment and Park City policies and investments work in concert with these efforts. Carbon reduction, energy and water conservation programs and open space acquisition not only attract residents and visitors to Park City, but also advance community environmental goals and preserve the unique natural setting. Park City recognizes that careful planning to ensure a sustainable water supply that meets the City's current and future need is essential to our long-term viability.

Desired Outcomes

- *Abundant preserved and publicly-accessible open space*

- *Managed natural resources balancing ecosystem needs*

- *Enhanced water quality and high customer confidence*

- *Effective water conservation program*

- *Adequate and reliable water supply*

- *Reduced municipal, business and community carbon footprints*

- *Economically and environmentally feasible soil disposal*

- *Enhanced conservation efforts for new and rehabilitated buildings*

Key Indicators

- *Total acres of open space (includes development agreements)*

- *Total acres of managed wildlife corridors*

- *Municipal Carbon Footprint/Business Carbon Footprint/Community Carbon Footprint*

- *Ratio of water supply to consumer demand*

- *Quality of overall natural environment*

- *Cost per cubic yard for soil disposal*

- *Number of LEED or environmentally sensitive buildings built or rehabilitated*

- *Number of days Air Quality Index rated green or healthy*

- *Percent of citizens who rate overall quality of drinking water as "good" or "excellent" and percent rated "excellent"*

AN INCLUSIVE COMMUNITY OF DIVERSE ECONOMIC & CULTURAL OPPORTUNITIES

Success of this Priority is defined as…

Park City is a community where residents can live, work and play. In order to maintain Park City's appeal, PCMC invests in those areas that ensure our continued success. Through our planning and economic development efforts, we balance the historic character and small town atmosphere with the varying needs of our residents and visitors. A mix of cultures, perspectives and lifestyles is welcomed and celebrated. There are diverse job opportunities that pay a living wage and enable full-time residents to live within a reasonable distance of their jobs. Part-time residents are welcomed, engaged and contribute to the community character. Preserving our unique history is vital to the longevity of the City's character and is at the forefront when key planning and economic development decisions are made. The impact of regional growth pressures have been managed and mitigated by Park City's ongoing collaboration with local and regional stakeholders. These cooperative efforts result in innovative economic strategies, preservation of the natural setting, and partnerships that lead to prosperity throughout the region.

Desired Outcomes

- *Residents live and work locally*
- *Jobs paying a living wage*
- *Preserved and celebrated history; protected National Historic District*
- *Cluster development while preserving open space*
- *Part-time residents that invest and engage in the community*
- *Shared use of Main Street by locals and visitors*
- *Skilled, educated workforce*
- *Entire population utilizes community amenities*
- *Community gathering spaces and places*
- *Physically and socially connected neighborhoods*
- *Vibrant arts and culture offerings*
- *Diverse population (racially, socially, economically, geographically, etc.)*
- *Primarily locally owned businesses*

Key Indicators

- *Percent of citizens earning their income here*
- *Median wage as compared to median home price*
- *Percent of renters able to afford fair market rent*
- *Percent change of historic sites inventory*
- *Percent of residents who feel that they have a connection to Historic Park City*
- *Business mix on Main Street and other commercial areas*
- *Percent of graduating students who are college or career ready*
- *Percent of 3rd graders reading at a proficient level*
- *Percent of residents who rate the sense of community as "good" or "excellent" and percent rated as "excellent"*
- *Percent of residents who rate the openness and acceptance of the community towards people of diverse backgrounds as "good" or "excellent" and percent rated as "excellent"*
- *Number of nonprofit organizations/total dollars invested by nonprofits*

RESPONSIVE, CUTTING-EDGE & EFFECTIVE GOVERNMENT

Success of this Priority is defined as…
Park City Municipal Corporation has earned the trust of the community by engaging its citizens, being responsible stewards of tax dollars and providing uncompromising quality and customer service. This is enabled by a customer-centered organizational structure; a culture that embraces accountability and adapts to change; and funding mechanisms and policies that support innovation. Investing in our people is essential to maintaining a high-performing and strategic-minded workforce. PCMC employees are equipped with the core skills that allow them to be self-managed, creative and flexible in anticipating and responding to community needs. Our investments are protected by ensuring that systems and infrastructure are maintained, making responsible and effective use of technology and being fiscally and legally sound.

Desired Outcomes

- *Fiscally and legally sound*
- *Engaged, capable workforce*
- *Well-maintained assets and infrastructure*
- *Engaged and informed citizenry*
- *Streamlined and flexible operating processes*
- *Ease of access to desired information for citizens and visitors*

Key Indicators

- *General Obligation Bond Rating*
- *Percent of citizens who rated value of services for amount of taxes paid as "excellent" and percent rated as "good" or "excellent"*
- *Percent of employees who feel that at work they have the opportunity to do what they do best everyday*
- *Percent of citizens who rate the opportunity to participate in community matters as "excellent" and percent rated as "good" or "excellent"*
- *Percent of citizens who rate public information services as "excellent" and percent rated as "good" or "excellent"*
- *Number of website hits per month*
- *Building Condition/Assessment Rating*
- *Percent of depreciating assets replaced within recommended lifecycle*
- *Percent of work orders completed within established guidelines*
- *Average number of hours of training per employee per year*
- *Percent of key business processes documented or reviewed annually*
- *Total annual dollars saved due to process improvements and efficiency studies*
- *Percent of residents who rated overall direction taken by Park City Municipal Corporation as "excellent" and percent rated as "good" or "excellent"*
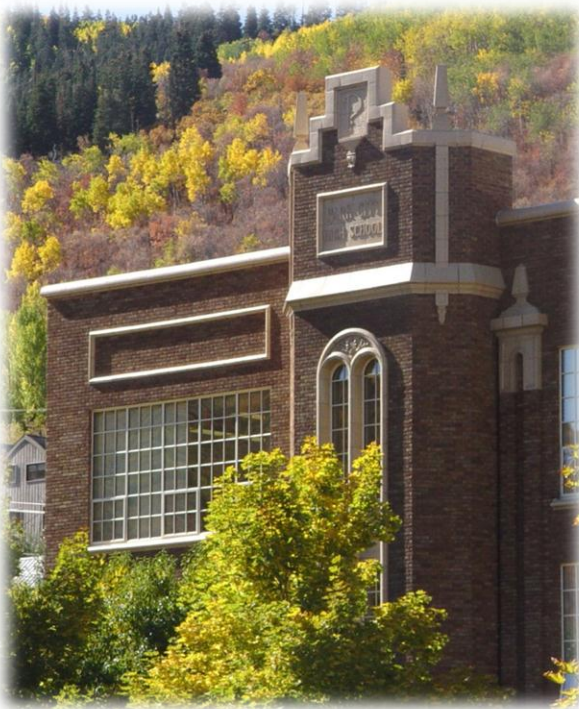
An integral piece of the strategic planning process is to ensure that the municipal government's operations and processes provide the appropriate environment for the City to succeed at achieving the Community's Vision. Simply producing a strategic planning document does not ensure success. That requires effective leadership and an implementation plan that takes the current City practices to the next level by incorporating the concepts of the strategic plan into the City's day-to-day activities.

The Park City 2030 strategic plan relies on the Biennial Strategic Plan/Scorecard, the Departmental Business Plans, and the Budgeting for Outcomes process to ensure that City operations are working in tandem with the priorities and outcomes outlined in Park City 2030. While the Park City 2030 long range strategic plan should be updated every four years, these documents are updated more regularly (annually and biennially) in order to ensure continued progress toward the Community Vision and keep the concepts in Park City 2030 active. The next few paragraphs define the use of each of these resources and how they make the Park City 2030 strategic plan a living document:

The *Biennial Strategic Plan* is a single strategic document that takes the 20-year Park City 2030 plan and breaks it down into shorter, more actionable units. As the name implies, the plan is produced every two years and provides a two-year horizon for the strategic direction of the City. It is envisioned that only minor updates will occur in the off year as this document is not intended to provide tactical, day-to-day operations of the City but a higher level of strategic direction that will give the community a better sense for where the City is heading. The Biennial Strategic Plan is categorized by each of the four Council Priorities and a central document for citizens to reference that best describes the strategies that the City is using to achieve the Desired Outcomes outlined in Park City 2030. The Biennial Strategic Plan is a culmination of the more detailed Departmental Business Plans that are produced and updated by each City department at the beginning of the budget process each year.

The Biennial Strategic Plan incorporates a *Scorecard* that is a visual representation of how the City is doing at achieving the specific Desired Outcomes

identified in Park City 2030. This evaluation tool is based on the balanced scorecard method, with individual Desired Outcomes awarded a gold, silver, or bronze medal based on how well they are trending toward the Community Vision. These ratings are then presented in medal count fashion to give a composite evaluation for each Council Priority area.

Department Business Plans are developed and revised annually to reflect the more day-to-day operations of a department and how it aims to, in that fiscal year, work to move the dial on the Desired Outcomes and Key Indicators outlined in Park City 2030. The Department Business Plans are not produced in a silo, but rather are developed in teams as staff works to develop the Biennial Strategic Plan. Working with these two documents together will ensure that departments are not doing duplicative work and will help to further promote coordination of resources to achieve the outcomes identified in the most effective manner. The Department Business Plans are working documents that provide each department with tactical guidance on the specific "how" and "what" for achieving the Desired Outcomes in Park City 2030. Not all of the specific strategies that are in the Department Business Plans are in the Biennial Strategic Plan; however, every high level strategy that is in the Biennial Strategic Plan represents a strategy in a Department Business Plan.

The *Budgeting for Outcomes* bid process provides the monetary resources to support and implement the strategies that are identified in the Department Business Plans. If any changes of funding occur that eliminate a service or program, or significantly decrease the funding for a service or program during the budget process, the Department Work Plans will need to be updated to reflect the impact of that decision to achieving the Desired Outcomes identified in Park City 2030. Over time, the City may determine that some of the services and strategies currently observed do not help to move the dial on achieving the outcomes identified in Park City 2030 and may shift gears with certain strategies or initiatives and those changes will be approved/disapproved during the Budget for Outcomes process.

IMMEDIATE IMPLEMENTATION

The below graphic illustrates the implementation timeline for the current year beginning with the start of Fiscal Year 2012-2013. Park City Municipal Corporation will begin developing Department Business Plans with anticipated completion by November 1. The Biennial Strategic Plan will be reconfigured and refined during the first quarter of the fiscal year. Because the Biennial Strategic Plan is a higher level strategic document, it should be written on a two-year horizon. Unless serious, unanticipated internal or external changes warrant, major modifications to this document should not be necessary until Fiscal Year 2014-2015. During the second quarter, these plans will be finalized after a public input period. This work will help to set the stage for the bid requests that will be submitted related to the Budgeting for Outcomes (BFO) process that begins during the third quarter of the fiscal year. During this same quarter, a team of Park City Municipal employees is assembled to review the bids submitted on behalf of the BFO process and ultimately make recommendations to the City Manager for consideration as part of the budget. The Council Visioning process takes place in February and any changes to the BFO process are made as it relates to input from this process. During the fourth quarter, final changes to the BFO bids are made to reflect input from the public hearing process. In June, the budget is adopted.

PARK CITY 2030 STRATEGIC PLAN
IMPLEMENTATION TIMELINE

ONGOING IMPLEMENTATION

The below graphic illustrates the implementation timeline beginning Fiscal Year 2013-2014 and ongoing. Park City Municipal Corporation will begin by finalizing the Department Business Plans based on any changes in the finalized budget for the previous year and any new initiatives that may be on the horizon in the coming year. The Biennial Strategic Plan should also reflect any changes but should be initially written to incorporate a two-year high level strategic plan and not a day-to-day tactical work plan and therefore should not need to be changed significantly in the off-year. During the second quarter, these plans will be finalized and will help to set the stage for the bid requests that will be submitted related to the Budgeting for Outcomes (BFO) process that begins during the third quarter of

the fiscal year. During this same quarter, a team of Park City Municipal employees is assembled to review the bids submitted on behalf of the BFO process and ultimately make recommendations to the City Manager for consideration as part of the budget. The Council Visioning process takes place in February and any changes to the BFO process are made as it relates to input from this process. At the same time, the City will provide an update to the Scorecard and present to Council and the public. Every four years, the Park City 2030 strategic plan should be updated. Every seven years, the Community Vision should be updated. During the fourth quarter, any final changes to the BFO bids are made to reflect input from public hearing process. In June, the budget is adopted.

PARK CITY MUNICIPAL CORPORATION
STRATEGIC MANAGEMENT SYSTEM

FINAL OBSERVATIONS BY THE LEADERSHIP ICMA CAPSTONE TEAM

It has been a pleasure working with the very dedicated and exceptional staff of Park City Municipal Corporation. Park City is truly a fabulous City and we hope that this plan will help the City continue to achieve great things. We wanted to make a few observations that we think will add value to the great work that is done by City staff and make the Park City 2030 strategic plan a document that will be viewed as the clarifying document to help staff focus their work without increasing their existing workload.

General Plan and Park City 2030 work together - The fact that Park City is working to update its General Plan while going through a strategic planning process is representative of the professionalism and dedicated staff that exists in the City. It is no small task to conduct either of these projects and to do them at the same time is commendable and presents a real opportunity. As the Leadership ICMA team leaves, we want to encourage the continued molding of the two plans to work in concert with each other. Our hope is that, as you work with the two strategic documents, you do not see them as competing or confusing to the public or to the staff who are trying to determine how to align their work to achieving the City's vision, but rather that they speak to each other as if both documents were developed by the same people. We understand that there may be changes and revisions to Park City 2030 and we look forward to seeing how the City uses this document as a framework for achieving the Community Vision.

Community Indicators - During this process, the need for Community Indicators became apparent. Community Indicators are not necessarily Desired Outcomes of the City but more importantly serve as indicators that should be gauged by the community as a whole. These indicators would highlight any dramatic shifts that might severely threaten the Park City we know, love and want to protect. Climate change and population growth projections are two indicators that we feel would fall into this Community Indicators category. The City's General Plan that is currently under revision is the forum where those Community Indicators should be properly vetted. The Community Indicators will be the same for both the Park City 2030 plan and the General Plan. We recommend no more than five Community Indicators with the primary distinguishing factor for these versus Key Indicators is that if they change, Park City will no longer be "Park City."

Clarity of words and phrases - One of the goals of the Leadership ICMA Team when we began this process was to help establish agreed-upon terminology to ensure clarity and consistency in this and related efforts. As Park City Municipal Corporation moves forward with the implementation of this plan, we encourage the continued streamlined phrasing and consistent use of the words that are throughout this document. For example, the High Level Indicators are not the performance measurements that are found in the Department Business Plans and should not be called such. Also, Council Goals are now Council Priorities and documents and conversations should reflect this change. The Park City 2030 Terms & Definitions document we provided should be distributed and kept current to facilitate this clarity. As inconsequential as this may seem, confusion when discussing these tools will cause frustration and undermine their use and effectiveness.

Simplify processes and documents - The Park City 2030 framework is intended to help simplify the work that departments, individuals and teams have to do. This process should provide an opportunity for Park City Municipal Corporation to examine its business processes and practices and the related and begin to streamline or eliminate those that are inefficient, duplicative or confusing. For example, creating a short, simple business plan template for all departments to use will reduce confusion and keep them from having to "reinvent the wheel" each time they complete it. In addition, having one Biennial Strategic Plan for all Council Priorities rather than a separate one for each, saves time, paper and confusion. Keep the simplification efforts going by identifying other unnecessarily long or unclear documents as well as practices that may have outlived their usefulness. This will help create more buy-in on the part of staff and allow them more time to focus on organizational priorities.

Make it a part of the culture - The only way that the Park City 2030 framework will go from words on a page to action is by making it inseparable from the Park City culture. This can initially be accomplished by reinforcing the concepts through face-to-face communication in staff meetings and giving employees the chance to discuss how they can incorporate these tools into their daily work. Additionally, progress toward achieving the Desired Outcomes should be added as a periodic discussion item in Council meetings. Ongoing, however, the City Manager and key leaders must visibly use the Biennial Strategic Plan and Department Business Plans to make decisions, and the status of performance measures and the effectiveness of a program moving the dial on Key Indicators should be discussed regularly to promote accountability. Finally, and perhaps most important, the City Manager and key leaders must actively identify and remove barriers (both real and perceived) to implementing the Park City 2030 framework. Only when it is easier to use the new tools than it is to revert to old habits will Park City 2030 be used to its fullest potential.

APPENDIX

Community Vision

Park City is a first-name town offering first-class service. We provide exceptional, cost-effective benefits to our residents, including outstanding facilities and amenities, a small town atmosphere, a strong sense of community, and historic character. We attract visitors from around the globe with our world-class skiing and recreation, vibrant arts and culture scene, multi-seasonal events, and "funky" personality. We are an accessible and well-managed community, which makes Park City a unique and desirable place to call home—for a weekend or for a lifetime.

In 2009, the Park City Municipal Corporation conducted a series of interviews, surveys, open houses, etc., to better understand the Community Vision or the way residents see Park City, what they value, and what they want local government to focus on. We learned that our mandate is to Keep Park City "Park City." The logo below illustrates what the community has identified as the Core Values that make Park City "Park City."

Keeping Park City "Park City"

sense of community | natural setting | small town | historic character

Council Priorities

In order to realize the Community Vision, the City Council of Park City Municipal Corporation developed four priorities that will guide decision making and provide the structure for ensuring that incremental, measurable steps are taken to achieve the Community Vision.

- World-Class, Multi-Seasonal Resort Destination
- Preserving & Enhancing the Natural Environment
- An Inclusive Community of Diverse Economic & Cultural Opportunities
- Responsive, Cutting-Edge & Effective Government

This document, the Biennial Strategic Plan, summarizes Park City's approach over the next two years to pursue Council's Priorities and to keep Park City, "Park City".

Community Indicators

The following measures are illustrative of the Community Vision

Park City Scorecard

The Park City Scorecard provides monitoring and reporting information on key indicators identified in PC 2030 and the General Plan. Ultimately, it tracks the status and progress towards the Community Vision and Council Priorities. Scorecard results can be used for decision making, identifying improvement opportunities and learning.

Key indicators provided in the following Council Priority discussions are evaluated using the Gold-Silver-Bronze method outlined below.

Medal Count:

	WC-MS Resort Destination	Natural Environment	Community of Diverse Opp's	Responsive Government
Gold Trending 'Towards' the Vision	5	6	7	4
Silver Stable or Mixed Trends	4	1	2	3
Bronze Trending 'Away' from the Vision	2	1	0	4

WORLD CLASS, MULTI-SEASONAL RESORT DESTINATION

Success of this Priority is defined as:

The resort experience continues to exceed expectations. Park City is known as a premier resort destination because of its distinct and recognizable brand, seamless network of multimodal transportation, and interconnected resorts. Visitors and residents feel safe throughout the community and state that Park City has struck a unique balance between tourism and local quality of life.

Tourism remains a chief driver of Park City's economy due to its accessibility, quality snow, and great summer weather. World-renowned recreational opportunities and an expansive trail network are the center of activity, complemented by multi-seasonal special events and unique, locally-owned businesses. Park City residents recognize the exceptional benefits the economic base pro-

Desired Outcomes

The Community and the City Council have identified the following desired outcomes related to remaining competitive as a destination Mountain Resort Community:

- Accessible and world-class recreational facilities, parks and programs
- Balance between tourism and local quality of life
- Varied and extensive event offerings
- Unique and diverse businesses
- Accessibility during peak seasonal times
- Well-utilized regional public transit
- Safe community that is walkable and bike-able
- Multi-seasonal destination for recreational opportunities
- Internationally recognized & respected brand
- Every City employee is an ambassador of first-class service

Key Strategies

The following strategies have been identified as critical for achieving Desired Outcomes:

- Support & Manage World Class Events
- Provide Amenities Facilities & Infrastructure
- Pursue Redevelopment Consistent with General & Area Plans
- Retain & Attract Diversified Business Types
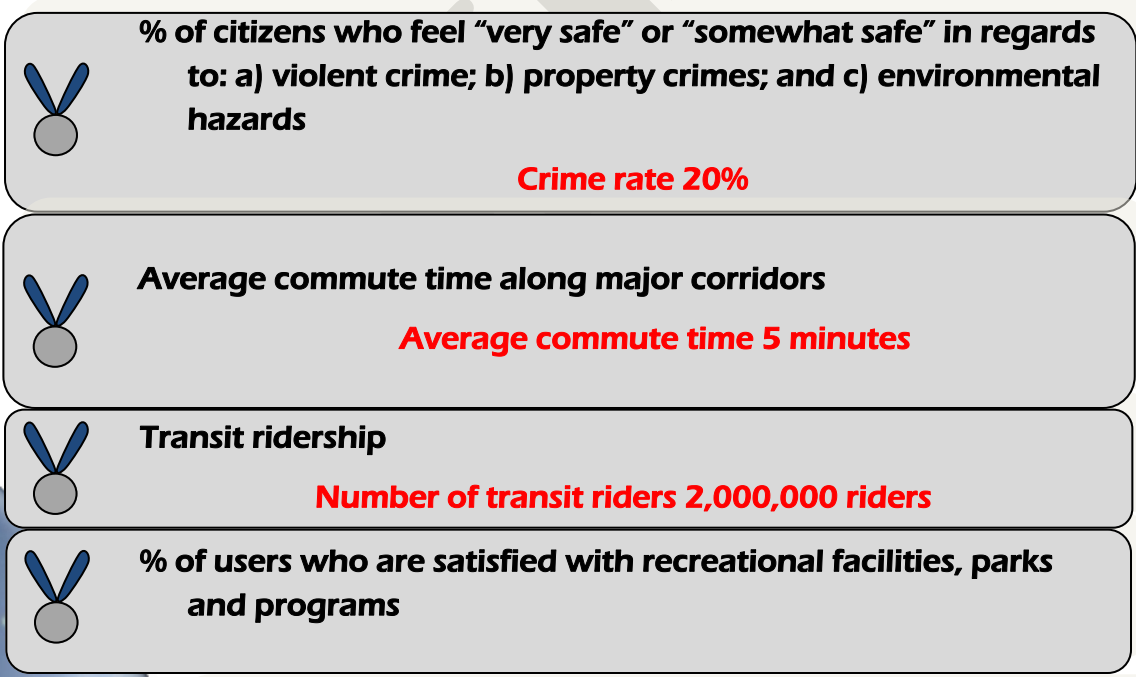- City Branding & Promotion

2013-2014 BIENNIAL STRATEGIC PLAN
Park City 2030

Scorecard of Key Indicators

% of citizens who rate the special events offered as good or better

56% of residents are satisfied with special events

% of event applicants who are satisfied with the special events process

50% of applicants are satisfied with special events

Visitor nights booked

The total numbers of visitors night booked were 1,433,497

Average amount spent per visitor per day

$200.00 per day

Sales tax revenue

Municipal revenue was $2,000,000

% of citizens who feel "very safe" or "somewhat safe" in regards to: a) violent crime; b) property crimes; and c) environmental hazards

Crime rate 20%

Average commute time along major corridors

Average commute time 5 minutes

Transit ridership

Number of transit riders 2,000,000 riders

% of users who are satisfied with recreational facilities, parks and programs

% of citizens who rate quality of city parks, recreational facilities, and programs "good" or "excellent."

75% of residents are satisfied recreation facilities, parks

Award winning recreational trail designation

No awards in 2011

Biennial Plan for World Class Multi-Seasonal Resort Destination

Recent Successes

Action Items Completed

- Completed City-wide Market Analysis & Carrying Capacity Studies
- Identified City's posture on Redevelopment as proactive
- Completed Marsac & Bonanza Tunnels & Public Art Projects
- Expanded Street Dining on Main
- Completed Event Center Study
- Extended Triple Crown Contract 5yrs

Savings/Efficiencies Gained

- Improved Regional Event Coordination
- Add information from Department Business Plans

Current Challenges

- Operational & Maintenance Resources
- Add information from Department Business Plans
- Special Event vs. Local Use of Facilities
- Competition for the Event Calendar
- Quality of Life Tradeoffs (noise, traffic, etc.)
- Maintaining Commitment to Public Art (including funding)
- Lack of Facilities
- Maintaining Technological Relevance
- Ensuring Sundance remains in Park City

Trends & Opportunities

- Increased Competition in Destination Tourism Market
- Use of Events to Drive Resort Economy
- Contraction of Public Art Programs
- Increased Use of New Technology
- Fiber Infrastructure at BOPA
- Main St./City Facilities Wi-Fi
- Business Resource Center Expansion
- (Business Accelerator/Incubator)
- Public Private Partnerships
- Social Media
- Cultural Tourism
- Connection of Main St. with Resort Bases
- Interconnect/Ski Link

Action Plan

Operating Plan

- Take More Facilitative Role in Events
- Implementation of BOPA and LPA Area Plans
- Secure LPA RDA Extension
- Institute Direct Business Recruitment Program
- Secure Sundance Agreement thru 2028 & Address MLK Conflict
- Develop Ski Resort Interconnect Concept Plan

Capital Plan

- Dan's to Jans Implementation
- HPC/Main St. Projects
- Wi-Fi Network Infrastructure
- Increased Public Art Funding
- City Owned Property in Lower Park Avenue (Fire Station & Sr. Center)

Other Targets for Action

- Woodward Facility
- Define & Test City's Role in High Altitude Destination

Preserving & Enhancing The Natural Environment

Success of this Priority is defined as:

Success of this Priority is defined as:

Responsive, Cutting-Edge, & Effective Government

Success of this Priority is defined as:

SAMPLE

2013-2014 BIENNIAL STRATEGIC PLAN

FISCAL YEAR

SO-AND-SO'S BUSINESS PLAN

GENERIC

Developed by:
Larry
Moe
Curly

2012

PARK CITY
1884

PURPOSE STATEMENT

This document details specific strategies that the ==So & So Team/Dept== will follow in order to ensure ==Mini Goal Statement==. It serves primarily as an accountability and management tool to ensure that staff is progressing towards achieving the Community Vision by taking measurable action steps. Secondarily, it clarifies how day-to-day taxpayer funded operations ultimately bring about the desired outcomes identified by the community and its representatives.

TABLE OF CONTENTS

The Community Vision for ==So & So Team/Dept==

- The Community Vision
- Council Priorities & Desired Outcomes
- ==So & So Team/Dept== Mission
- Who Is the ==So & So== Team? *(only if clarification needed)*

Strategies & Action Steps

- Link Between Strategies & Community Vision
- Strategy I: ==Name the Strategy==
- Strategy II: ==Name the Strategy==
- Strategy III: ==Name the Strategy==
- ==And so on==

Resources

- Human Capital
- Technology
- Contract Services

Appendices

- Key Policies
- Operating Program Bids
- Capital Project Requests
- Performance Measures

The Community's Vision for <mark>So & So Team/Dept</mark>

GENERIC

COMMUNITY VISION

In 2009 the City conducted a series of interviews, surveys, open houses, etc., to better understand the Community Vision or the way residents see Park City, what they value, and what they want local government to focus on. We learned that our mandate is to **Keep Park City "Park City"**. The boxes at right show what the community has identified as the Core Values that make Park City "Park City".

Community Core Values

Sense of Community	Natural Setting
Small Town	Historic Character

THIS SECTION SHOULD CONTAIN A SIMPLE STATEMENT THAT RELATES THE ACTIVITIES OF YOUR DEPARTMENT/TEAM GENERALLY TO THE COMMUNITY VISION AND THE CORE VALUES. FOR PURPOSES OF COMMUNICATING VISUALLY, YOU MAY WANT TO USE COLORS CORRESPONDING TO THE BOXES ABOVE WHEN CALLING OUT CORE VALUES, SUCH AS SENSE OF COMMUNITY. EXAMPLES OF THIS KIND OF STATEMENT EXIST ON THE FIRST PAGE OF THE BIENNIAL PLANS. A BRIEF PARAGRAPH OF 3-5 SENTENCES IS APPROPRIATE.

Community Vision
⬇
Council Priorities
⬇
Desired Outcomes
⬇
Strategies
- **Operating Programs**
- **Capital Projects**
- **Policies**

COUNCIL PRIORITIES & DESIRED OUTCOMES

In the **PC 2030** long range strategic plan, the City Council identified four priority areas upon which the City must focus its efforts in order to achieve the Community Vision and Keep Park City "Park City". <mark>So & So Team/Dept</mark> is critical to <mark>X</mark> of those four priorities, namely:

<mark>**World-Class, Multi-Seasonal Resort Community**</mark>
-and-
<mark>**A Community of Diverse Cultural & Economic Opportunities**</mark>

Within each priority area, a set of **Desired Outcomes** shows what we intend to accomplish. This document puts forth the specific strategies and action steps we'll use to bring about these Desired Outcomes.

Economy Team Business Plan

SO & SO TEAM/DEPT MISSION

If you don't already have one, please create a Mission Statement and enter it here. This statement should be brief and distill the purpose of your team/dept in the context of the Community Vision. You may consider using some design elements to call this statement out for visual communication.

WHO IS THE SO & SO TEAM/DEPT?

This section is only necessary if you feel the need to clarify ambiguity about who your team/department is and what you do. While this is a management document primarily, it is certainly possible that residents or others with less intimate knowledge of City operations will read it. This section can help them understand, say, the difference between Budget and Finance departments, or what a Sustainability Team is.

To ensure that our strategies are accomplishing the Community Vision, each strategy can be linked to one or more Desired Outcomes within a Council Priority Area. The Council Priorities represent the City Council's broad strategy for achieving the Community Vision.

COMMUNITY VISION

Keeping Park City "PARK CITY"

SENSE OF COMMUNITY | *NATURAL SETTING* | *SMALL TOWN* | *HISTORIC CHARACTER*

PLAN   DO

COUNCIL PRIORITIES

Applicable Council Priority #1

- o **Applicable Desired Outcome #1**
- o **Applicable Desired Outcome #2**
- o **Applicable Desired Outcome #3**
- o **Etc.**

Applicable Council Priority #2

- o **Applicable Desired Outcome #1**
- o **Applicable Desired Outcome #2**
- o **Etc.**

PLAN   DO

STRATEGIES

So & So Team/Dept. Strategies

- I. Strategy #1
- II. Strategy #2
- III. Strategy #3
- IV. Etc.

STRATEGY I

NAME YOUR STRATEGY HERE

Steps taken under this strategy are crafted to bring about the following desired outcomes identified by the City Council as critical to the Community Vision of Keeping Park City "Park City":

Impacted Desired Outcomes: List desired outcomes that this strategy helps achieve

Current Policy Direction: State current policy direction from Council if one exists

	Action Step (Priority)	Deliverable	Who's Responsible	By When
Operating Programs				
First Applicable BFO Operating Program	🔴 Action Step #1	Deliverable	Position Title	Date
	🟠 Action Step #2	Deliverable	Position Title	Date
	🟡 Action Step #3	Deliverable	Position Title	Date
Second Applicable BFO Operating Program	🔴 Action Step #1	Deliverable	Position Title	Date
	🟠 Action Step #2	Deliverable	Position Title	Date
	🟡 Action Step #3	Deliverable	Position Title	Date

	Action Step (Priority)	Deliverable	Who's Responsible	By When
Capital Projects				
First Applicable BFO Operating Program	🔴 Action Step #1	Deliverable	Position Title	Date
	🟠 Action Step #2	Deliverable	Position Title	Date
Second Applicable BFO Operating Program	🟡 Action Step #1	Deliverable	Position Title	Date
	🔴 Action Step #2	Deliverable	Position Title	Date

	Action Step (Priority)	Deliverable	Who's Responsible	By When
Policies				
Applicable Policy	🔴 Action Step #1	Deliverable	Position Title	Date

Strategic Partners:
   Internal: List Partners
   External: List Partners

Critical Success Factors:
Identify outside influences or other factors which may impact success. Basically, this is where you get to say "I'm accountable for this, but if the County doesn't play along, or it snows too much or too little, or the Martians invade, or whatever, it won't come out as we planned."

STRATEGY II

The following narrative provides a brief description regarding how major resources will be managed in order to successfully carry out the strategies and action steps outlined in this document. Specific resource requirements, such as number of positions or budget for office supplies, are not discussed here. For that level of detail, please see the program bids and capital requests in the appendix of this document.

HUMAN CAPITAL

Describe your approach human resource management, including hiring practices, performance management, incentivization, etc. What is your department/team role in the centralized/decentralized hybrid approach Park City has for human resource management?

TECHNOLOGY

Work with IT to define your customer and identify needed resources. Include a plan for how these resources will be managed moving forward.

CONTRACT SERVICES

Describe your approach for deciding when to use contract services versus in-house resources. Which contract services do you rely on regularly?

Appendices

Nelsie Smith
Business Development Specialist
Integrated Public Technologies (PayLock IPT)

Nelsie Smith is currently the Business Development Specialist for PayLock IPT, a field-based collections and parking management company. In this capacity, Nelsie works with local governments to improve their receivables for vehicle-related debt and enhance the customer service experience related to parking in cities and counties across the country.

Prior to this experience, Ms. Smith was the Assistant to the City Manager for the City of Greensboro, NC. In this role, Ms. Smith successfully designed and implemented a performance management program called MAP (management, accountability and performance) that the City uses as a framework to determine resource allocation and project prioritization to meet the results that the public desires. In addition, she was instrumental in drafting the City's economic development strategy and led the effort to create a consolidated economic development and business resource office.

Ms. Smith also served as the Principal Analyst for the Director of Finance in Baltimore, MD; Associate Director/Credit Analyst for Fitch Ratings' Public Finance Group; and Administrative Intern to the City Manager in Highland Park, IL.

Ms. Smith recently returned to her home state of Illinois, residing in Decatur. She earned her Bachelor of Arts degree in political science from Knox College in Galesburg, IL and her Masters in Public Administration from Northern Illinois University in DeKalb, IL. Ms. Smith has expertise in the areas of performance management, municipal finance, outcome based budgeting, and process improvement.

Todd Aerni
Chief Building Official
City of Papillion, NE

Mr. Aerni has been the Chief Building Official for the City of Papillion since June 2007. Papillion is located just south of Omaha and is one of the fastest growing communities in Nebraska. Papillion has been voted one of 'The Best Places to Live' by Money Magazine throughout the past decade. Prior to joining the City of Papillion, he was a Plans Examiner for the City of Lincoln, Nebraska for three years.

Mr. Aerni obtained his associates degree in Architectural Engineering Technology and his undergraduate degree in Business Management. He is currently pursuing his Masters of Public Administration degree and is now completing the ICMA Leadership Program.

Being an active member of ICMA has given him the opportunity to learn from the best local government managers in the world.

Marc Landry
Chief Administrative Officer
Town of Beaumont, Alberta, Canada

Marc Landry has been the Chief Administrative Officer (CAO) of the Town of Beaumont, Alberta, CA since January 2008. Beaumont is located in the Edmonton Capital Region and is one of the 20 fastest growing communities in Canada. Previously, he was the CAO of the Town of Bouctouche, NB for 5 ½ years. When he started in this position, he was the youngest person to occupy a CAO position in Canada. He has completed an MBA and is now completing the ICMA Leadership Program.

Mr. Landry has also done extensive international work. He helped communities in Louisiana following Hurricanes Katrina and Rita; worked with communities in South Africa, Mozambique and Swaziland; and is now working with the District of Kothom in Cambodia on capacity-building under FCM International. Being an active member of ICMA has given him the opportunity to learn from the best CAOs in the world, something that he truly values.

Dele Lowman Smith
Assistant to the County Manager
Fulton County Government, Atlanta

Dele Smith serves as Assistant to the County Manager for Fulton County Government where she is responsible for oversight of Communications, Fulton Government Television (FGTV), Performance Management and Training, along with the Information Technology and Personnel Departments. Prior to joining Fulton County in May 2008, Ms. Smith served as Special Assistant to the County Administrator and Strategic Initiatives Manager for Broward County Government in Fort Lauderdale, FL. She also held positions with the State of Florida, including with the Florida Sterling Council, a public/private partnership in the Executive Office of the Governor which administers the state-level Malcolm Baldrige program.

Ms. Smith originally hails from Pittsburgh, Pennsylvania. She obtained her undergraduate degree at Florida Agricultural & Mechanical University and also holds a Master of Public Administration degree from Baruch College in New York City. She is a 2004 graduate of the National Urban Fellows program. Ms. Smith is a trained facilitator and an aspiring thought leader in the areas of leadership, strategic planning, and organizational change.