



Planning Commission Staff Report

Subject: 227 Main Street- Parking at Star Hotel
Project #: PL-17-03619
Author: Anya Grahn, Historic Preservation Planner
Hannah M. Tyler, Planner II
Date: August 23, 2017
Type of Item: Quasi-Judicial Appeal of Planning Director's Determination

Summary Recommendations

Staff recommends that the Planning Commission consider an Appeal of the Planning Director's Determination that the proposed project does not qualify for the exemption in [Land Management Code \(LMC\) 15-2.6-9\(D\)](#) as the Planning Director finds the owner of 227 Main Street (Star Hotel) did not establish that there was payment in full to the 1984 Parking Assessment of the Main Street Special Improvements District, hold a public hearing, and deny the appeal.

Description

Owner/ Applicant: Westlake Land, LLC (represented by owner-representative Todd Cusick and D. Scott DeGraffenried of Holland & Hart)
Location: 227 Main Street
Zoning: Historic Commercial Business (HCB) Zoning District
Adjacent Land Uses: Commercial, Residential, hotel use
Reason for Review: Appeals of Planning Director determinations are reviewed by Planning Commission

Burden of Proof and Standard of Review

The Planning Commission is acting in a quasi-judicial manner. Therefore, like with a judge, all contact by the parties with the Planning Commission related to the appeal should be at the hearing. No "ex-parte" or one on one contact should occur.

Pursuant to LMC 15-1-18(G), the Planning Commission "shall review the factual matters de novo and it shall determine the correctness of a decision of the [Planning Director] in its interpretation of the application of the land Use ordinance." This means that the Planning Commission will review the evidence presented to the Planning Director anew and will not give any deference to the Planning Director's decisions on how to apply the facts of the law. Planning Commission review of petitions of appeal shall be limited to consideration of only those matters raised by the petition, unless Planning Commission, by motion, enlarges the scope of the appeal to accept information on other matters. A public hearing shall be held. The burden is on the appellant to prove that the Planning Director erred.

The purpose of the Off-Street Parking is to:

- A. Specify Parking Area and Access drive standards for all Development within the City;

- B. Specify Parking Ratio requirements for specific land Use categories to ensure adequate and not excessive parking is provided for the Use.
- C. Provide solutions to mitigate impacts of parking and vehicular oriented Development;
- D. Provide for safe and efficient parking for people with disabilities; and
- E. Provide for convenient and safe motorcycle and bicycle parking to encourage and facilitate alternative modes of transportation.

Background

History of Applications

From 1975 to 2013, this site was owned by William (W.W.) and Georgie Rixey who ran the Star Hotel from this location. On July 16, 2013, the property was transferred from Bill Rixey (son of the deceased owners) to Star Hotel, LLC; it was transferred again from Star Hotel, LLC to Westlake Land, LLC on December 31, 2013. The applicant, Westlake Land, LLC, submitted the first in a series of Historic District Design Review Pre-applications (Pre-apps) on December 2, 2013.

On October 2, 2015, the Park City Building Department issued a Notice and Order to repair the historic Star Hotel as “the building has been determined to be unsafe for human occupancy and is a health, life and safety concern for public safety.”

On October 6, 2016, the applicant submitted a Determination of Significance (DOS) application to remove the site from the City’s Historic Sites Inventory. The Historic Preservation Board (HPB) reviewed the DOS application [[Staff Report \(starting page 27-Part I and Part II\)](#)] and [Minutes \(starting page 2\)](#)] and found that it met the criteria to be designated as Significant as outlined in [Land Management Code \(LMC\) 15-11-10\(A\)\(2\)](#). The applicant’s appeal of the HPB’s determination was heard by the Board of Adjustment (BOA) on February 21, 2017 [[Staff Report \(starting page 37\)](#)] and [Minutes \(starting page 2\)](#)]. The BOA also found that the structure was historic. The applicant appealed this determination to Third District Court; the case is currently on hold while the applicant determines development options that include reconstructing the building.

On May 2, 2017, the applicant submitted a full Historic District Design Review (HDDR) The application was deemed complete on May 23, 2017. Planning staff held a public hearing for the HDDR on June 7, 2017; there was no public comment. Staff has completed an initial review of the HDDR plans and provided redlines to the applicant on June 15, 2017; no updated plans have been submitted at the time of writing this report. As part of the review of the HDDR, staff reviewed parking demands; the Planning Director determined that the applicant did not qualify for the exemption in [Land Management Code \(LMC\) 15-2.6-9\(D\)](#) because the owner of 227 Main Street (Star Hotel) did not establish that there was payment in full to the 1984 Parking Assessment of the Main Street Special Improvements District.

History of 1974 - 1984 Parking Programs

In 1974, the Park City Council created a Special Improvement District (SID) aimed to make street improvements such as rolled gutters, paving, as well as water and sewer lines and off-street parking facilities. Those properties within the SID were subject to an assessment related to the SID.

The Third Edition of the Land Management Code (LMC), revised as of February 28, 1985, includes the following provision related to the SID and payment of the assessment:

7.2.10 Historic Commercial Business District--Off Street Parking

(b) ...Parking may be provided off site by paying a sum equal to the estimated construction cost of the parking spaces in a public parking facility to the City. This fee shall be established by the Developer Fee Schedule Ordinance, and adjusted annually to reflect the approximate actual construction costs of the structure. This exception from the off-street parking requirement only applies to those structures or properties which paid the assessment to the Main Street Parking Special Improvement District in full prior to January 1, 1984. All other properties must provide parking in full compliance with Chapter 13. It is the obligation of the property owner to establish that payment was made. All other property within the HCB zone must provide parking for all space in compliance with the provisions of Chapter 13 of this Code.

This 1985 statute has been included in LMC 15-2.6-9.

An affidavit from City Recorder Craig Smith recorded on March 28, 1985 lists the properties which had paid in full on or before December 31, 1983 for the assessment levied by the SID (Exhibit G); and the Star Hotel at 227 Main Street is not included on this list of those who have paid.

History of Star Hotel at 227 Main Street & Payments for Parking

During the time that PCMC worked to establish the Main Street Off-Street Parking SID, collect past due notices, and address off-street parking issues in the LMC, the Star Hotel was owned by W.W. and Georgie Rixey. Staff has found no evidence and the current owners have not established that the Rixey's paid into the original 1974 assessment for the SID:

- In 1977, PCMC sent an invoice to W.W. Rixey showing a balance of \$2,112.00 due no later than August 22, 1977. A second invoice shows the same total with the note "Final Notice before foreclosure procedures begin." (Appellant's Exhibit 2).
- In 1980, City Recorder Linda W. Leatham issued a letter on July 1, 1980, indicating which properties were in compliance with the Main Street Off-Street Parking SID; once again, the Star Hotel was not included on this list (Exhibit D).
- A 1981-1982 leger recording payments into the Main Street Off-Street Parking SID shows that W.W. Rixey owes \$2,112.00. The balance had not been paid as of June 31, 1981, and was carried over to June 30, 1982. (Exhibit E)
- In 1982, PCMC sent an invoice to W.W. Rixey for the amount of \$3,401.39 based on a principal balance of \$1,650.00 on August 22, 1975 with 8% interest shown in 1975, and 10% interest going forward (Appellant's Exhibit 3).
- On May 2, 1983, City Treasurer LuAnn Antonio of PCMC sent those with overdue balances a letter (Exhibit F). It explains that the payments are related to the Main Street SID assessment, assessed in 1975. She describes, "An installment plan was set up in which the property owner could pay the assessment in installments over a three (3) year period, with an annual interest

rate of 8%.” She included a bill for the past due balance plus a 10% interest charge per year for the years 1978 through 1982 for the Star Hotel; the bill totals \$3,401.39. The bill is due on May 30, 1983. The letter to the Rixies indicates that they owe \$3,401.39.

- The March 28, 1985 affidavit which lists the properties which had paid in full on or before December 31, 1983 for the assessment levied by the SID does not include the Star Hotel at 227 Main Street.

Therefore, based on City records, there is no evidence that this bill was every paid and the property owner has not established that payment was made.

The appellant has provided a copy of a 2002 email in which Carol Rixey contacted then-City Councilwoman Peg Bodell regarding parking at the Brewpub Lot. Rixey claims, “I have paid an assessment for two parking areas on Swede’s Alley and have no place to park although I live on Main Street” (Appellant Exhibit 4). Staff has found no evidence that the Rixeys paid into the Main Street Off-Street Parking SID that sought to construct parking along Swede Alley. There is also no evidence that the SID provided parking in the brewpub lot and there is no evidence supporting the Star Hotel’s claim to parking at this location.

Finally, in response to a request from the applicant to make a determination on the exemption, on July 6, 2017, Planning Director Bruce Erickson reviewed the evidence and found that the Owner did not establish there was payment in full for the assessment for the property prior to January 1, 1984 for the Main Street Off-Street Parking Special Improvement District (Exhibit A) and therefore no exception to the parking requirement applied. The Planning Director found that the applicant, the present owner of the Star Hotel, was responsible for providing parking at a rate of 6 spaces per 1,000 square feet of non-residential Building Area in accordance with [LMC 15-2.6-9\(B\)](#). The appellant appealed this determination on July 17, 2017 (Exhibit B) (the 10th day to appeal fell on a Sunday so the final day is the next business day).

Appeal

Staff has included the Appellant's Appeal outline Sections I-X below. Staff has provided analysis to each in *italics*.

I. PRELIMINARY STATEMENT REGARDING AVAILABLE EVIDENCE/ INFORMATION.

Preliminarily, Westlake asserts that given the short timeframe for this Appeal, it has been unable to acquire all potential evidentiary information that may exist relative to this matter. Moreover, the Determination discusses the existence and application of certain documents while failing to disclose them (see, e.g., paragraph no. 22 of the Determination, referring an August 20, 1984 memorandum). Westlake is in the process of acquiring all available information to the extent it can, including that referenced, but not included, in the Determination. Westlake therefore, reserves its right to supplement this Appeal with any relevant information that might be made available.

There has been over a month since the initial submittal and Appellant has not supplemented their submittal. Staff scheduled the date on the appeal at the request of the Appellant and gave the opportunity to continue the appeal if they wished.

II. STATEMENT OF FACTS

The Applicant provided their own statement of fact. Staff asserts that the documents speak for themselves.

III. THE RECORD IS NOT CLEAR ON WHETHER THE PROPERTY'S PREVIOUS OWNER PAID THE 5-74, OR ANY PORTION OF THE ASSESSMENT.

Appellants state:

The Determination maintains that the Property's previous owner did not pay the 5-74 Assessment in full. The Determination is unclear, however, on whether any portion of the assessment had been paid. Nor do the invoices that Westlake has been able to acquire clearly state whether portions of the 5-74 Assessment have been paid.

The Appellant has not established proof of payment as is required by the Code. Staff has underlined the applicable LMC language pertaining to an applicant's' responsibility to establish proof of payment, found in LMC 15-2.6-9(D):

LMC 15-2.6-9(D) PRE 1984 PARKING EXCEPTION. *Lots, which were current in their assessment to the Main Street Parking Special Improvement District as of January 1, 1984, are exempt from the parking obligation for a Floor Area Ratio (FAR) of 1.5. Buildings that are larger than 1.5 FAR are Non-Conforming Buildings for Off-Street parking purposes.*

To claim the parking exemption for the 1.5 FAR, the Owner must establish payment in full to the Main Street Parking Special Improvement District prior to January 1, 1984.

Additions or remodels to Non-Conforming Churches, Auditoriums, Assembly Halls and Indoor Entertainment Businesses, that reduce the net parking demand must not prompt an additional Off-Street parking obligation.

Based on the above LMC language, it is the applicant's responsibility to provide proof of payments. The Planning Director's Determination reflects that there is no proof of payment (and in fact evidence from invoices showing that it had not been paid) and no further evidence has been supplied by the Appellant to prove otherwise.

IV. ORDINANCE NO. 5-74 HAS TO BE GIVEN EFFECT.

, Appellants claim that the assessment from Special Improvement District and the in lieu of fee are impact fees. Appellant claims that if they pay the 5-74 levy now, they would fall under the exemption in LMC 15-2.6-9 because "by the express terms of Section 15-2.6-9(4) of the PC Code, a party could have paid 99.9% percent of the 5-74 Assessment, but still not be excepted from the Section 15 Fee."

Staff responds that neither the 1974 tax nor the parking in lieu of fee is an impact fees. According to State Code impact fees are fees “imposed upon new development activity as a condition of development approval to mitigate the impact of the new development on public infrastructure.” They do not include a “tax, a special assessment, a building permit fee, a hookup fee, a fee for project improvements, or other reasonable permit or application fee.” UCA § 11-36a-102(8)(a),(b). The 1974 assessment is by definition not an impact fee. Off street parking is a requirement for all residential and non-residential buildings in Park City. The in lieu of fee is only available under certain circumstances and is only an option if parking is not otherwise provided. As such, in-lieu fees are not mandatory but optional when the property owner decides not to build the required parking on their private property. The parking/in-lieu of requirement isn’t for public infrastructure; it is related to specific requirements of the site. As Appellant concedes, LMC 15-2.6-9 specifically exempts only those properties where the Owner established payment in full to the Special Improvement District prior to January 1, 1984. There is no exemption if an owner pays the assessment after that date. Appellant also concedes that the invoices indicate that payment had not been paid by that date. In addition, the recorded document “Notice Of Payment of Assessment” recorded on March 28, 1985 also reflects that this property had not paid its assessment.

V. PARK CITY IS EQUITABLY ESTOPPED FROM ASSESSING OR HAS OTHERWISE WAIVED ITS RIGHT TO ASSESS THE SECTION 15 FEE.

Appellant claims there is an equitable estoppel claim because there was no notice that the 1974 Assessment wasn’t paid.

However, the Title Report for the property (Exhibit H) includes exception 13 which states: Affidavit confirming Ordinance Levying the assessment for the Main Street Off-Street Parking Special Improvement District of Park City, commonly known as the Main Street Special Improvement District within Park City adopted by City Council August 16, 1974, and recorded February 28, 1985 as Entry No. 231175 in Book 333 at page 91, records of Summit County, Utah. Therefore, Appellants argument fails as they were on notice of the Assessment. Additionally, the City is not “assessing” the Section 15 (current in-lieu) fee- the proof of payment merely establishes eligibility for an exception of an otherwise generally applicable development regulation. It is the property owners choice if they don’t qualify for the exception to build the parking on-site or pay the off-site in-lieu fee.

VI. THE SECTION 15 FEE IS NOT PROPERLY MEASURED AND IS THEREFORE UNENFORCEABLE.

Appellant makes this argument based upon the erroneous conclusion that the fee is an Impact fee.

As outlined above, the parking requirement/in lieu of fee is not an impact fee. Furthermore, the fee is directly related to the cost of building parking directly

related to the property. All properties in the District had the ability to pay the levy when it was due. The exception is only for those properties which paid the parking fee at the time. Since the original assessment the cost of parking has increased, and the in lieu of fee reflects the actual cost of the City building the parking instead of the property owner. If the Owner chose to, he could provide the required parking himself. Additionally, the Appellant cannot challenge the adopted Fee Resolution in this process- the Planning Commission has no jurisdiction to overturn the in-lieu fee previously adopted by Final Action of the City Council.

VII. THE SECTION 15 FEE FRAMEWORK AMOUNTS TO CONSTITUTIONAL RIGHTS VIOLATIONS.

Appellant claims that “The disparate application of the Section 15 Fee as explained in the immediately preceding section constitutes a violation of due process and/or equal protection rights.”

The option to take advantage of the in-lieu fee alternative to providing the required parking on-site is equally available to all property owners within the zone.

VIII. THERE MAY BE A QUESTION OF WHETHER THE SECTION 15 FEE IS EVEN REASONABLE.

Appellant questions the reasonableness of the in lieu of fee.

The Planning Commission has no jurisdiction to overturn the previous Final Action of the City Council in establishing the fee. The in lieu of fee was reviewed and substantiated when adopted on December 18, 2014 [[Staff Report](#) (starting page 53) and [Minutes](#) (starting page 4)]; a previous work session with City Council had occurred on December 11, 2014 [[Staff Report](#) (starting page 15) and [Minutes](#) (starting page 2)]. Council based the in lieu of fee on a study which showed that in 2014 the current average construction cost of an additional parking space within the historic core at \$41,863. This amount doesn't include land costs. Therefore the actual cost would be even higher than this. In addition, Owner is always able to build his own parking in satisfaction of the requirement.

*Furthermore, the Downtown and Main Street Parking Management Plan estimates the capital costs per space is **\$50,000** not including land costs (see Appellants Ex. 7, page 5-68)*

IX. WESLAKE SHOULD NOT BE CHARGED THE SECTION 15 FEE WHERE IT IS NOT IMPOSING ANY BURDEN ON PARKING BEYOND WHAT HISTORICALLY EXISTED.

Appellant claims that the parking requirement is only triggered when there is new construction. Further, Appellant claims that “the 1980 Redevelopment Plan provided that the Star Hotel required 35 parking spaces. See SOF, Item K. In its recent submission to the Planning Commission for the Property's construction improvements, Westlake's architect calculated that the improvements would only create a demand for 15 parking spaces—a significant reduction from the 1980 Redevelopment Plan. Id., Item L.

Here, the Appellant's application is to expand the historic building and there will be new construction related to that expansion. What is proposed is not just a restoration of the historic building. Instead it is an expansion of the existing building by approximately 8,304 square feet. The new parking is only calculated on this new 8,304 square feet. Appellant's arguments are not relevant to the appeal before the Planning Commission. This appeal is only to decide if the owner established that there was payment in full of the Assessment of the Main Street Special Improvements District prior to January 1, 1984.

As stated in the Planning Director's Determination, the Appellant has not determined proof of payment for the Parking Assessment as a part of the Main Street Parking Special Improvement District. Because no proof of payment has been established, the Appellant will be required to provide the minimum Parking Requirement established in LMC 15-3 Off-Street Parking based on the proposed Use(s) - even if the proposed Parking Requirement is less than what was assessed as a part of the Main Street Parking Special Improvement District. Further, as establish in the LMC 15-2.6-9 the measure of how much square feet is exempt (if there is proof of paying in) is based on the Floor Area Ratio. There is no statutory weight of the 1980 Redevelopment Plan.

X. WESTLAKE SHOULD QUALIFY FOR AN EXCEPTION FROM THE SECTION 15 UNDER A HISTORICAL CLASSIFICATION.

Appellant claims that they should be entitled to the exemption mentioned in Section 15-2.6-9(C) of the LMC which provides as follows: "The Planning Commission may recommend to the City Council that new additions to Historic Structures be exempt from a portion of or all parking requirements where the preservation of the Historic Structure has been guaranteed to the satisfaction of the City."

While the City agrees that the site is Historic and is on the Historic Sites Inventory, the exemption must be applied for and is not the subject of this appeal. Should the Appellant chose to apply for this Exemption, the Planning Commission will review it at a later date.

Process

Final Action by the Planning Commission on Appeals may be appealed to Third District Court within thirty (30) calendar days.

Department Review

This project has gone through an interdepartmental review. No additional comments were brought up at that time.

Notice

The property was posted and notice was mailed to property owners within 300 feet on August 9, 2017. Legal notice was also published in the Park Record in accordance with requirements of the LMC on August 5, 2017.

Public Input

No input has been received regarding the Appeal.

Alternatives

- The Planning Commission may uphold the Appeal for 227 Main Street, or
- The Planning Commission may deny the Appeal, or
- The Planning Commission may request specific additional information and may continue the discussion to a date uncertain.

Significant Impacts

As conditioned, there are no significant fiscal or environmental impacts from this application.

Consequences of not taking the Suggested Recommendation

Should the Planning Commission uphold the appeal, the Star Hotel would be entitled to the parking exemption of up to a Floor Area Ratio (FAR) of 1.5.

Recommendation

Staff recommends that the Planning Commission consider an Appeal of the Planning Director's Determination that the proposed project does not qualify for the exemption in [Land Management Code \(LMC\) 15-2.6-9\(D\)](#) as the Planning Director finds the owner of 227 Main Street (Star Hotel) did not establish that there was payment in full to the 1984 Parking Assessment of the Main Street Special Improvements District, hold a public hearing, and deny the appeal.

Findings of Fact:

1. The property is located at 227 Main Street in the Historic Commercial Business (HCB) District.
2. The property is identified by the Summit County Recorder as Tax Parcel PC-194 or Lots 7 & 8, Block 12 of the Park City Survey.
3. The referenced property is within the metes and bounds legal description of the Main Street Special Improvement District created by ordinance July 5, 1974 and re-entered at the Summit County Recorder's office as Entry Number 231175, Book 333, Page 91-106.
4. The existing historic boarding house on this site was been designated as Significant on the City's Historic Sites Inventory (HSI) in 2009.
5. The Historic Preservation Board re-affirmed its historic designation as a significant site on November 2, 2016. The owner appealed this determination to the Board of Adjustment, which affirmed the Historic Preservation Board's designation on February 21, 2017. The owner appealed the Board of Adjustment's decision in Third District Court where the case is currently pending.
6. On August 15, 1974, the Park City Council adopted Ordinance No. 5-74 creating Park City Main Street Off-Street Parking Special Improvement District for the purpose of paying the costs of constructing improvements including off-street parking facilities and automobile access ways. Properties in the District were subject to an assessment .

7. In 1975, William W. and Georgie Carol Rixie purchased the Star Hotel at 227 Main Street from William L. Jr. and Joyce L. Gardner. William R. Rixey sold the property to Star Hotel LLC in 2013.
8. In 1977, Park City Municipal Corporation sent an invoice to W.W. Rixey as owner of the referenced property. The invoice shows that Rixey had a \$1,947.00 balance from 1976. With interest charged at 10%, the amount due by August 22, 1977, was totaled at \$2,112.00.
9. The 1981-1982 ledger of the Main Street Special Improvement District shows that W.W. Rixie had a balance of \$2,112.00 as of June 31, 1981; the balance was carried over to June 2, 1982 as it had not yet been paid.
10. A 1981-1982 ledger of the Main Street Special Improvement District shows that W.W. Rixey owed \$2,112.00 as of 1982 and the balance had not been paid.
11. Staff has found a copy of the carbon copy of the assessment sent to W.W. Rixey, account #65, in 1982. It shows that the original amount due was \$1,650 based on the August 22, 1976 assessment. The City then charged 10% interest for years 1976 and 1977, 8% interest for year 1975 and 10% interest for years 1978 through 1982. The grand total was \$3,401.39; however, it appears that the Rixies may have agreed to an installment plan as only \$682.00 was due at the time of the bill.
12. On May 2, 1983, the Finance Department of Park City Municipal Corporation sent out a notice letter to property owners with overdue balances owed to the Main Street Special Improvement District Assessment, which had been assessed in 1975. The City had set up an installment plan in which the property owner could pay the assessment in installments over a three (3) year period, with an annual interest rate of 8%. With these letters, they enclosed a bill for the past due balance plus a 10% interest charge per year, for the years 1978 thru and including 1982. The letter indicated that if the payment was not received by May 20, 1983, or some satisfactory arrangements were not made, the City would go thru the Summit County Assessors offices and lien the property.
13. On January 1, 1984, William and Georgie Carol Rixey owed \$3,401.39.
14. On March 28, 1985, Park City Municipal Corporation recorded a Notice of Payment Assessment, listing those properties that had paid in full on or before December 31, 1983, to the Main Street Special Improvement District. It shows that "Block 12, Park City Survey, Lots 3 thru 6, 9 thru 16, and the East 50 feet of Lots 1 and 2" were paid in full. Lots 7 & 8 of Block 12 (227 Main Street) were not identified as having been paid in full.
15. The existing building measures approximately 5,187 square feet in size.
16. Appellant submitted an HDDR on May 2, 2017. The HDDR proposes reconstructing the historic building and adding on an addition. The existing building is approximately 5,370 square feet and the applicant is proposing a total square footage of 13,575 square feet upon completion of the project. The architect did not specify the square footage of the existing and proposed building on his plans.
17. Per LMC 15-2.6-9(B), the applicant shall provide parking at a rate of six (6) spaces per 1,000 square feet of non-residential Building Area, not including bathrooms, and mechanical and storage spaces.
18. Per LMC 15-2.6-9, the parking must be on-Site or paid by fee in lieu of on-Site parking set by Resolution equal to the parking obligation multiplied by the per space parking fee/in-lieu fee.

19. LMC 15-2.6-9(D) states, "Lots, which were current in their assessment to the Main Street Parking Special Improvement District as of January 1, 1984, are exempt from the parking obligation for a Floor Area Ratio (FAR) of 1.5. Buildings that are larger than 1.5 FAR are Non-Conforming Buildings for Off-Street parking purposes. To claim the parking exemption for the 1.5 FAR, the Owner must establish payment in full to the Main Street Parking Special Improvement District prior to January 1, 1984."
20. The Owner has not established payment in full to the Main Street Parking Special Improvement District prior to January 1, 1984.
21. The Parking for the project is reviewed under the LMC in effect at the time of Project Application, which is May 23, 2017. The current in lieu of fee is \$40,000 per space. The in lieu of fee was reviewed and substantiated when adopted by the Park City Council on December 18, 2014. Council based the in lieu of fee on a study which showed that in 2014 the current average construction cost of an additional parking space within the historic core at \$41,863. This amount doesn't include land costs. Therefore the actual cost would be even higher than this. In addition, Owner is always able to build his own parking in satisfaction of the requirement.
22. According to State Code impact fees are fees "imposed upon new development activity as a condition of development approval to mitigate the impact of the new development on public infrastructure." They do not include a "tax, a special assessment, a building permit fee, a hookup fee, a fee for project improvements, or other reasonable permit or application fee." UCA § 11-36a-102(8)(a),(b). The 1974 tax is by definition not an impact fee.
23. Off street parking is a requirement for all residential and non-residential buildings in Park City. The in lieu of fee is only available under certain circumstances and is only an option if parking is not otherwise provided. As such, in-lieu fees are not mandatory but optional when the property owner decides not to build the required parking on their private property. The parking/in-lieu of requirement isn't for public infrastructure; it is related to specific requirements of the site.
24. LMC 15-2.6-9 specifically exempts only those properties where the Owner established payment in full to the Special Improvement District prior to January 1, 1984. Appellant concedes that the invoices indicate that payment had not been paid by that date. The recorded document "Notice Of Payment of Assessment" recorded on March 28, 1985 also reflects that this property had not paid its assessment.
25. The Title Report for the property includes exception 13 which states, "Affidavit confirming Ordinance Levying the assessment for the Main Street Off-Street Parking Special Improvement District of Park City, commonly known as the Main Street Special Improvement District within Park City adopted by City Council August 16, 1974, and recorded February 28, 1985 as Entry No. 231175 in Book 333 at page 91, records of Summit County, Utah.
26. Section 15-2.6-9 of the LMC requires off street parking which can be fulfilled by paying a parking in lieu of fee.

Conclusions of Law

1. The Appeal was received within thirty (30) calendar days after the Planning Director's Determination was issued.

2. The Appellant has not established payment in full for the 227 Main Street Parking Assessment as a part of the Main Street Parking Special Improvement District prior to January 1, 1984.
3. Neither the 1975 Assessment nor the Parking Requirement are impact fees.

Order

1. The Appeal is denied in whole and the Planning Director's Determination is upheld.

Exhibits

Exhibit A — July 6th, 2017 Planning Director's Determination

Exhibit B — Appellant's Submittal, 7.17.2017

Appellant Exhibit 1— Affidavit from J. Craig Smith, City Recorder, recorded
2.28.85

Appellant Exhibit 2—PCMC Invoice to W.W. Rixey, 1977

Appellant Exhibit 3—PCMC Invoice to W.W. Rixey, 1982

Appellant Exhibit 4—Email from Carol Rixey to Councilwomen Bodell,
10.17.2002

Appellant Exhibit 5—Historic Main Street Redevelopment, Final Draft, March
1980

Appellant Exhibit 6—Elliot Work Group analysis of parking owed, 5.18.17

Appellant Exhibit 7—Downtown and Main Street Parking Management Plan,
June 2016

Exhibit C — Resolution 18-75 that includes Ordinance 05-74

Exhibit D — City Recorder Letter, 7.1.1980

Exhibit E — PCMC 1981-1982 ledger for Main Street Off-Street Parking SID

Exhibit F — Notice Letter from City Recorder, 5.2.1893

Exhibit G — Notice of Payment of Assessment, 3.28.1985

Exhibit H — Title Report



July 6, 2017

Todd Cusick
Westlake Land LLC
515 Sheffield Drive
Provo, UT 84604

CC: Bryan Markkanen, Elliot Workgroup Architecture

NOTICE OF PLANNING DIRECTOR DETERMINATION

Project Address: 227 Main Street
Project Description: Planning Director Determination on parking requirements
Project Number: PL-17-03430
Date of Action: June 23, 2017

ACTION TAKEN BY PLANNING DIRECTOR:

In accordance with Land Management Code (LMC) 15-2.6-9(D) Pre 1984 Parking Exception, Lots, which were current in their assessment to the Main Street Parking Special Improvement District as of January 1, 1984, are exempt from the parking obligation for a Floor Area Ratio (FAR) of 1.5. Buildings that are larger than 1.5 FAR are Non-Conforming Building for Off-Street parking purposes. To claim the parking exception for the 1.5 FAR, the owner must establish payment in full to the Main Street Parking Special Improvement District prior to January 1, 1984.

The Planning Director has found that no payments were made for the assessment on the referenced property during the period August 16, 1974 to January 1, 1984, for the Main Street Off-Street Parking Special Improvement District.

The Planning Director finds that the applicant shall provide parking at a rate of six (6) spaces per 1,000 square feet of non-residential Building Area, not including bathrooms, and mechanical and storage spaces in accordance with LMC 15-2.6-9(B). Residential parking shall comply with LMC 15-3 Parking. The parking must be on-Site or paid by fee in lieu of on-Site parking set by Resolution equal to the parking obligation multiplied by the per space parking fee/in-lieu fee. The existing historic building currently measures approximately 5,187 square feet in size.

Findings of Fact:

1. The property is located at 227 Main Street in the Historic Commercial Business (HCB) District.
2. The property is identified by the Summit County Recorder as Tax Parcel PC-194 or Lots 7 & 8, Block 12 of the Park City Survey.
3. The referenced property is within the metes and bounds legal description of the Main Street Special Improvement District created by ordinance July 5, 1974 and re-entered at the Summit County Recorder's office as Entry Number 231175, Book 333, Page 91-106.
4. The site is not located within the Main Street Historic District, which was listed in the National Register of Historic Places in 1979. The District extends from the northwest corner of Heber Avenue and Park Avenue, running east to 201 Heber Avenue, then south, covering both sides of Park City Main Street to approximately 268 Main Street (on the east) then across to 305 Main Street (to the west).
5. The existing historic boarding house on this site was been designated as Significant on the City's Historic Sites Inventory (HSI) in 2009.
6. The Historic Preservation Board re-affirmed its historic designation as a significant site on November 2, 2016. The owner appealed this determination to the Board of Adjustment, which affirmed the Historic Preservation Board's designation on February 21, 2017. The owner appealed the Board of Adjustment's decision in Third District Court where the case is currently pending.
7. On August 9, 1973, the Park City Council adopted a Resolution creating the Main Street Special Improvement District of Park City, Summit County, Utah, as specified in the Notice of Intention adopted by City Council on July 5, 1973.
8. City Council passed Ordinance No. 5-74 confirming the assessment roll as corrected and adjusted by the Board of Equalization and Review for Park City Main Street Off-Street Parking Special Improvement District. All property fronting Main Street was levied at \$0.44 per square foot.
9. The Board of Equalization and Review for Main Street Off-Street Parking Special Improvement District of Park City on July 29, 30, and 31, 1974 in order to hear arguments from any person who believed himself aggrieved including arguments relating to the benefit accruing to any district block, lot, or parcel of property in the district or relating to an amount of the proposed assessment against any such tract, block, lot or parcel. The Board considered all facts and arguments presented and made corrections as deemed just and equitable.
10. On August 16, 1974, the Park City Council adopted Ordinance No. 5-74 confirming the assessment roll and levying a tax providing for the assessment of property in Park City Main Street Off-Street Parking Special Improvement District for the purpose of paying the costs of constructing improvements including off-street parking facilities and automobile access ways.
11. On February 20, 1975, the Park City Council adopted a Resolution authorizing the issuance and sale of \$150,000 Special Improvement Bonds of the Park City Main Street Off-Street Parking Special Improvement District.
12. On March 18, 1975, the Park City Council adopted Resolution No. 18, to amend

the Resolution to state the amount paid by property owners in the District on their assessments during the fifteen day period following the publication of Park City Ordinance No. 5A-75.

13. On March 27, 1975, the Park City Council held a special meeting for the purpose of considering a Resolution amending the Resolution adopted by the Park City Council on March 18, 1975, and amending the Resolution adopted by the City Council on February 20, 1975, authorizing the issuance and sale of \$150,000 Special Improvement Bonds of the Park City Main Street, Off-Street Parking Special Improvement District.
14. In 1975, William W. and Georgie Carol Rixie purchased the Star Hotel at 227 Main Street from William L. Jr. and Joyce L. Gardner. William R. Rixey sold the property to Star Hotel LLC in 2013.
15. In 1977, Park City Municipal Corporation sent an invoice to W.W. Rixey as owner of the referenced property. The invoice shows that Rixey had a \$1,947.00 balance from 1976. With interest charged at 10%, the amount due by August 22, 1977, was totaled at \$2,112.00.
16. The 1981-1982 ledger of the Main Street Special Improvement District shows that W.W. Rixie had a balance of \$2,112.00 as of June 31, 1981; the balance was carried over to June 2, 1982 as it had not yet been paid.
17. Staff has found a copy of the carbon copy of the assessment sent to W.W. Rixey, account #65, in 1982. It shows that the original amount due was \$1,650 based on the August 22, 1976 assessment. The City then charged 10% interest for years 1976 and 1977, 8% interest for year 1975 and 10% interest for years 1978 through 1982. The grand total was \$3,401.39; however, it appears that the Rixies may have agreed to an installment plan as only \$682.00 was due at the time of the bill.
18. Per Ordinance No.5-74, any part of the assessment not paid within fifteen (15) days after the ordinance becoming effective was to be payable over a period not exceeding three (3) years from the effective date of the ordinance in three (3) substantially equal annual installments with interest on the unpaid balance of the assessment at the rate of seven (7) percent per annum from the effective date of the ordinance until due.
19. A 1982-1983 ledger of the Main Street Special Improvement District shows that W.W. Rixey owed \$2,112.00 as of 1982 and the balance had not been paid.
20. On May 2, 1983, the Finance Department of Park City Municipal Corporation sent out a notice letter to property owners with overdue balances owed to the Main Street Special Improvement District Assessment, which had been assessed in 1975. The City had set up an installment plan in which the property owner could pay the assessment in installments over a three (3) year period, with an annual interest rate of 8%. With these letters, they enclosed a bill for the past due balance plus a 10% interest charge per year, for the years 1978 thru and including 1982. The letter indicated that if the payment was not received by May 20, 1983, or some satisfactory arrangements were not made, the City would go thru the Summit County Assessors offices and lien the property.
21. On January 1, 1984, William and Georgie Carol Rixey owed \$3,401.39.

22. On August 20, 1984, then-City Attorney Tom Clyde sent a Memorandum to Craig Smith explaining the Main Street Special Improvements District. According to Clyde, "In 1974, the City formed the Main Street Special Improvement District for the purpose of assessing property owners on Main Street and a few other nearby properties to buy the Swede Alley parking area from United Park City Mines and pave it...The improvement district was defectively formed, and had no legal standing to push the invalid assessment...With the 1984 Land Management Code, there was a provision added that said that if you had not paid your assessment in full by the date of adoption, you were not entitled to the benefits of the district, and had to provide all of your parking on site, or when that was not possible due to the size of the lot, provide \$10,000 per required parking stall to pay for parking built by the City in parking structures. Further everything above your second story had to provide on-site parking or pay the fee."
23. According to a November 20, 1984 letter from the Park City Finance Department to James W. Carr, a number of assessments were never paid, or only paid in part. It goes on to say that "the Ordinance was amended in July of 1983 to limit the parking exemption to only the first two stories of construction, because it was painfully obvious that the public parking in Swede Alley was not adequate to meet the demand generated by all properties on Main Street building to the maximum density." The letter states that the code was amended again in January of 1984, "to provide that only those properties that had been paid in full by January 1, 1984 were entitled to the exemption. Properties with balances owing at that time could not qualify as parking exempt, regardless of the height of the building built."
24. Prior to 1984, the Land Management Code required that "Except as to buildings fronting Main Street between Heber Avenue and 1st Street, there shall be provided at the time of erection of any building or at the time any main building is enlarged or increased in capacity, minimum off-street parking space within adequate provisions of ingress and egress by standardized automobiles as hereinafter provided" as outlined in Chapter 6 Provision 67-6-1.
25. In 1985, amendments were adopted that included a Floor Area Ratio of 4.0 for buildings within the Historic District. The changes also addressed parking. They exempted structures designated as historic buildings by the Historic District Commission and renovations of those structures from off-street parking requirements. It also allowed for parking to be provided off-site by paying a sum equal to the estimated construction cost of parking spaces in a public parking facility to the City. It went on to say, "This fee shall be established by the Developer Fee Schedule Ordinance, and adjusted annually to reflect the approximate actual construction costs of the structure. This exemption from the off-street parking requirement only applies to those structures or properties which paid the assessment to the Main Street Parking Special Improvement District in full prior to January 1, 1984. All other properties must provide parking in full compliance with Chapter 13. It is the obligation of the property owner to establish that payment was made. All other property within the HCB zone must provide parking for all space in compliance with the provision of Chapter 13 of

the Code.”

26. On March 28, 1985, Park City Municipal Corporation recorded a Notice of Payment Assessment, listing those properties that had paid in full on or before December 31, 1983, to the Main Street Special Improvement District. It shows that “Block 12, Park City Survey, Lots 3 thru 6, 9 thru 16, and the East 50 feet of Lots 1 and 2” were paid in full. Lots 7 & 8 of Block 12 were not identified as having been paid in full.
27. The existing building measures approximately 5,187 square feet in size.
28. Per LMC 15-2.6-9(B), the applicant shall provide parking at a rate of six (6) spaces per 1,000 square feet of non-residential Building Area, not including bathrooms, and mechanical and storage spaces.
29. Per LMC 15-2.6-9, the parking must be on-Site or paid by fee in lieu of on-Site parking set by Resolution equal to the parking obligation multiplied by the per space parking fee/in-lieu fee.

Any decision of the Planning Director may be appealed within ten (10) calendar days of the decision to the Planning Commission. Upon appeal, the Planning Commission shall conduct a hearing and shall review the matter under de novo standard of review.

If you have any questions regarding this determination, please don't hesitate to contact the Planning Department at 435-615-5060.

Sincerely,



Bruce Erickson, AICP
Planning Director

CC: Anya Grahn, Historic Preservation Planner; Hannah Tyler, Planner II



D. Scott DeGraffenried
Phone: (801) 799-5759
DSDegraffenried@hollandhart.com

July 17, 2017

VIA HAND DELIVERY

Planning Commission
PARK CITY MUNICIPAL CORPORATION
445 Marsac Ave.
Park City, Utah 84060

Re: Notice of Appeal of July 6, 2017 Notice of Planning Director Determination
Project Address: 227 South Main Street, Park City, Utah 84060
Project Number: PL-17-03430

Dear Planning Commission:

This firm represents Westlake Land, LLC (“**Westlake**”). Todd Cusick is Westlake’s primary representative. He can be contacted at (801) 850-3108. Westlake’s principal address is 515 Sheffield Drive, Provo, Utah 84604.

Westlake owns the above-referenced property (the “**Property**”). This letter constitutes Westlake’s appeal of the above-referenced determination recently issued by Mr. Bruce Erickson, Park City’s planning director (the “**Determination**”). This Appeal is filed pursuant to Section 15-1-18 of the Park City Municipal Code (the “**PC Code**”).

Westlake acquired the Property in December 2014. Thereafter, Park City’s building department deemed the Property unsafe for human occupancy. *See* Entry No. 01030459, Summit County Recorder. Westlake has since submitted redevelopment plans to the Planning Commission for approval. Such efforts gave rise to discussions between the Planning Commission and Westlake regarding attendant parking fees. The Determination was issued in response to those discussions. In short, the Determination provides that because a previous assessment against the Property was allegedly not paid in full, Westlake cannot benefit from a current provision in the PC Code exempting certain properties from fees related to parking. Westlake respectfully disagrees with the Determination as set forth herein.

I. PRELIMINARY STATEMENT REGARDING AVAILABLE EVIDENCE/INFORMATION.

Preliminarily, Westlake asserts that given the short timeframe for this Appeal, it has been unable to acquire all potential evidentiary information that may exist relative to this matter. Moreover, the Determination discusses the existence and application of certain documents while failing to disclose them (*see, e.g.*, paragraph no. 22 of the Determination, referring an August 20, 1984 memorandum). Westlake is in the process of acquiring all available information to the extent it can, including that referenced but not included in the Determination. Westlake therefore

reserves its right to supplement this Appeal with any relevant information that might be made available.

II. STATEMENT OF FACTS

Here are certain undisputed facts that are pertinent to this Appeal:

A. In or about August 1973, the City Council of Park City created the Main Street Improvement District No. 1 for the purpose of promulgating construction improvements to certain areas of Park City, the Property being one of the affected areas. *See* Exhibit B to Entry No. 231175 in the Summit County Recorder's Office (attached hereto as Exhibit 1).

B. The Document that is Exhibit 1 to this Appeal (aka Entry No. 231175) was recorded against the Property. It, along with all of its exhibits, shall hereinafter be referred to collectively as "**Ordinance No. 5-74.**"

C. On August 15, 1974, and pursuant to the creation of the above mentioned improvement district, the City Council of Park City, through Ordinance No. 5-74, authorized the Board of Equalization and Review for Main Street Off-Street Parking Special Improvement District of Park City to issue tax assessments against the affected properties (of which the Property is one) for the purpose of financing certain construction improvements to Main Street (the "**5-74 Assessment**").¹ *Id.* at Ex. A

D. The 5-74 Assessment was to be payable over a three year period measured from the effective date of Ordinance No. 5-74. *Id.* at Ex. A, Section 4. As such, the 5-74 Assessment was to be paid by the Property's owner through installment payments over the years 1974, 1975, and 1976.

E. The 5-74 Assessment was also to be applied as a tax against the affected properties, the nonpayment of which could result in the foreclosure of any of the affected properties. *Id.* at Ex. A, Sections 2 and 4.

F. Ordinance No. 5-74 provides as follows:

Default in the payment of principal or interest when due shall cause the whole of the unpaid principal and interest to become due and payable immediately, and the whole amount of the unpaid principal shall thereafter draw interest at the rate of 10% per annum until paid, but at any time prior to the date of sale or foreclosure the owner may pay the amount of all unpaid

¹ Paragraph 22 of the Determination references the alleged existence of a memorandum that purportedly states that the 5-74 Assessment was invalid. The Determination is unclear on whether it is arguing that point. If so, we ask that the planning director's argument be more specific. But if the planning director is arguing the 5-74 Assessment is invalid, Westlake respectfully disagrees with such an argument. After all, the operative PC Code provision that purportedly exempts parties from having to pay current fees is dependent upon the 5-74 Assessment.

installments past due, with interest at the rate of 10% per annum to date of payment on the delinquent installments, and all approved costs, and shall thereupon be restored to the right thereafter to pay in installments in the same manner as if default had not occurred.

Ex. 1 at Ex. A, Section 4 (emphasis added).

G. Park City issued an invoice to Rixey, the Property's previous owner, in or about 1977 for the "1976 balance" stating that it "[was] the final installment due on the Main Street Special Improvement District" (the "**Final Assessment Invoice**"). See a copy of the Final Assessment Invoice attached hereto as Exhibit 2.

H. Thereafter, Park City assessed interest against the Final Assessment Invoice through 1982. See a copy of the invoice statement attached hereto as Exhibit 3.

I. Rixey maintained that she paid for parking assessments. See a copy of an October 17, 2002 email from Carol Rixey attached hereto as Exhibit 4 (stating that Ms. Rixey "paid an assessment for two parking areas on Swede's Alley...").

J. Park City never took any action against the Property for alleged non-payment of the 5-74 Assessment in terms of recording anything against the Property's title or commencing foreclosure.

K. The Historic Main Street Redevelopment Plan promulgated by Park City in 1980 (the "**1980 Redevelopment Plan**") provided that the Star Hotel required 35 parking spaces. See a copy of portions of the 1980 Redevelopment Plan attached hereto as Exhibit 5.

L. In its recent submission to the Planning Commission for the Property's construction improvements, Westlake's architect calculated that the improvements would only create a demand for 15 parking spaces. See a copy of the architect's calculations attached hereto as Exhibit 6.

III. THE RECORD IS NOT CLEAR ON WHETHER THE PROPERTY'S PREVIOUS OWNER PAID THE 5-74 ASSESSMENT, OR ANY PORTION OF THE ASSESSMENT.

The Determination maintains that the Property's previous owner did not pay the 5-74 Assessment in full. The Determination is unclear, however, on whether any portion of the assessment had been paid. Nor do the invoices that Westlake has been able to acquire clearly state whether portions of the 5-74 Assessment have been paid. See Statement of Fact (above) ("**SOF**"), Items G and H. Moreover, there is some evidence indicating that the Property's previous owner did pay at least a portion of the 5-74 Assessment. See SOF, Item I. Again, the Determination did not include any evidence in the form of documents or affidavits. And because the deadline for this Appeal is relatively short, Westlake reserves the right to continue gathering



more information on this issue. Without further evidence, Westlake is not conceding, at this juncture, that the 5-74 Assessment for the Property was not paid in full.

If it is determined that the Property's previous owner did not pay the 5-74 Assessment, Westlake intends to bring the unpaid balance current as permitted by Ordinance No. 5-74 (*infra*).

IV. ORDINANCE NO. 5-74 HAS TO BE GIVEN EFFECT.

a. THE 5-74 ASSESSMENT IS A SPECIAL/LOCAL ASSESSMENT, NOT AN IMPACT FEE.

"[S]pecial or local assessments are imposed upon property within a limited area for the payment of a local improvement that is supposed to enhance the value of all property within that area." *Salt Lake County v. Board of Educ. of Granite School Dist.*, 808 P.2d 1056, 1059 (Utah 1991). They differ from impact fees:

It is immediately apparent that a local or special assessment, which constitutes a lien against property, is different from an impact fee, which is not a lien but is imposed . . . as a condition to the construction of improvements. We note Utah statutory authority for the creation of improvement districts in cities and towns [and] [i]n each instance, the assessment made against property in the improvement district constitutes a lien thereon . . . and the property may be sold to pay any delinquent installment.

Id. Here, because Ordinance No. 5-74 (i) imposed a tax upon already existing property through the creation of a special services district and for the purpose of funding construction improvements within a certain area and (ii) established foreclosure of any of the affected properties as a potential consequence of non-payment, it was a special/local assessment, not an impact fee. *See* SOF, Items A-E.

b. THE FEE REQUIRED BY SECTION 15-2.6-9 OF THE PC CODE IS AN IMPACT FEE.

"Impact fees are generally defined as charges levied by local governments against new development in order to generate revenue for capital funding necessitated by the new development." *Id.* at 1058 (internal quotations omitted). The difference between them and special/local assessments is further explained as follows:

[T]he primary difference between impact fees and local assessments is that special [or local] assessments represent a measure of the benefit of public improvements on *new or existing* development, whereas impact fees typically measure the cost of the demand or need for public facilities as a result of *new development only*."

Id. at 1059 (emphasis added) (internal quotations omitted).

Section 15-2.6-9 of the PC Code provides as follows: “*New construction* must provide Off-Street parking [and] [t]he parking must be on-Site or paid by fee in lieu of on-Site parking set by Resolution equal to the parking obligation multiplied by the per space parking fee/in-lieu fee.” Section 11-12-16 of the PC Code explains the purpose of this fee (hereinafter referred to as the “**Section 15 Fee**”) as follows:

The payment for spaces in a publicly constructed parking facility, in lieu of providing on-site parking within the HCB and HRC zones shall be as set by resolution and charged per stall. The payments, together with interest earned thereon, shall be used by the City for the construction or acquisition of parking structures within the Swede Alley area between Hillside and Heber Avenues

Because Sections 15-2.6-9 and 11-12-16 provide for the imposition of a fee in conjunction with new construction for the purpose of funding capital projects ostensibly necessitated by new development, the Section 15 Fee can be considered an impact fee.

- c. BECAUSE THE 5-74 ASSESSMENT AND THE SECTION 15 FEE ARE DIFFERENT EXACTION MECHANISMS, WESTLAKE IS ENTITLED TO THE RIGHTS AND BENEFITS BESTOWED BY ORDINANCE NO. 5-74 AND THE PC CODE, AND SHOULD NOT BE PREJUDICED BY EITHER.**

Because the 5-74 Assessment and the Section 15 Fee are different exaction mechanisms, they must be treated separately—each in its own right. Ordinance No. 5-74 allows Westlake to cure any alleged non-payment of the 5-74 Assessment any time before foreclosure, together with interest. *See* SOF, Item F. Park City has never sought foreclosure of the Property for alleged non-payment of the 5-74 Assessment. *Id.*, Item J. So if Westlake brings the 5-74 Assessment current by paying the requisite principal balance and interest charges, it will be entitled to the benefits of having paid the 5-74 Assessment.

One of those benefits is being excepted from the Section 15 Fee:

Lots, which were current in their assessment to the Main Street Parking Special Improvement District as of January 1, 1984, are exempt from the parking obligation for a Floor Area Ratio (FAR) of 1.5. . . . To claim the parking exemption for the 1.5 FAR, the Owner must establish payment in full to the Main Street Parking Special Improvement District prior to January 1, 1984.

Section 15-2.6-9(4) of the PC Code. We note that per the PC Code, being excepted from the Section 15 Fee is contingent upon having paid the 5-74 Assessment before January 1, 1984. The Determination relies on the allegation that the Property’s previous owner did not pay the 5-74 Assessment in full, and as such, Westlake is obligated to pay the Section 15 Fee. Again, absent more available evidence, Westlake does not concede that the 5-74 Assessment was not paid in full. Regardless, the 5-74 Assessment can be brought current any time prior to foreclosure. It

must be given effect per its express terms, thereby allowing Westlake to bring the 5-74 Assessment current.

After all, even the PC Code provides that Ordinance No. 5-74 and the 5-74 Assessment cannot be undone:

Nothing in this [PC] Code or the ordinance adopting this [PC] Code shall be construed to repeal or otherwise affect the validity of the following:

...

2. Any appropriation ordinance or ordinance providing for the levy of taxes or for an annual budget, or prescribing salaries for City officers and employees

....

Section 1-1-3 of the PC Code. Because Ordinance No. 5-74 is a special/local assessment in the form of a tax, its provisions regarding bringing the 5-74 assessment current at any time cannot be trampled by application of any provision of the PC Code, including that which imposes the Section 15 Fee.

Moreover, evidence suggests that the Property's previous owner did pay portions of the 5-74 Assessment. *See* SOF, Item I. But according to the Determination, no credit is given for that. In fact, by the express terms of Section 15-2.6-9(4) of the PC Code, a party could have paid 99.9% percent of the 5-74 Assessment, but still not be excepted from the Section 15 Fee. That is an inequitable result, which demonstrates the impropriety of Section 15-2.6-9(4). The only harmonious application of both Ordinance 5-74 and the PC Code is to allow the 5-74 Assessment to be brought current in accordance with Ordinance No. 5-74, and then allow those who have brought it current to inure to any corresponding benefit provided under the PC Code. To hold otherwise renders conflicting applications of Ordinance No. 5-74 and the PC Code.

V. PARK CITY IS EQUITABLY ESTOPPED FROM ASSESSING OR HAS OTHERWISE WAIVED ITS RIGHT TO ASSESS THE SECTION 15 FEE.

The following three elements must be satisfied for an equitable estoppel claim:

First, there must be a statement, admission, act, or failure to act by one party inconsistent with a claim later asserted[;] [s]econd, estoppel requires reasonable action or inaction by the other party taken or not taken on the basis of the first party's statement, admission, act or failure to act[;] and [t]hird, there must be injury to the second party that would result from allowing the first party

to contradict or repudiate such statement, admission, act, or failure to act.

Salt Lake City Corp. v. Big Ditch Irr. Co., 258 P.3d 539, 548 (Utah 2011) (internal citations and quotation marks omitted). Here, these elements are met. Ordinance No. 5-74 and the attendant 5-74 Assessment constituted an encumbrance against the Property. See SOF, Items A-E. Park City did nothing to enforce it. *Id.*, Item J. So there was no notice on title when Westlake acquired the Property. Westlake therefore would not have known, through reasonable due diligence, that the 5-74 Assessment was never paid; thus, Westlake would not have known that it would be potentially subject to the Section 15 Fee. As a result, Westlake stands to suffer injury through the assessment of the Section 15 Fee. By virtue of Park City's inaction with respect to enforcing the 5-74 Assessment against the Property, Park City is equitably estopped from assessing or has otherwise waived its right to assess the Section 15 Fee. See also *Soter's, Inc. v. Deseret Federal Sav. & Loan Ass'n*, 857 P.2d 935, 936 (Utah 1993) ("A waiver is the intentional relinquishment of a known right [and] [t]o constitute a waiver, there must be an existing right, benefit or advantage, a knowledge of its existence, and an intention to relinquish it.").

VI. THE SECTION 15 FEE IS NOT PROPERLY MEASURED AND IS THEREFORE UNENFORCEABLE.

Impact fees must be assessed equitably: "[T]o comply with the standard of reasonableness, a municipal fee ... must not require newly developed properties to bear more than their equitable share of the capital costs in relation to benefits conferred." *Banberry Development Corp. v. South Jordan City*, 631 P.2d 899, 903 (Utah 1981). Importantly, fees assessed in lieu of another dedication, as is the case here (fee in lieu of providing parking), must be done properly, else the assessment be a constitutional violation:

"[I]f the burden cast upon the subdivider is reasonably attributable to his activity, then the requirement (of dedication or fees in lieu thereof) is permissible; if not, *it is forbidden and amounts to a confiscation of private property in contravention of the constitutional prohibitions* rather than reasonable regulation under the police power.

Call v. City of West Jordan, 614 P.2d 1257, 1259 (Utah 1980) (emphasis added).

Here, the Section 15 Fee is not assessed in accordance with the law. Its impropriety is best illustrated by way of example. The Section 15 Fee applies to any property within the Park City Historical Commercial Business District ("**HCB District**"), except for those within that district that paid the 5-74 Assessment prior to January 1, 1984. The Determination recites the Section 15 Fee requirement as six stalls per 1,000 square feet of new improvement for a non-residential use (per Section 15-2.6-9 of the PC Code). The Section 15 Fee, on a "per stall" basis, we are told, is currently set at \$40,000. With that, let us assume that two neighboring properties within the HCB District (Properties A and B) want to add 10,000 square feet of new,



non-residential construction. Only Property A paid the 5-74 Assessment prior to January 1, 1984. Based on Ordinance No. 5-74, that payment was, at most, only \$.44 cents per square foot (perhaps only \$.27 cents per square foot depending on whether it fronts Main Street)—a negligible fee when compared to the Section 15 Fee. *See* Ex. 1, Ex. A, Section 2. That means Property A can effectuate its new improvements with no payment of the Section 15 Fee, only having paid a few thousand dollars in the early 80's—under a different exaction mechanism, no less—while Property B's Section 15 Fee would be \$2,400,000.00 (60 stalls x \$40,000 per stall). Under that framework, Properties A and B are not being assessed an impact fee on an equitable basis. Nor is Property B's Section 15 fee reasonably attributable to Property's B's activity; Properties A and B are creating the same parking burden, but only one of them has to pay for it. Imposing a burden on Property B to finance the capital improvements while its neighbor in similar circumstances pays nothing contravenes the law, rendering the current framework of the Section 15 Fee improper. Westlake is being told it has to operate under that system; fortunately, that system will not survive judicial scrutiny.

VII. THE SECTION 15 FEE FRAMEWORK AMOUNTS TO CONSTITUTIONAL RIGHTS VIOLATIONS.

The disparate application of the Section 15 Fee as explained in the immediately preceding section constitutes a violation of due process and/or equal protection rights. If no fundamental right is at issue, “a statute will not violate substantive due process if it is rationally related to a legitimate state interest. *Gardner v. Board of County Com'rs of Wasatch County*, 178 P.3d 893, 903 (Utah 2008). Further, “[e]qual protection of the law requires that similarly situated persons be treated alike.” *Id.*

Here, no fundamental right is at issue. Park City must therefore demonstrate that assessing impact fees against one party, but not against a similarly situated party has a legitimate state interest. We cannot think of one.

Also, the selective, arguably discriminatory assessment of the Section 15 Fee amounts to unequal application of the law. Westlake therefore maintains that its constitutional rights are violated.

VIII. THERE MAY BE A QUESTION OF WHETHER THE SECTION 15 FEE IS EVEN REASONABLE.

Assuming that the application of the Section 15 Fee were even upheld, there is still a question of whether the Section 15 Fee is reasonable. Westlake is currently without sufficient information to even begin analyzing the reasonableness of the Section 15 Fee. The factors for such analysis are articulated in *Banberry Development Corp.*, 631 P.2d 899. But it is worth noting that “[r]easonableness obviously holds the municipality to a higher standard of rationality than the requirement that its actions not be arbitrary or capricious.” *Banberry Development Corp.*, 631 P.2d at 905.

The limited information at Westlake's current disposal does question the reasonableness of the Section 15 Fee. Attached as Exhibit 7 is a comprehensive parking plan promulgated by Park City and one of its consultants in June 2016. Even it states that the Section 15 Fee is "high." See Ex. 7 at Section 17.

Westlake is entitled to information identifying the origin and calculation of the Section 15 Fee. It intends to submit a GRAMA request to obtain such information, as well as information on how many other properties against which the Section 15 Fee has been assessed. Once it obtains all available information, and if necessary, Westlake will look at pursuing a declaratory action in the 3rd District Court seeking that the Section 15 Fee be found unenforceable for all possible reasons, including those articulated in this Appeal.

IX. WESTLAKE SHOULD NOT BE CHARGED THE SECTION 15 FEE WHERE IT IS NOT IMPOSING ANY BURDEN ON PARKING BEYOND WHAT HISTORICALLY EXISTED.

Section 15-3-2 of the PC Code provides as follows (emphasis added):

An Applicant must provide required Off-Street parking with adequate provisions for independent ingress and egress by automobiles and other motorized vehicles *at the time a Building is erected or enlarged*.

If any land, Structure, or Use *is changed to create more Off-Street parking demand*, the Owner must provide such additional Off-Street parking for the new Use as is required by this Chapter. Required parking must be on-Site unless the Planning Commission allows such parking on adjacent or nearby deed restricted Lots

That, when read in conjunction with Section 15-2.6-9's provision that only "new construction" is to provide off-street parking, requires that only if improvements to property increase parking demand will that property be subject to the Section 15 Fee.

The 1980 Redevelopment Plan provided that the Star Hotel required 35 parking spaces. See SOF, Item K. In its recent submission to the Planning Commission for the Property's construction improvements, Westlake's architect calculated that the improvements would only create a demand for 15 parking spaces—a significant reduction from the 1980 Redevelopment Plan. *Id.*, Item L. So the newly proposed improvements are not imposing any additional parking burden beyond what previously existed. As such, the Section 15 Fee should not be assessed.

After all, had the Property not been rendered uninhabitable, no improvements would be required, and thus Park City would not be assessing the Section 15 Fee. But because Westlake is effectively compelled to improve the Property by virtue of Park City's condemning it, the Section 15 Fee is in play. Under that framework, the Section 15 Fee is seemingly opportunistic at best, and punitive at worst.

X. WESTLAKE SHOULD QUALIFY FOR AN EXEMPTION FROM THE SECTION 15 FEE UNDER A HISTORICAL CLASSIFICATION.

Section 15-2.6-9(C) of the PC Code provides as follows: “The Planning Commission may recommend to the City Council that new additions to Historic Structures be exempt from a portion of or all parking requirements where the preservation of the Historic Structure has been guaranteed to the satisfaction of the City.” On November 2, 2016, the Park City Historic Preservation Board (“HPB”) determined that the Property is to remain on the list of significant buildings in the Park City Historic Sites Inventory. Westlake appealed that decision to the Board of Adjustment (“BOA”). The BOA upheld the HPB’s decision. So by its own posture, Park City has cemented its position that it believes the Property is historical in nature. As such, the Property should be entitled to the foregoing exemption, and therefore not subject to the Section 15 Fee.

XI. CONCLUSION

Based on the foregoing, Westlake disputes the Determination and its findings.

Sincerely,



D. Scott DeGraffenried
for Holland & Hart LLP

Enclosures

cc: Anya Grahn (via email at anya.grahn@parkcity.org)
Polly Samuels McLean (via email at pmclean@parkcity.org)
Client (via email)

10013705_1

EXHIBIT 1

Fee Exempt per Utah Code
Annotated 1953 21-7-2

When Recorded Mail to

J. Craig Smith
Park City Municipal Corporation
Box 1480
Park City, Utah 84060

State of Utah)
County of Summit) :ss

Entry No.	231175
REQUEST OF	<i>Park City Municipal Corporation</i>
FEE	ALAN SPRUELL JUNIOR 231175
S. N. C.	By <i>J. Craig Smith</i>
RECORDED	2-28-85 10:15 AM

J. Craig Smith, being first duly sworn and upon oath,
does state and depose as follows:

1. I am the duly appointed and acting City Recorder of Park City Utah. In that capacity I have official custody of the records of Park City.

2. The attached to this affidavit as Exhibit A is the original of the Ordinance levying the assessment for the Main Street Off-Street Parking Special Improvement District of Park City, commonly known as the Main Street Special Improvement District within Park City. It was adopted by the City Council on August 16, 1974.

3. Also attached as Exhibit B is a certified copy of the Resolution creating the district, which contains the metes and bounds legal description of the property included within the District, adopted by the Council on July 5, 1974, as shown in the minutes of that meeting. The original of this Resolution has been lost, but the minutes of the City Council show that the ordinance was adopted in the regular meeting of the City Council of Park City, Utah on July 5, 1974. The Resolution contains the metes and bounds description of the property included within the District and establishes the levies against the properties.

4. Attached as Exhibit C is metes and bounds description of the properties included within the District at the time of its formation.

5. These documents need to be made of record in order to preserve the clarity of the records concerning the affected properties.

333 P.C. 91-106 *J. Craig Smith*, Recorder

On the 26 day of February, 1985, personally appeared before me J. Craig Smith, City Recorder, who being first duly sworn and upon oath, acknowledged to me that signed the

foregoing affidavit, and stated that to the best of his knowledge and belief, the attached documents are complete and correct as they appear in the records of Park City Municipal Corporation.

Sandy C. Mast
Notary Public
Residing at: *Park City*

Commission Expires: *1-23-98*



bug 333 92

EXHIBIT A

Recorded at the request of and return
to: Park City Municipal Corp.
P. O. Box 1480, Park City, UT 84060

Park City, Utah _____

August 16, 1974, 1974

Fee Exempt per Utah Code
Annotated 1953 21-7-2

A regular meeting of the City Council of Park City, Summit County, Utah, was held on the 15th day of August, 1974, at the hour of 8:00 o'clock p. m. at the City Hall, being the regular meeting place of said council, due, legal and timely notice having been given to the Mayor and each of the City Councilmen of Park City, at which meeting there were present and answering roll call the following members who constituted a quorum:

John E. Price, Jr.	Mayor
Clements P. Hansen	Councilman
Richard Martinez	Councilman
Leon Uriarte	Councilman
Mary C. Lehmer	Councilwoman
Jan Wilking Jr.	Councilman

Also present:

Carl J. Nemelka	City Attorney
Bruce C. Decker	City Recorder

Absent:

END 333 PAGE 93

Thereupon, the following proceedings, among others, were duly had and taken:

Mayor John E. Price, Jr. presented the following report of the Board of Equalization and Review for Main Street Off-Street Parking Special Improvement District of Park City:

1. The Board of Equalization and Review for Main Street Off-Street Parking Special Improvement District of Park City consisting of a quorum of the members of the City Council appointed as such by resolution adopted June 27, 1974, met on three consecutive days, July 29, 30, 31, 1974, from 10:00 a.m. to 12:00 p.m. on each of said days to hear and consider any objections to and to make corrections of any proposed assessments deemed inequitable or unjust.

2. At such hearings the Board heard all arguments from any person who believed himself aggrieved including arguments relating to the benefits accruing to any district block, lot, or parcel of property in the district or relating to an amount of the proposed assessment against any such tract, block, lot, or parcel. After the hearings were completed, the Board considered all facts and arguments presented and made such corrections in the proposed assessments as deemed just and equitable. No such corrections resulted in the increase of any proposed assessment.

3. The assessment list herewith presented, corrected as aforesaid, is recommended for adoption. Assessments in the amounts shown on the corrected assessment list should be levied against the property within the district in the manner provided by law. The Board of Equalization and Review finds that each piece of property within the District will be benefited in an amount not less than the assessment shown on the corrected assessment list and further finds that no piece of property listed on the corrected assessment list will bear more than its proportionate share of the cost of the improvements.

The foregoing report of the Board of Equalization and Review was ordered to be made a part of the minutes of this meeting.

Councilman Wilking introduced in writing and moved the adoption of the following ordinance:

ORDINANCE NO. 5 - 74

AN ORDINANCE confirming the assessment roll and levying a tax providing for the assessment of property in Park City Main Street Off-Street Parking Special Improvement District of Park City, Utah, for the purpose of paying the costs of constructing improvements consisting of asphalt surfacing and paving; concrete curb and gutter; pedestrian walks and access ways; street and lot lighting; landscaping with trees and shrubs; sprinkling system with main and lateral lines; control valves and sprinklers; off-street parking facilities and automobile access ways; sanitary sewer lines; storm sewers and surface flood control and drainage structures; removal of non-conforming existing improvements; undergrounding of the utility lines; excavation and grading; and all other miscellaneous work necessary to complete the improvements in a proper workmanlike manner; establishing a special improvement guarantee fund and providing the time when this ordinance shall become effective.

BE IT ORDAINED BY THE CITY COUNCIL OF PARK CITY, UTAH:

Section 1. The City Council of Park City, Utah, hereby confirms the assessment roll as corrected and adjusted by the Board of Equalization and Review for Park City Main Street Off-Street Parking Special Improvement District of Park City, for Park City, Utah, and hereby confirms the findings

the findings of the Board of Equalization and Review that the proposed list of assessments as equalized by the Board of Equalization and Review are just and equitable; that each piece of property within the special improvement district will be benefited in an amount not less than the assessment to be levied against said property; and that no piece of property listed in said assessment list will bear more than its proportionate share of the cost of such improvements.

Section 2. The City Council of Park City, Utah does hereby levy a tax to be assessed upon the real property described in said assessment list. The assessments levied upon each block, lot, part of block or lot, tract or parcel of property therein described shall be in the amount set forth in the said assessment list, which is hereby incorporated by reference and made a part of this ordinance. Said property is included within Park City Main Street Off-Street Parking Special Improvement District of Park City in and for Park City, the boundaries of which are more particularly described in the Notice of Intention incorporated by reference and made a part of this ordinance. Said improvements are all within the limits of Park City, Utah.

The assessments hereby levied are for the purpose of paying the cost of constructing improvements on certain streets within the City consisting of asphalt surfacing and paving; concrete curb and gutter; pedestrian walks and access ways; street and lot lighting; landscaping with trees and shrubs; sprinkling system with main and lateral lines; control valves and sprinklers; off-street parking facilities and automobile access ways; sanitary sewer lines; storm sewers and surface flood control and drainage structures; removal of non-conforming existing improvements; undergrounding of the utility lines; excavation and grading; and all other miscellaneous work necessary to complete the improvements in a proper workmanlike manner and such other necessary construction incidental thereto adjacent to the said property and abutting and fronting upon the following streets and property within the boundaries of the Main Street Off-Street Parking Special Improvement District of Park City in Park City, Utah, to wit:

Farrell Avenue - from Second Street to Fifth Street;
Second Street - from Main Street to Farrell Avenue;

Fourth Street - from Main Street to Farrell Avenue;
Fifth Street - from Main Street to Farrell Avenue;
Certain city owned properties east of Blocks 23 and 24.

Said assessments are hereby levied and assessed upon each of the blocks, lots, parts of blocks and lots, tracts or parcels of real property described in the said assessment list off of which property fronts or abuts upon or is adjacent to the streets above mentioned thus improved and all of such property is affected or specially benefited by the improvements thereon. Said assessments are levied at equal and uniform rates to the full depth of each parcel of real property included in the District. An allowance on said assessments has been made for corner lots so that they are not assessed at full rate on both streets.

The total cost of the improvements in said special improvement district is \$173,116.72, of which total cost the City's portion is \$24,265.25, which portion includes that part of the overhead costs for which an assessment cannot be levied, if any, and the cost of making improvements for the benefit of property against which an assessment may not be levied, if any. The balance to be assessed to the owners of property affected or benefited by the improvements is \$168,006.47 which is the total amount of the assessment hereby levied and which does not exceed in the aggregate the sum of: (a) the total contract price for such improvements under contract duly let to the lowest and best responsible bidders therefor; (b) the reasonable cost of utility services, maintenance, labor, materials, or equipment, if any; (c) the property price, if any; (d) the interest on any interim warrants issued against the special improvement district; (e) overhead costs not to exceed fifteen per cent (15%) of the sum of (a), (b), and (c). This total assessment is levied at the following rates:

All property fronting on Main Street	\$.44 cents per square foot
All remaining property within the Special Improvement District	\$.27 1/2 cents per square foot

It is hereby found and determined that the real property hereby assessed is affected by and specially benefited by the said improvements to the full amount of the assessments hereby levied.

The City Treasurer is hereby authorized and directed to assess the real

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property hereinabove referred to in accordance with the provisions of this ordinance for the purposes herein mentioned and to collect said taxes as provided by law and the ordinances of this City.

Section 3. The assessment list made by the City Treasurer for the said property in the Main Street Off-Street Parking Special Improvement District of Park City as corrected, approved, equalized and completed by the Board of Equalization and Review, is hereby confirmed and the assessments made and returned in said completed list and the report and recommendations of the Board of Equalization and Review to the City Council at Park City, Utah, are hereby ratified, approved and confirmed.

Section 4. The whole or any part of the assessment may be paid without interest within fifteen (15) days after this ordinance becomes effective. Any part of the assessment not paid within such fifteen (15) day period shall be payable over a period not exceeding ^{THREE (3)} ~~ten (10)~~ years from the effective date of this Ordinance in ^{THREE (3)} ~~ten (10)~~ substantially equal annual installments with interest on the unpaid balance of the assessment at the rate of seven percent (7%) per annum from the effective date of this ordinance until due. Interest shall be paid in addition to the amount of each such installment annually at the time each installment becomes due. After said fifteen (15) day period, all unpaid installments of an assessment levied against any piece of property (but only in their entirety) may be paid prior to the dates on which they become due, but any such prepayment must include an additional amount equal to the interest which would accrue on the assessment to the next succeeding date on which interest is payable on any special improvement bonds issued in anticipation of the collection of the assessments plus such additional amount as, in the opinion of the City Treasurer, is necessary to assure the availability of money to pay interest on the special improvement bonds as interest becomes due and any premiums which may become payable on redeemable bonds which may be called in order to utilize the assessments thus paid in advance.

Default in the payment of any installment of principal or interest when due shall cause the whole of the unpaid principal and interest to become due and payable immediately, and the whole amount of the unpaid principal shall

thereafter draw interest at the rate of 10% per annum until paid, but at any time prior to the date of sale or foreclosure the owner may pay the amount of all unpaid installments past due, with interest at the rate of 10% per annum to date of payment on the delinquent installments, and all approved costs, and shall thereupon be restored to the right thereafter to pay in installments in the same manner as if default had not occurred.

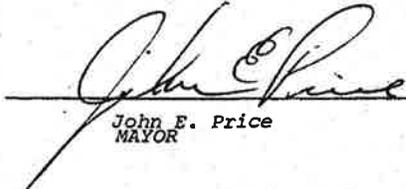
Section 5. The City Council of Park City, Utah, does hereby create a special improvement guaranty fund and shall at the time of each annual appropriation ordinance, so long as any special improvement district bonds of Park City remain outstanding, provide for the levying of a tax of one mill in each year to create a fund for the purpose of guaranteeing to the extent of such fund the payment of special improvement bonds and interest thereon issued against local improvement districts for the payment of local improvements therein, all in the manner and to the extent provided by the laws of the State of Utah.

Section 6. The officials of Park City, Utah, be and they are hereby authorized and directed to take all action necessary or appropriate to effectuate the provisions of this ordinance.

Section 7. All ordinances or parts thereof in conflict with this ordinance are hereby repealed.

Section 8. An emergency is hereby declared, the preservation of peace, health and safety of Park City and the inhabitants thereof so requiring. Immediately after its adoption this ordinance shall be signed by the Mayor and City Recorder and shall be recorded in the ordinance book kept for that purpose, and said ordinance shall be published once in the Park Record, a newspaper of general circulation in Park City, Utah, and this ordinance shall take effect immediately upon its passage and approval and publication as required by law.

PASSED AND APPROVED BY THE CITY COUNCIL OF PARK CITY, UTAH, this
15th day of August, 1974.


John E. Price
MAYOR

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ATTEST:

Bruce C. Decker

CITY RECORDER



Thereupon Councilman Leon Uriarte seconded the motion to adopt the foregoing ordinance and the same upon being put to a vote was unanimously carried by the affirmative vote of all Councilmen present, the vote being as follows:

AYE:	Clements P. Hansen
	Richard Martinez
	Leon Uriarte
	Mary C. Lehmer
	Jan Wilking Jr.

NAY:	None
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It appearing that more than a majority of the Councilmen had voted in favor of the motion, the Mayor thereupon declared the motion carried and the ordinance adopted.

John Pine
MAYOR

ATTEST:

Bruce C. Decker

CITY RECORDER



STATE OF UTAH)
 : ss.
COUNTY OF SUMMIT)

I, Bruce C. Decker, the duly appointed, qualified and acting City Recorder of Park City, Utah, do hereby certify that the above and foregoing is a full, true and correct copy of the record of proceedings had by the City Council of Park City, Utah, at its meeting held on the 15th day of August, 1974, insofar as the same relates to or concerns the Main Street Off-Street Parking Special Improvement District of Park City as the same appears of record in my office.

I further certify that the ordinance levying the special assessment was recorded by me in the official records of said City on the 16th day of August, 1974.

I further certify that said ordinance was published one time in the Park Record, the affidavit of which publication is attached hereto.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the corporate seal of said City this 16th day of August, 1974.



Bruce C. Decker
CITY RECORDER

EXHIBIT B

Recorded at the request of and return
to: Park City Municipal Corp.
P. O. Box 1480, Park City, UT 84060

Park City, Utah

August 9, 1973

Fee Exempt per Utah Code
Annotated 1953 21-7-2

A special meeting of the City Council of Park City, Summit County, Utah was held on August 9, 1973 at the hour of 7:00 P.M. at the City Hall, Park City, Utah, due timely and legal notice of said meeting having been served upon all members of the City Council, at which meeting there were present and answering to roll call the following members who constituted a quorum:

William P. Sullivan	Mayor
Robert Burns, Jr.	Councilman
Clements P. Hansen	Councilman
Mary C. Lehmer	Councilman

Also present:

Carl Nemelka	Assistant City Attorney
Keith Bailey	City Manager
Violet Terry	City Recorder

Absent:

Richard Martinez	Councilman
Robert Hays	Councilman

After the conduct of other business not pertinent to the following, the City Council having considered each and every protest whether written or oral at the public hearing immediately preceding the Special Meeting, and having heard each and every person who wished to be heard in protest against the creation of said District and the construction of said improvements therein and after the consideration of such protests and the statements of those persons heard as aforesaid, it was determined that the total number of feet represented by said protestants is less than 66-2/3% of the total front feet of property affected or to be benefited by said improvements and is an amount insufficient to legally protest the creation

333-102

of said District. Thereupon, it was moved by Councilman Lehmer and seconded by Councilman Hansen that the following resolution be adopted:

RESOLUTION CREATING THE MAIN STREET SPECIAL IMPROVEMENT DISTRICT OF PARK CITY, SUMMIT COUNTY, UTAH, AS SPECIFIED IN THE NOTICE OF INTENTION.

WHEREAS, Notice of Intention to create Park City Main Street ~~Special Improvement~~ District as authorized by Resolution adopted by the City Council on July 5, 1973, was published in the Park Record a newspaper of general circulation published in Park City, for a period of not less than twenty-one days prior to August 9, 1973, and

WHEREAS, a copy of said notice was mailed postage prepaid to each owner of land to be assessed within the proposed District at the last known address of such owner, using for such purpose the names and addresses appearing on the last completed real property assessment roles of Summit County, and in addition thereto, a copy of such notice was mailed to the street number of each piece of improved property to be affected by the proposed improvements; and

WHEREAS, on August 9, 1973, at the time and place specified in said Notice of Intention the City Council considered each and every protest, whether written or oral, filed with the City Recorder and heard each and every person who wished to be heard in protest against creation of said District and the construction of the improvements therein.

NOW, THEREFORE, BE IT RESOLVED that the Main Street Improvement District No. 1 be and the same is hereby created and the City of Park City is hereby authorized in due course to levy assessments upon the property affected or benefited by the construction of the improvements in said District, and the city officials of Park City are hereby directed to proceed to construct the improvements as set forth in the Notice of Intention to create said District; it being found and determined that the total number of feet represented by those persons protesting the creation of the District

and the construction of the improvements therein, is less than 66-2/3% of the total front feet of the property affected or to be benefited by said improvements, and is an amount insufficient to legally protest the creation of said District.

The motion was seconded by Councilman Hansen and adopted by the following recorded vote:

AYE:	Mary C. Lehmer
	Robert Burns Jr.
	Clements Hansen
NAY:	None

It appearing that more than a majority of the Councilmen had voted in favor of the motion the Mayor declared the motion adopted.

After the conduct of other business not pertinent to the above, the meeting was on motion duly made, seconded and carried, adjourned.

William P. Sullivan
Mayor

ATTEST:

Thelma Terry
City Recorder

S E A L

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Public Notice

NOTICE OF INTENTION

PUBLIC NOTICE is hereby given that on the 30th day of July, 1973, the Mayor and City Council of Park City, Summit County, Utah, passed and adopted a resolution declaring the intention of creation in said City the Main Street Off-Street Parking Special Improvement District of Park City, Summit County, Utah.

RECORDER'S MEMO
LEGIBILITY OF WRITING, TYPING OR
PRINTING UNSATISFACTORY IN THIS
DOCUMENT WHEN RECEIVED.

NOTICE IS HEREBY GIVEN by the City Council of Park City, Utah, of its intention to make the hereinafter described improvements within the said Special Improvement District and of the future intention of said Council to levy assessments as provided by law of Utah on the property lying within said District benefited by the making of such improvements.

The improvements are to consist of improvements on certain streets within said City consisting of asphalt surfacing and paving, concrete curb and gutter, pedestrian walks and access ways, street and lot lighting; landscaping with trees and shrubs; sprinkling systems with main and lateral lines; control valves and sprinklers; off-street parking facilities and automobile access ways; sanitary sewer lines; storm sewers and surface flood control and drainage structures; removal of non-conforming existing improvements; undergrounding of the utility lines; excavation and grading; and all other miscellaneous work necessary to complete the improvements in a proper work-maintenance manner.

The herein described improvements shall be called Main Street Off-Street Parking Special Improvement District. The boundaries of the proposed district within Park City, Utah, and the property within said District abutting upon or adjacent to the streets or alleys to be improved of which may be affected by or specially benefited by any of such improvements include the following described property:

Beginning at a point which is 1233 feet more or less West of the East 1/4 corner of Section 16, Township 2 South, Range 4 East, Salt Lake Base & Meridian. Said point also being the N.E. corner of Lot 9, Block 50 of the Park City Amended Plat, Summit County, Utah; and running thence South 90 feet to the North R/W line of Haber Avenue; thence S 8 deg. 43 min. W. 50 feet to the South R/W line of said street and the N.E. corner of Lot 2, Block 55 said plat; thence S 81 deg. 17 min. E. along said South R/W line 275 feet to the West R/W line of Marjane Avenue; and the N.E. corner of Lot 13, Block 54, Park City Plat; thence S 23 deg. 38 min. E. along said West R/W line 1004 feet more or less to the East line of Farrell Avenue; thence S 23 deg. 38 min. E. 30 feet to the N.W. corner of Block 71, Park City Plat; thence N 66 deg. 34 min. E. 90.09 feet; thence S 17 deg. 32 min. E. 14.40 feet; thence S 18 deg. 11 min. E. 148.48 feet; thence S 68 deg. 34 min. W. 70 feet more or less to the East R/W line of Farrell Avenue; thence S 23 deg. 38 min. E. 216 feet; said East R/W line 440 feet more or less to the East R/W line of Grand Avenue; thence S 13 deg. 34 min. E. along said East R/W line 240 feet; thence S 10 deg. 30 min. W. 36 feet; thence S. 22 deg. 11 min. E. 51.0 feet; thence S. 64 deg. 34 min. W. 75 feet to the East R/W line of Main Street; thence S. 8 deg. 29 min. W. along said

East R/W line 60.9 feet more or less to the N.W. corner of Lot 2, Block 20, Park City Plat; thence S. 81 deg. 21 min. W. 101.8 feet to the S.W. corner of Lot 13, Block 13, Park City Plat; thence N. 23 deg. 28 min. W. 50 feet to the South R/W line of Second Street; thence S. 64 deg. 34 min. W. along said South R/W line 75 feet to the East R/W line of Park Avenue and the N.W. corner of Lot 15, Block 13, Park City Plat; thence N. 23 deg. 28 min. W. 30 feet more or less to the North R/W line of Second Street and the S.W. corner of Lot 22, Block 12, Park City Plat; thence N. 68 deg. 34 min. E. along said North R/W line 75 feet to the S.E. corner of said Lot 22; thence N. 23 deg. 28 min. W. 400 feet more or less to the South R/W line of Third Street and the N.E. corner of Lot 17, Block 12, Park City Plat; thence S. 64 deg. 34 min. W. 75 feet to the East R/W line of Park Avenue and the N.W. corner of said Lot 17; thence N. 23 deg. 28 min. W. 30 feet to the North R/W line of said Third Street and the S.W. corner of Lot 22, Block 12, Park City Plat; thence N. 68 deg. 34 min. E. along said North R/W line 75 feet to the S.E. corner of said Lot 22; thence N. 23 deg. 28 min. W. 40 feet to the N.E. corner of Lot 17, Block 12, Park City Plat; thence S. 64 deg. 34 min. W. 75 feet to the E. R/W line of Park Avenue and the N.W. corner of said Lot 17; thence N. 23 deg. 28 min. W. 30 feet to the S.W. corner of Lot 25, Block 10, thence S. 64 deg. 34 min. E. 75 feet to the S.E. corner of said Lot 25; thence N. 23 deg. 28 min. W. 173.3 feet to the S.E. corner of Lot 25, said Block 10; thence S. 64 deg. 34 min. W. 75 feet to the East R/W line of Park Avenue and the S.W. corner of said Lot 25; thence N. 23 deg. 28 min. W. 150 feet along said R/W line, to the S.W. corner of Lot 19, said Block 10; thence N. 68 deg. 34 min. W. 75 feet to the S. E. corner of said Lot 19; thence N. 23 deg. 28 min. W. 75 feet to the South R/W line of Fifth Street and the N.E. corner of Lot 17, said Block 10; thence S. 64 deg. 34 min. W. 75 feet to the East R/W line of Park Avenue and the N.W. corner of said Lot 17; thence N. 23 deg. 28 min. W. 30 feet to the S. W. corner of Lot 46, Block 9, Park City Plat; thence N. 66 deg. 34 min. E. 75 feet to the S. E. corner of said Lot 46; thence N. 23 deg. 28 min. W. 250.5 feet to the N.E. corner of Lot 37, said Block 9; thence S. 56 deg. 34 min. W. 75 feet to the East R/W line of Park Avenue and the N.W. corner of said Lot 37; thence S. 23 deg. 28 min. E. 25 feet to the S.W. corner of said Lot 37; thence S. 64 deg. 34 min. W. 125 feet to the S. W. corner of Lot 10, Block 3, Park City Plat; thence N. 23 deg. 28 min. W. 75 feet to the N.W. corner of Lot 15, Block 5, Park City Plat; thence N. 66 deg. 34 min. E. 125 feet to the East R/W line of said Park Avenue and the N.W. corner of Lot 35, Block 5, Park City Plat; thence S. 23 deg. 28 min. W. 23 feet; thence N. 23 deg. 28 min. W. 25 feet to the South R/W line of Sixth Street; thence S. 64 deg. 34 min. W. along said South R/W line 50 feet to the East line of Park Avenue and the N.W. corner of Lot 24, said

Block 5; thence N. 23 deg. 28 min. W. 30 feet to the North R/W line of Sixth Street and the S.W. corner of Lot 22, Block 8, Park City Plat; thence N. 64 deg. 34 min. E. 75 feet along said North R/W line to the S.E. corner of said Lot 22; thence N. 23 deg. 28 min. W. 100 feet to the S. E. corner of Lot 22, said Block 8; thence S. 64 deg. 34 min. W. 75 feet to the East R/W line of Park Avenue and the S. W. corner of said Lot 22; thence N. 23 deg. 28 min. W. 236.8 feet; thence N. 61 deg. 10 min. E. 97 feet; thence N. 23 deg. 28 min. W. 23.25 feet; thence N. 61 deg. 10 min. E. 75 feet; thence S. 32 deg. 23 min. E. 67.6 feet to the West R/W line of Main Street; thence N. 23 deg. 28 min. W. along said R/W line 25 feet more or less to the center line of Section 16, thence East along said centerline 120 feet to the point of beginning.

The names of the streets and parts thereof to be improved are as follows:

- Farrell Avenue—from Second Street to Fifth Street.
- Second Street—from Main Street to Farrell Avenue.
- Fourth Street—from Main Street to Farrell Avenue.
- Fifth Street—from Main Street to Farrell Avenue.

Certain city owned properties of Block 23 and 24.

ESTIMATED COST

The total estimated cost of all improvements is \$151,277 and is to be paid by assessments to be levied on all blocks, lots, tracts or parcels of property bounding, abutting upon or adjacent to the improvements or which may be affected or specially benefited by the improvements to the extent of the benefits to such property by reason of the improvements. Assessments shall be made according to the area of the property within the District which is affected or specially benefited by the improvements.

The City's portion of these improvements will be the grading of the east of certain City property to be used for parking purposes incorporated into these improvements.

The estimated cost of the improvements to the property to be assessed is as follows:

Properties within the boundaries of the improvement district which are not adjacent to Main Street will be assessed at 25 cents per square foot. All other properties will be assessed at 28 cents per square foot.

The assessments are payable in 3 equal annual installments with interest on the unpaid balance of the assessment of not to exceed eight per cent (8%) per annum from the effective date of the ordinance levying the assessment until due; provided one or more installments on the

THE PARK RECORD
Park City, Utah

Thursday, July 12, 1973

whole assessment may be paid without interest within fifteen (15) days after the ordinance levying the tax becomes effective. Default in the payment of any installment of an assessment shall cause the whole of the unpaid principal and interest to become due and payable immediately and the whole amount of the unpaid principal shall thereafter draw interest at the rate of ten per cent (10%) per annum until paid.

A map of the proposed District is on file in the office of the City Recorder and at the office of the City Engineer, and at the office of Architect/Planners Alliance, 600 East South Temple, Salt Lake City, Utah, and all persons interested are hereby referred to the same for further information in regard to said improvements and said Special Improvement District.

TIME FOR FILING PROTESTS

Any person who is the owner of property to be assessed in the Special Improvement District described in the Notice of Intention shall have the right to file in writing a protest to the creation of the Special Improvement District or to make any other objections relating thereto. Protests shall describe or otherwise identify the property owned by the person or persons making the protest. Protests shall be filed with the City Recorder of Park City, Utah, prior to 6:00 o'clock p.m., on the 30th day of August, 1973. Thereafter at 6:00 o'clock p.m. on the 30th day of August, 1973, the City Council will meet at the City Hall to consider all protests so filed and hear all objections relating to the proposed Special Improvement District.

BY ORDER OF THE CITY COUNCIL OF PARK CITY, UTAH,

permitted to the resolution adopted on July 3, 1973.
VIOLET TERRY
CITY RECORDER
Section 5: This resolution shall be in effect upon its passage and approval.
Adopted and approved this 5th day of July, 1973.
WILLIAM F. SULLIVAN
MAYOR

ATTEST:
VIOLET TERRY
City Recorder
SEAL

Published in The Park Record July 12, 19, 26 and August 2, 1973.

600-333-105

Beginning at a point which is 1232 feet more or less West of the East 1/4 corner of Section 16, Township 2 South, Range 4 East, Salt Lake Base & Meridian. Said point also being the N.E. corner of Lot 9, Block 50 of the Park City Amended Plat, Summit County, Utah; and running thence South 90 feet to the North R/W line of Heber Avenue; thence S 8°43' W. 50 feet to the South R/W line of said street and the N.E. corner of Lot 2, Block 56 said plat; thence S 81°17' E., along said South R/W line 275 feet to the West R/W line of Marsac Avenue; and the N.E. corner of Lot 13, Block 56, Park City Plat; thence S 23°38' E along said West R/W line 1004 feet more or less to the S.E. corner of the Park City School District Property; thence along the South line of said school property S 66°34' W. 230.2 feet more or less to the East line of Farrell Avenue; thence S 29°38' E. 30 feet to the N.W. corner of Block 71, Park City Plat; thence N 66°34' E. 90.09 feet; thence S 17°52' E. 74.43 feet thence S 18°11' E. 148.49 feet; thence S 66°34' W. 70 feet more or less to the East R/W line of Farrell Avenue; thence S 23°31' E along said East R/W line 440 feet more or less to the East R/W line of Grant Avenue; thence N 13°34' E along said East R/W line 240 feet thence S 10°30' W. 36 feet; thence N 23°31' E. 54.9 feet; thence S 66°34' W. 75 feet to the East R/W line of Main Street; thence S 8°29' W. along said East R/W line 60.9 feet more or less to the N.W. corner of Lot 2, Block 20, Park City Plat; thence N 81°31' W. 101.8 feet to the S.W. corner of Lot 13, Block 13, Park City Plat; thence N 23°31' W. 50 feet to the South R/W line of Second Street; thence S 66°34' W along the said South R/W line 75 feet to the East R/W line of Park Avenue and the N.W. corner of Lot 15, Block 13, Park City Plat; thence N 23°26' W 30 feet more or less to the North R/W line of Second Street and the S.W. corner of Lot 32, Block 12, Park City Plat; thence N 66°34' E. along said North R/W line 75 feet to the S.E. corner of said Lot 32; thence N 23°26' W. 400 feet more or less to the South R/W line of Third Street and the N.E. corner of Lot 17, Block 12, Park City Plat; thence S 66°34' W. 75 feet to the East R/W line of Park Avenue and the N.W. corner of said Lot 17; thence N 23°26' W. 30 feet to the North R/W line of said Third Street and the S.W. corner of Lot 32, Block 11, Park City Plat; thence N 66°34' E along said North R/W line 75 feet to the S.E. corner of said lot 32; thence N 23°26' W. 401 feet to the N.E. corner Lot 17, Block 11, Park City Plat; thence S 66°34' W. 75 feet to the East R/W line of Park Avenue, and the N.W. corner of said Lot 17; thence N 23°26' W. 30 feet to the S.W. corner of Lot 32, Block 10, Park City Plat; thence N 66°34' E. 75 feet to the S.E. corner of said Lot 32, thence N 23°26' W. 175.5 feet to the S.E. corner Lot 25, said Block 10, thence S 66°34' W. 75 feet to the East R/W line of Park Avenue and the S.W. corner of said Lot 25, thence S 23°26' W. 150 feet along said R/W line, to the S.W. corner of Lot 19, said Block 10 thence N 66°34' W. 75 feet to the S.E. corner of said Lot 19, thence N 23°26' W. 75 feet to the South R/W line of Fifth Street and the N.E. corner of Lot 17, said Block 10, thence S 66°34' W. 75 feet to the East R/W line of Park Avenue and the N.W. corner of said Lot 17, thence N 23°26' W. 30 feet to the S.W. corner of Lot 46, Block 9, Park City Plat; thence N 66°34' E. 75 feet to the S.E. corner of said Lot 46; thence N 23°26' W. 250.5 feet to the N.E. corner of Lot 37, said Block 9, thence S 66°34' W. 75 feet to the East R/W line of Park Avenue and the N.W. corner of said Lot 37; thence S 23°26' E 25 feet to the S.W. corner of said Lot 37; thence S 66°34' W. 125 feet to the S.W. corner of Lot 10, Block 5, Park City Plat; thence N 23°38' W. 75 feet to the N.W. corner of Lot 12, Block 5, Park City Plat; thence N 66°34' E. 125 feet to the East R/W line of said Park Avenue and the N.W. corner of Lot 35, Block 9, Park City Plat; thence S 23°26' E. 25 feet to the S.W. corner of said Lot 35, thence N 66°34' E. 75 feet to the S.E. corner of said Lot 35; thence N 23°26' W. 275 feet to the N.E. corner of Lot 25, Block 9, Park City Plat; thence S 66°34' W. 25 feet, thence N 23°26' W. 25 feet to the South R/W line of Sixth Street, thence S 66°34' W along said South R/W line 50 feet to the East line of Park Avenue and the N.W. corner of Lot 24, said Block 9; thence N 23°26' W. 30 feet to the North R/W line of Sixth Street and the S.W. corner of Lot 32, Block 8, Park City Plat; thence N 66°34' E. 75 feet along said North R/W line to the S.E. corner of said Lot 32; thence N 23°26' W. 100 feet to the S.E. corner Lot 28, said Block 8; thence S 66°34' W. 78 feet to the East R/W line of Park Avenue and the S.W. corner of said Lot 28; thence N 28°50' along said East R/W line 236.6 feet, thence N 61°10' E. 97 feet, thence N 28°50' W. 29.25 feet; thence N 61°10' E. 72 feet; thence S 32°25' E. 47.6 feet to the West R/W line of Main Street, thence N 23°38' W. along said R/W line 20 feet more or less to the center line of Section 16, thence East along said centerline 280 feet to the point of beginning.

EXHIBIT 2

PARK CITY MUNICIPAL CORP.

STATEMENT

P. O. BOX 1480 PHONE 649-9321
PARK CITY, 84060

MAIN STREET SPECIAL IMPROVEMENT DISTRICT

ACCOUNT #65

W. W. Rixey
Park City, Utah 84060

PLEASE RETURN THIS STUB WITH YOUR PAYMENT

AMOUNT ENCLOSED \$ _____

DATE	REFERENCE	CHARGES	CREDITS	BALANCE
BALANCE FORWARD		(1976 Balance)		1,947.00
	1977 Interest @ 10%	165.00		2,112.00
<p>This is the final installment due on the Main Street Special Improvement District. Payments are due August 22, 1977. Please make checks payable to Main Street Special Improvement District. Thank you.</p>				
				Acct. #65

Burroughs
INTEGRATED ACCOUNTING SYSTEMS

PARK CITY MUNICIPAL CORP.

PARK CITY, UTAH 84060



PARK CITY MUNICIPAL CORP.

P. O. BOX 1480 PHONE 649-9921
PARK CITY, 84060

STATEMENT

Acct. # 65

Main Street Special Improvement District

W. W. Rixey
Park City
Utah 84060

PLEASE RETURN THIS STUB WITH YOUR PAYMENT

AMOUNT ENCLOSED \$ _____

DATE	REFERENCE	CHARGES	CREDITS	BALANCE
BALANCE FORWARD →				
	Lots 7 & 8 Blk. 12			\$2,112.00
FINAL NOTICE BEFORE FORECLOSURE PROCEEDINGS BEGIN				

Burroughs
PRINTING COMPANY

PARK CITY MUNICIPAL CORP.
PARK CITY, UTAH 84060



EXHIBIT 3

PARK CITY MUNICIPAL CORP.

F. O. BOX 1480 PHONE 649-9321
PARK CITY, 84060

STATEMENT

Main Street SID

W W Rixey
P O Box 777
Park City, Utah 84060

PLEASE RETURN THIS STUB WITH YOUR PAYMENT

AMOUNT ENCLOSED \$ _____

DATE	REFERENCE	CHARGES	CREDITS	BALANCE
------	-----------	---------	---------	---------

BALANCE FORWARD				\$2,112.00
-----------------	--	--	--	------------

1978 thru 1982 Interest				
-------------------------	--	--	--	--

	1,289.39			
--	----------	--	--	--

		Total		
--	--	-------	--	--

				\$3,401.39
--	--	--	--	------------

PARK CITY MUNICIPAL CORP.
PARK CITY, UTAH 84060



EXHIBIT 4

grixey@uswest.net

From: "bodell" <pbart@goez.net>
To: "CAROL RIXEY" <grixey@xmission.com>
Cc: <kaycalvert@msn.com>; "dana williams" <dana@parkcity2002.com>; "fred jones" <summit@aros.net>; "Jim Hier" <jhier@eastwestresorts.com>; "Erickson, Candy" <beric@xmission.com>; "kent cashel" <CASHEL@parkcity2002.com>
Sent: Sunday, October 20, 2002 9:23 AM
Subject: Re: Pay Parking

Carol,

Thanks for taking the time to give me input on the parking in your area of Main street. I am forwarding your comments to the rest of the council and Kent Cashel, our transportation director. Your comments make me wonder:

1. Are we utilizing the Brew Pub lot for it's best/needed use?
2. Can we designate the small areas of off-street parking on Sweede, the turn around etc. as permitted residential parking only?
3. Utilize Sandridge better?
4. What is the cost or reality of making a parking palza out of the brew pub lot?
5. "15-20 Loading Cards/permits" for businesses?

Thanks for continuing to do your part to play by the rules and make the system better. Let's keep working on some ideas for this area.

Kent your comments are appreciated.

peg

----- Original Message -----

From: CAROL RIXEY
To: bodell
Sent: Thursday, October 17, 2002 6:07 PM
Subject: Re: Pay Parking

I have no employees that park around here. I paid an assessment for two parking areas on Swede's Alley and have no place to park although I live on Main Street.

I encourage my guests to leave their cars at home. If they do come to Park City and rent a car I direct them to park on Marsac. My guests used to get passes for parking, but that isn't an option any more.

Grappa, Brew Pub and Cisero's employees park on Swede's Alley against the hill. All the employees are young and could easily walk up to the Marsac lots, but they do not do that. Summer or winter. Kerleen also takes her car back to her home and does not park down near main street.

My renters that live at the Alaskan House park on upper Main Street, at the turn around or on Marsac.

I received a ticket this summer for "Parking" in front of the Star to load and unload. I will not park on Main Street in front of my building, but I do need to load and unload supplies. I have only lived on Main Street and owned the Star Hotel and the Alaskan House for 27 years.-----

Original Message -----

From: bodell
To: CAROL RIXEY ; dana@parkcity2002.com ; kaycalvert@msn.com ; jimhier@netscape.net ; summit@aros.net ; beric@xmission.com
Sent: Thursday, October 17, 2002 8:41 AM
Subject: Re: Pay Parking

Carol,

Thanks for sharing your opinion. I hope you have some time to give us more information in formulating the program which Fred speaks of.

How many employees do you have on staff?

How many commute by their own car?

How many commute by mass transit/bike/walk?

Of those who drive, where do they park?

What sort of incentives would they value to park in a satellite lot?

What ideas do you have to accommodate your employees parking away from Main Street?

Thanks for your time, peg

----- Original Message -----

From: CAROL RIXEY
To: dana@parkcity2002.com ; kaycalvert@msn.com ; jimhier@netscape.net ; summit@aros.net ; pbart@goez.net ; beric@xmission.com

10/28/02

EXHIBIT 5

Patricia Smith

MARSAC AVENUE

SWEDI

MAIN STREET

HISTORIC MAIN STREET REDEVELOPMENT

PCC
307.
His

Final Draft

0000
Pcc
304.
His

HISTORIC MAIN STREET
REDEVELOPMENT PLAN

PARK CITY, UTAH
MARCH 1980

MUIR, CHONG AND ASSOCIATES
ARCHITECTS AND PLANNERS

WAYNE T. VANWAGONER AND ASSOCIATES INC.
TRANSPORTATION PLANNERS

DELL R. COOK AND ASSOCIATES
LANDSCAPE ARCHITECTS

TABLE 1, cont.

<u>Name</u>	<u>Land Use</u>	<u>Day or Night Usage</u>	<u>Sq. Foot. (X 1000)</u>	<u>Number of Spaces Required by Current Code</u>
Star Hotel	Hotel	D/N	2.300 2.300 2.300	35 ←
Imperial Apartments	Apartment	D/N	1.675 1.675 1.675	25 ← 60 spaces
Alpine Prospectors Lodge	Restaurant/ Club	N	1.500 1.500 1.500 1.500	21
Skyline Realty		D	1.680	6
Cozy	Restaurant	N	2.240	8
Cozy	Restaurant	D/N	2.240	5
New Building (Bagel Nosh)	Retail	D/N	1.750	6
Inside Story	Retail	D	1.800	6
Inside Story	Apartment	D/N	1.800	4
Kindersport	Retail	D	3.330	10
Dollys	Retail	D	1.888	6
Dollys	Apartment	D/N	1.888	4
The Bucket	Rooming	D/N	1.600 1.600	16
Weather Beater	Retail	D	.312	2
Elks	Entertainment	N	4.606 4.606 4.606	28
Masonic Lodge	Entertainment	N	1.960 1.960	8
City Hall	Civic	D	3.586 3.586	25
Library	Civic	D	1.372	5
Sharp's Gallery	Retail	D	1.775	6
Utah Power & Light	Business	D	1.760 1.760	12
Garage	Retail	D	1.012	6

EXHIBIT 6



ELLIOTT WORKGROUP

May 18, 2017 - 227 Main Calculations and Code Review

Existing Conditions

14 beds (11 Bedrooms)
 1 managers quarters w/bed
 1,100 square feet retail on ground level

Calculations for Parking Requirements

15-3-6 Parking Ratio Requirements For Specific Land Use Categories

Boarding House/Hostel	1 per 2 beds and 1 per manager's unit
Hotel/Minor and Major	1 space per room or suite, and 1 space per 200 sf of separately leasable commercial space
Restaurant, Standard and Bar	1 space for every 100 sf net leasable Area, including kitchen

Hotel

11 rooms	-	11 spaces
<u>Restaurant</u>	-	<u>11 spaces</u>
Total		22 spaces

or Hotel + Hostel

10 rooms	(Hotel)	-	10 spaces
4 beds (level 2)	(Hostel)	-	2 spaces
1 managers office	(Hostel)	-	1 space
<u>Restaurant</u>		-	<u>11 spaces</u>
Total			24 spaces

Proposed Conditions

4 Residential Units
 2,600 square feet retail on ground level

Calculations for Parking Requirements

15-3-6 Parking Ratio Requirements For Specific Land Use Categories

Multi-Unit Dwelling

Apartment not greater than 1,000 sf floor Area	1 per Dwelling
Apartment greater than 1,000 sf and less than 2,000 sf floor Area	1.5 per Dwelling Dwelling
Apartment 2,000 sf floor Area or greater	2 per Dwelling Unit

Multi Use Building

Level 1 Residential	-	2319 sf	-2 spaces
Level 2 Residential	-	2357 sf	-2 spaces
Level 3 Residential	-	1411 sf	-1.5 spaces
Level 4 Residential	-	1349 sf	-1.5 spaces
<u>Retail</u>	-	<u>2600 sf</u>	<u>-8 spaces</u> (significant portion of Retail will require storage)
Total			-15 spaces

Additional Code Requirements

15-3-2 Requirement

An Applicant must provide required Off-Street parking with adequate provisions for independent ingress and egress by automobiles and other motorized vehicles at the time a Building is erected or enlarged.

If any land, Structure, or Use is changed to create more Off-Street parking demand, the Owner must provide such additional Off-Street parking for the new Use as is required by this Chapter. Required parking must be on-Site unless the Planning Commission allows such parking on adjacent or nearby deed restricted Lots.

EXHIBIT 7



DOWNTOWN AND MAIN STREET PARKING MANAGEMENT PLAN

Final Report

June 2016



In collaboration with:
Fehr & Peers
Carl Walker Inc.

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DOWNTOWN AND MAIN STREET PARKING MANAGEMENT PLAN | FINAL REPORT
 Park City Municipal Corporation

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1 INTRODUCTION

Park City is a vibrant community known for its natural beauty, historic character, and recreational opportunities. With flourishing skiing and tourist industries, Park City draws an average of over three million annual visitors from around the world. Park City also prides itself on maintaining its small town and historic character while supporting thriving recreation, arts, and tourist industries.

Given its unique character and popularity, demand for parking in downtown has been an ongoing issue, highlighting existing inefficiencies with the parking system and its management. Of particular concern has been high demand during peak periods, employee parking, and limited information for users.

To address these issues, the City prioritized a detailed and focused study of parking issues in the downtown. Previous ad hoc initiatives have tackled parking challenges, but failed to create a unified vision or path to success. This study represents the first *comprehensive* approach to rethinking parking management.

**A solution that simply “builds more parking” is limited in effectiveness and feasibility...
This Plan prioritizes a comprehensive approach that seeks to better manage existing supply.**

It is important to emphasize that there is no “silver bullet” solution. A plan that simply “builds more parking” is limited in effectiveness and feasibility due to availability of land, the cost of parking construction, and the impacts of additional vehicle trips to downtown. Simply put, Park City cannot build enough parking to accommodate all of the people that would like to park a vehicle in downtown.

This Plan prioritizes a comprehensive approach that seeks to *better manage existing supply*, while creating a package of recommendations that can support broader transportation solutions being developed as part of other city studies. The primary recommendation is to adjust pricing **and regulations throughout the year to better respond to the downtown’s significant seasonal and daily variations in parking demand**. At its simplest, it is proposed that Park City raise prices when parking is in high demand and lower prices when parking is in low demand to achieve *a goal of consistent parking availability*.

In addition to pricing changes, the plan seeks to manage employee demand during peak periods through significant investments that make it easier, and financially beneficial, for employees to get downtown without a car. Recommendations that improve the management policies and procedures and provide better information to users are also crucial to supporting the demand-based approach.

PROJECT GOALS

To unify the vision for this plan, the following goals were developed:

- Better manage existing parking facilities.
- Use data to understand parking behavior and inform recommendations.
- Make parking as convenient as possible for residents, employees, and visitors.
- More effectively manage parking to minimize searching and reduce congestion.
- Ensure that parking management supports local businesses.
- Develop strategies to manage employee and special event parking demand.
- Effectively communicate how parking management supports downtown vitality.
- Create a plan for action with definitive steps for implementation.

STUDY APPROACH

The following approach was taken over the course of the project:

- Analyzed parking opportunities and challenges, including a review of existing documents, plans, data, and policies, combined with several site visits.
- Completed an original data collection effort that assessed existing parking conditions for on- and off-street facilities throughout the study area.
- Completed a comprehensive review of best practices in transportation and parking management, with special emphasis on communities comparable to Park City.
- Engaged the community in numerous ways, including a parking survey, a Technical Advisory Committee, and public workshops.
- Developed a comprehensive package of cost-effective strategies and program recommendations designed to allow for phased implementation.

DOCUMENT OVERVIEW

This report represents a system wide study of current parking conditions, as well as strategies to manage supply and demand for parking, while also maximizing its efficiency and convenience. These strategies were developed based on input from City staff, residents, a Technical Advisory Committee, and other local stakeholders. The contents of this report include:

Chapter 2: Provides an analysis of existing parking conditions, including a summary of key issues and opportunities.

Chapter 3: Provides a summary of the community outreach, including the parking survey and two workshops.

Chapter 4: Provides a summary of the best practices review and highlights potential practices for use in Park City.

Chapter 5: Includes a detailed set of recommendations that comprise a Parking Management Plan for Downtown Park City.

Chapter 6: Provides detailed and phased action plan for each recommendation, as well as a planning-level financial analysis of the proposed recommendations.

2 EXISTING CONDITIONS

This chapter provides a summary of the findings from the existing conditions analysis, including a summary of the data collection and analysis as well as a synthesis of the key issues and opportunities. A more detailed existing conditions analysis can be found in Appendix A.

METHODOLOGY

To understand current parking behavior, the project team collected and analyzed the following data:

- Inventory and occupancy data for on-street parking by block
- Inventory and occupancy data for off-street, publicly accessible parking by facility
- Data was collected at the following times:
 - One weekday, one weekend day, and one minor event during the non-peak season (August–September, 2015)
 - One weekday and one weekend day during the peak winter season (December 2015–January 2016)
 - In addition, the City provided ten years of occupancy data, allowing a comparison of 2015/16 data with previous years
- Parking and travel survey, collected by intercept and online
- Community feedback at two community workshops

PARKING INVENTORY AND REGULATIONS

Within the project study area, there are a total of 1,690 parking spaces¹, including capacity for 324 vehicles to park on-street (19% of the total supply in the area), and 373 spaces in privately-owned, but publicly accessible off-street lots (22%). The majority of parking spaces within the area (1,018 spaces, or 59% of total supply) are located in publicly-owned and accessible off-street parking facilities.

Use of on-street parking is regulated both by price and time limits. Paid parking is in effect with meters operating (11:00 a.m.–11:00 p.m. every day of the year) on Main Street from 9th to Grant Avenue at a rate of \$1.50 per hour. Parking on Main Street is generally limited to three hours, with some spaces reserved for short-term, unmetered parking (15–30 minute limits). Other on-street parking is available free of charge, but most spaces are time limited² to stays of no more than two hours from 8:00 a.m.–11:00 p.m.

¹ Does not include private residential garages or driveways within the study area.

² Residential parking permit holders are exempt from time limits.

With the exception of special events, parking in most publicly accessible off-street lots in downtown Park City is available free of charge, with time limits varying by facility. Figure 2-1 summarizes the parking prices and regulations for the study area.

KEY ISSUES AND OPPORTUNITIES

1. During peak season, demand for access is high and parking can be difficult to find.

Parking surveys conducted in December 2015 and January 2016 confirm that nearly twice as many vehicles are parked during winter evenings (91% of spaces were occupied at 7:00 p.m.), than at the same time during a non-peak/non-event evening in the summer or fall (46% occupancy).

Historical parking occupancy data confirms this pattern. On average, from 2012–2015, peak occupancy during non-event weekends across the entire downtown study area was approximately 18% higher in February than in August.

2. Even when busy, some spaces are available; not all lots/garages are at maximum capacity.

Although parking can be difficult to find along Main Street and at selected off-street facilities—particularly during major events and weekend evenings during the winter—Figure 2-3 shows that parking remains available within walking distance of the downtown core even at the busiest times. For example, during the peak period studied, both Sandridge lots and the Brew Pub lot had available spaces. None of these lots were more than 74% occupied at the peak hour.

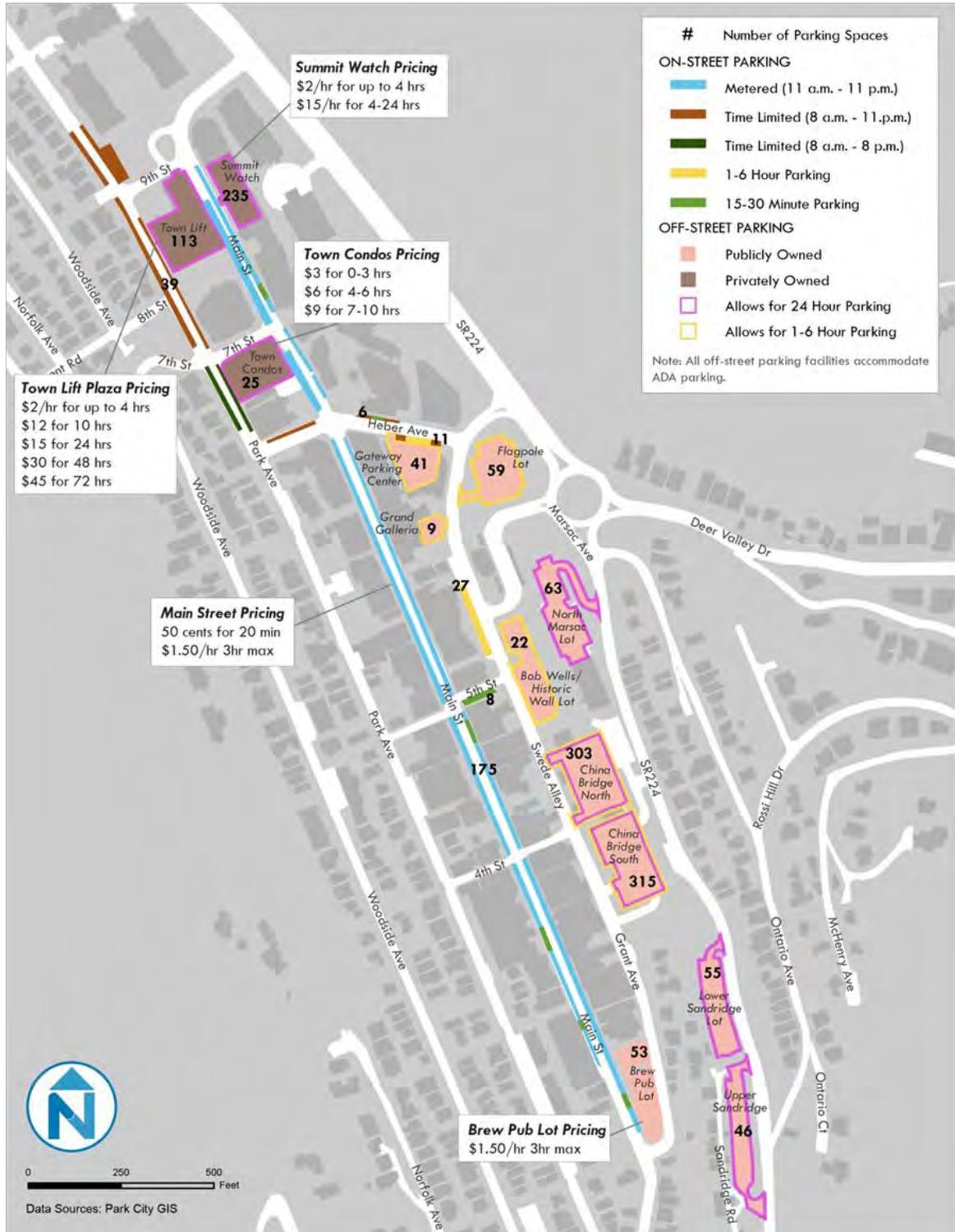
3. Year-round, parking is available for most of the day, but prime spots are still in heavy demand.

Figure 2-2 shows the occupancy of all on-street and off-street parking within the study area over the course of four different days, reflecting different demand conditions in 2015–2016. During both the peak and non-peak seasons, parking is generally available in most of the study area until 4:00–5:00 p.m. During the non-peak season, parking is available until after 6 p.m. on weekends, but even then does not exceed 80% occupancy.

Although demand across the entire study area is not high during non-peak season, concentration of parking in prime on-street spaces along Main Street, and popular public off-street lots east of Main Street, make it hard to find parking in these areas.

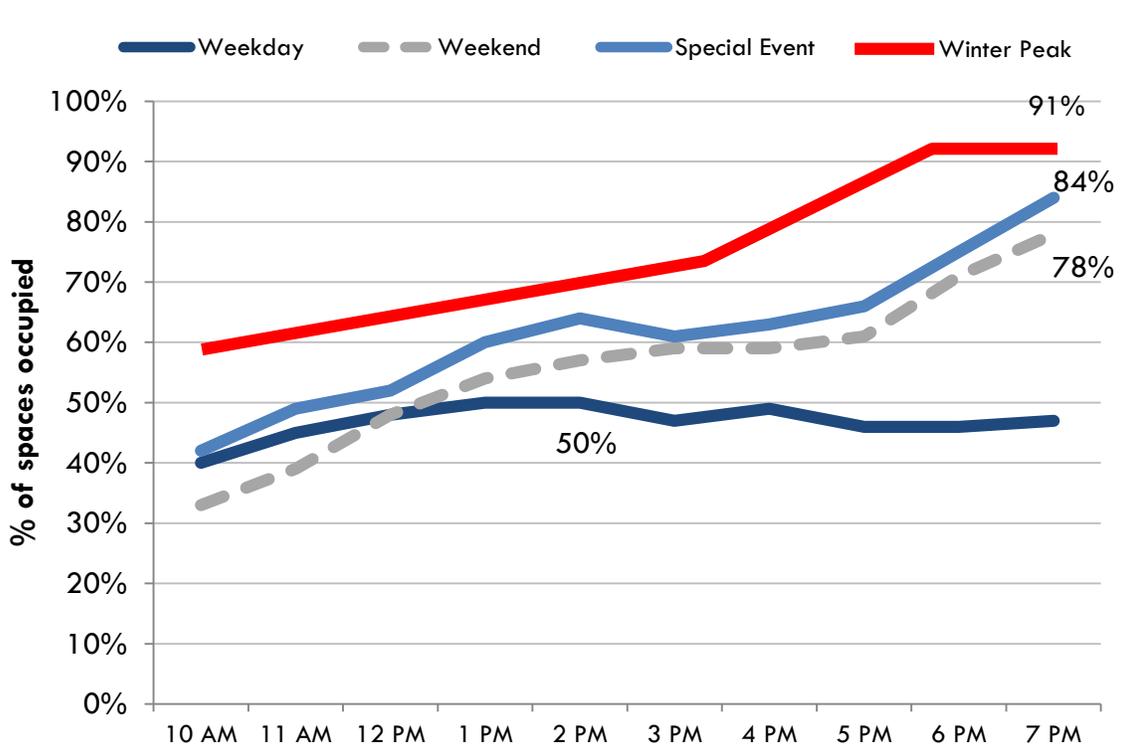
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Figure 2-1 Parking Regulations and Pricing, Main Street and Downtown Park City



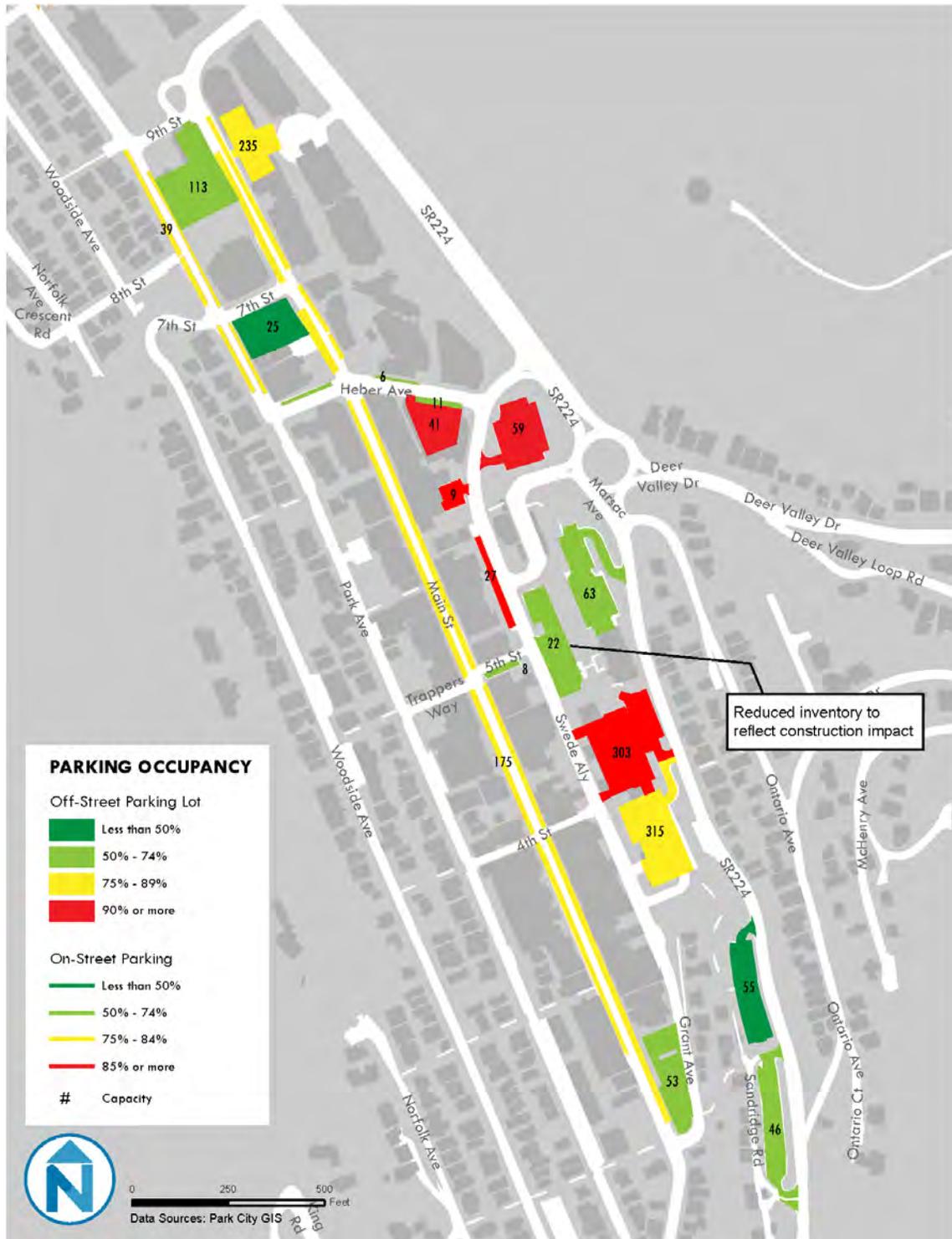
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Figure 2-2 Parking Occupancy by Weekday, Weekends (Peak & Non-Peak), and Event Days



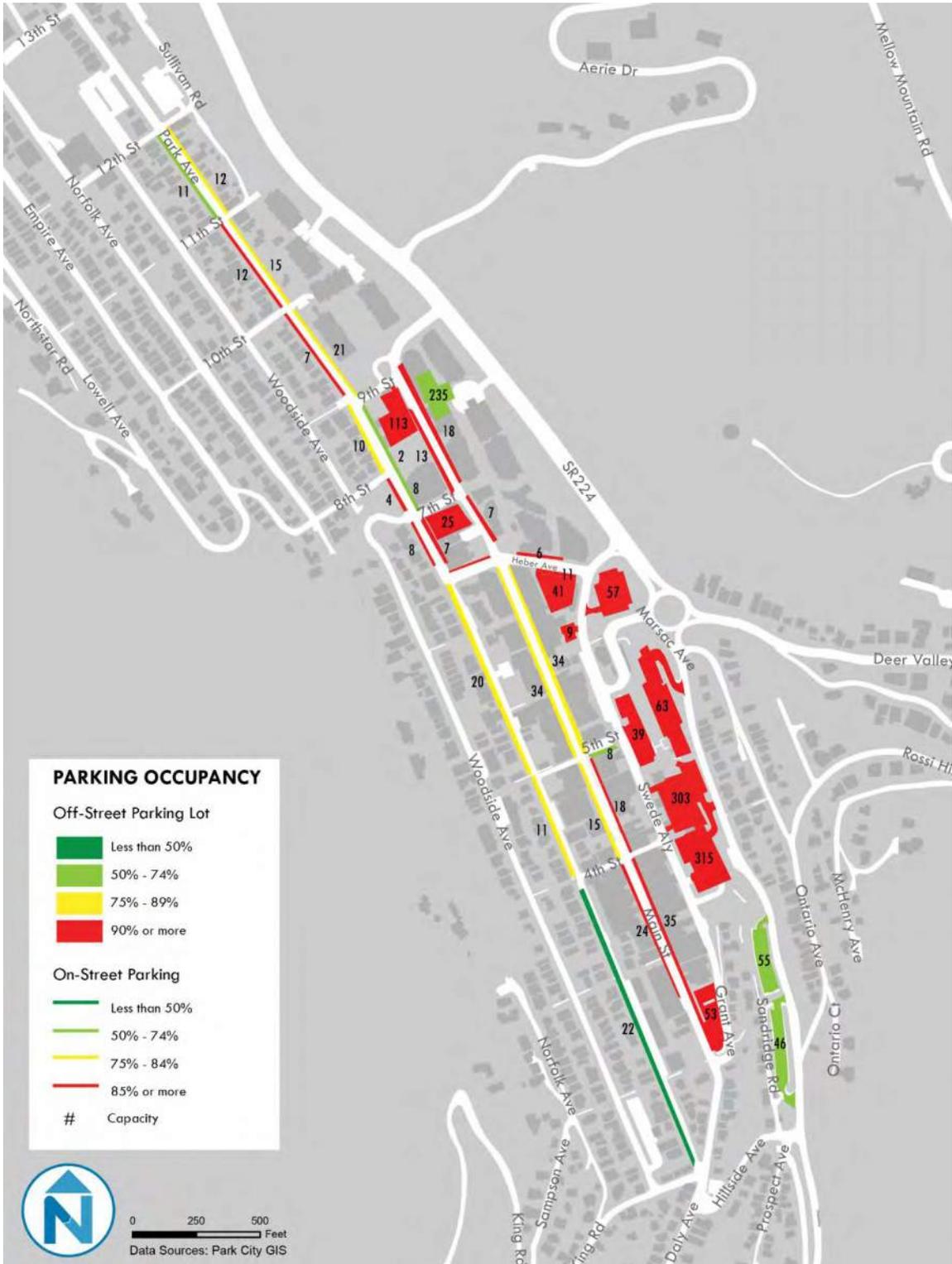
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Figure 2-3 Parking Occupancy, Non-Peak Weekend, 7:00–8:00 p.m.



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Figure 2-4 Parking Occupancy, Winter Peak, 7:00–8:00 p.m.



4. Parking demand varies by time of year, day of week, time of day, and location.

Historical utilization data tracked by the City, and parking occupancy data collected by the project team, show that parking occupancy varies by day of week and time of day, as well as by the location and price of each facility/parking area (Figure 2-5). In addition to the substantial increase in parking demand during special events and the peak winter, a few key trends are evident:

- During the non-peak season, parking utilization is highest on weekends and evenings.
- Parking availability is significantly higher in the most proximate lots/garages. Topography, distance and free or underpriced parking downhill likely limit parking demand in the more remote lots, including the Brew Pub Lot and the Sandridge Lots.
- Private, off-street parking facilities have lower rates of utilization than public on-and off-street parking, except during periods of high demand.

Figure 2-5 Variable Parking Demand in Downtown



5. Current parking pricing and regulations do not match patterns of demand.

Current regulations and pricing for both on-street and off-street parking (public and private) do not reflect or respond to parking demand. With the exception of major events, Park City's current regulations and pricing of on-street parking stay the same year-round. As a result, people pay the same rate to park on Main Street at midday on an October weekday as a Saturday evening in January.

6. Limited parking information and signage make it more difficult to find available parking.

The limited availability of parking information make it difficult to find parking, which contributes to congestion in downtown as motorists search for parking. Consistent signage is not available to let drivers know whether or not a specific parking garage/facility is open or closed, or to enable wayfinding between remote lots (e.g. the Sandridge lots) and Main Street. Moreover, the City has limited information on parking or access alternatives available online, and no dynamic, real-time parking information (Figure 2-6).

Figure 2-6 Existing Parking Signage



7. Employee parking remains problematic.

Many employees park in the downtown area and employee parking demand is high, especially in the peak season. It is estimated that between 600-1,000 employees park within the downtown area on the busiest days³. Many employees have significant incentives to drive and park in downtown, including longer commutes due to inability to find affordable housing in Park City, limited viability of transit options, and free or low cost parking downtown.

The City has used permits (Green Dot and Blue Square permits) to regulate employee parking, but this had a limited impact on overall parking patterns for various reasons. First, permits do not serve the needs of all workers, especially evening shift workers who arrive near or after 6 p.m.

Second, once purchased, these annual permits represent a “sunk cost,” that encourages employees to park to realize the benefit they have already paid for.

Many workers also park on-street or in certain lots/garages and move their vehicles to avoid the current time limits and other restrictions.

Summary of Issues and Opportunities

Key findings and other specific issues and opportunities identified through this review of existing access and parking management conditions are summarized in Figure 2-7, as follows:

- **Customer Experience:** includes issues and opportunities from the perspective of occasional and regular users of on-street and off-street parking in Park City.
- **Administration/Operations:** includes issues and opportunities **related to City’s** ability to manage the system, such as staffing, enforcement, and revenue control infrastructure.
- **Policy/Zoning:** includes issues and opportunities related to the municipal code and parking governance.

³ Source: Historic Park City Alliance surveys

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Figure 2-7 Summary of Issues and Opportunities

Customer Experience	Administration and Operations	Policy and Zoning
Data shows that parking is available across most of downtown for most of day/most of year, but is severely constrained during peak periods.	Lack of access controls at most parking facilities limits options for management/price parking.	Park City lacks specific goals for the availability of public on-street or off-street parking.
Parking availability varies by: <ul style="list-style-type: none"> ▪ <i>Location</i>: Lowest on Main Street ▪ <i>Time of day</i>: Lowest in afternoon/evening ▪ <i>Day of week</i>: Lowest on weekends ▪ <i>Season</i>: Lowest in winter (10–20% more vehicles park in Feb. than Aug.) ▪ <i>Event schedule</i>: Heavy impact during major events (e.g. Sundance) ▪ <i>Public vs. private lots</i>: Public lots have lower prices and less availability 	Parking revenue exceeds expenditures, presenting an opportunity to fund enhanced parking management and multimodal access options.	Off-street parking requirements are high. Municipal code requires more off-street parking for new development than similar mixed-use downtowns.
	Utilization reporting is limited. Reporting on meter revenues, paid occupancy, and/or citations can be expanded and better utilized to inform decision making.	Bike parking requirements are flawed. Bike parking demand patterns differ substantially from auto parking demand, yet code requirements for bike parking are dictated by auto parking requirements.
Parking rates, time limits, and permit policies are uniform; not reflective of differences in demand by location, time of day, day of week, or season.	Use of new payment technologies is limited. Opportunities include enhanced pay-by-phone, and pay-and-display systems, pre-paid reserved parking options, and incentives for credit card payment.	Parking in-lieu fee has had limited use. Little funding has been generated to add supply or options.
Parking can be hard to find even at times when it is widely available due to uncoordinated wayfinding/signage and limited information.	Staffing resources are limited. Parking services staff are skilled and knowledgeable but have limited time. Event staffing can be inconsistent. Additional staff resources will be necessary for plan implementation.	Shared parking is not required by code, and there are few incentives to share existing or new supply.
Users value convenience/ease of access more than price. Poor pedestrian connectivity limits use of remote facilities.	The City's existing License Plate Recognition (LPR) units get limited use. New tools are available to enhance parking management and enforcement.	Limited employer support for employee travel options. Few Main Street businesses formally incentivize biking, walking, or transit for employees.

DOWNTOWN AND MAIN STREET PARKING MANAGEMENT PLAN | FINAL REPORT

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Customer Experience	Administration and Operations	Policy and Zoning
<p>Parking needs and rates vary by user group:</p> <ul style="list-style-type: none"> ▪ Employee parking demand often conflicts with that of visitors and residents ▪ Effective daily/hourly rates for public parking (including permit programs) are different for employees, residents, and visitors. 	<p>Web services are limited. Parking permits cannot be purchased or renewed online; existing online citation payment option can be improved, and existing maps on Parking Services website are outdated.</p>	
<p>Informal loading creates on-street conflicts. Without active management, passenger/commercial loading can block and slow traffic/limit circulation.</p>	<p>Enforcement is done to educate, not collect revenue. At current fine rates, citations may not effectively deter violation of regulations/pricing.</p>	
<p>Event parking management practices are inconsistent for different events and facilities, which may confuse visitors, employees, and residents.</p>		
<p>Time limits restrict access for people wishing to stay longer. This is especially true for 3-hour zones.</p>		
<p>Transit service and commute hours are mismatched. Bus service does not run late enough to meet the needs of the many employees who work nights and weekends.</p>		
<p>Previous remote parking programs were flawed, with limited shuttle service, low-amenity vehicles, inadequate marketing, and few (dis)incentives to use the service.</p>		
<p>Illegal private signs reduce availability. Private signs indicating that selected curb space is dedicated to “residents only” reduce the perceived supply and availability of on-street parking.</p>		

3 COMMUNITY OUTREACH

This chapter provides a summary of the community outreach conducted as part of this project. The outreach process included three major components: a Technical Advisory Committee (TAC), a parking survey, and community workshops. The primary goals of the community outreach were to better understand existing parking issues and challenges, and develop and refine recommendations to ensure they support the needs of all users.

As with any study, it is difficult to give everyone exactly what they want. This is especially true in downtown Park City, where residents, employees, and visitors all have different needs, and there is simply no way to easily accommodate everyone that would like to drive. The outreach effort helped prioritize the recommendations and—to the extent possible—strike an equal balance amongst groups.

TECHNICAL ADVISORY COMMITTEE

To ensure that the parking plan was developed with adequate input from key stakeholders, a Technical Advisory Committee (TAC) was formed to help guide City and consultant staff throughout the project. The TAC was strictly an advisory body and had no final approval of any project recommendations.

The TAC allowed for more detailed input and feedback from key downtown stakeholders. The TAC met three times during the project, corresponding to major project milestones. Members of the TAC included City staff, Historic Park City Alliance (HPCA) staff, downtown business owners, and Park City residents.

PARKING SURVEY

While conducting occupancy counts in downtown Park City in August and September of 2015, an intercept survey was conducted to better understand the parking user experience. An online version of the survey **was also available on the City's website from the end of August to the beginning of October 2015**. A total of 790 responses were received.

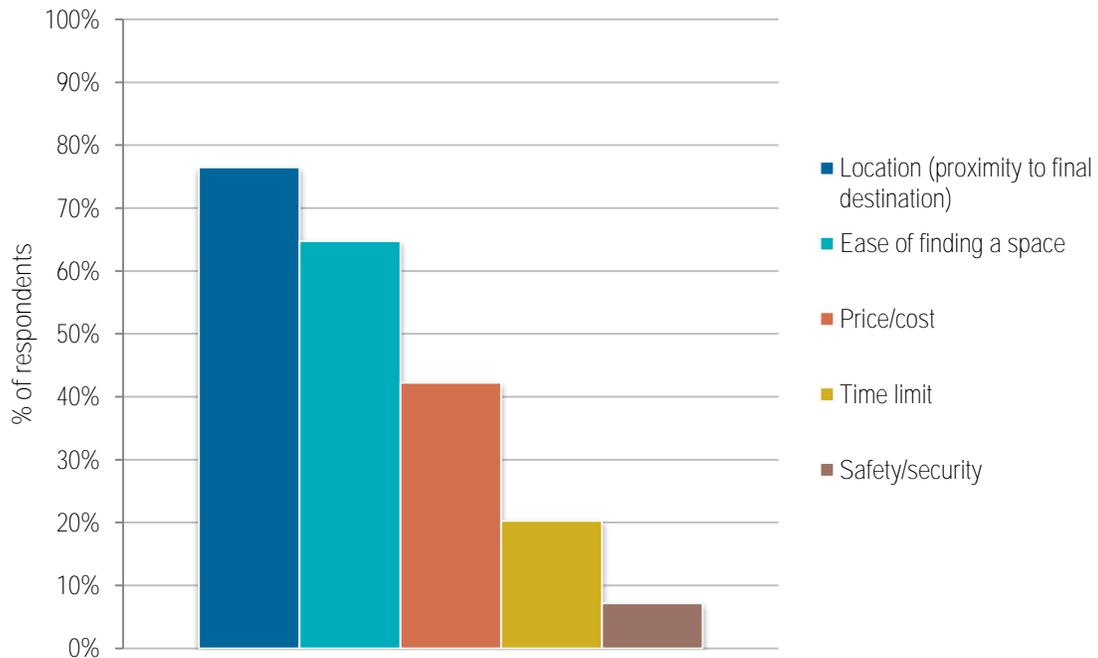
Participants were surveyed on a range of questions relating to their parking behavior and experience parking in downtown. For analysis purposes the survey results of both the field intercept surveys and online surveys were combined. A summary of the key findings is provided below. More detailed analysis of the survey can be found in Appendix A.

Key Parking Considerations

Figure 3-1 shows the most important factors for survey respondents in choosing where to park in downtown Park City. The factors are ranked in order of priority with "1" being most important and "5" being the least important. "Location" (proximity to final destination) was cited as the **most important factor in respondents' choice of where to park, as approximately 76% of**

respondents ranked it as the first or second most important considerations. "Ease of finding a space" also scored high with about 64% of respondents ranking it first or second. Price of parking was less important than convenience.

Figure 3-1 Most Important Considerations in Choosing Where to Park Downtown

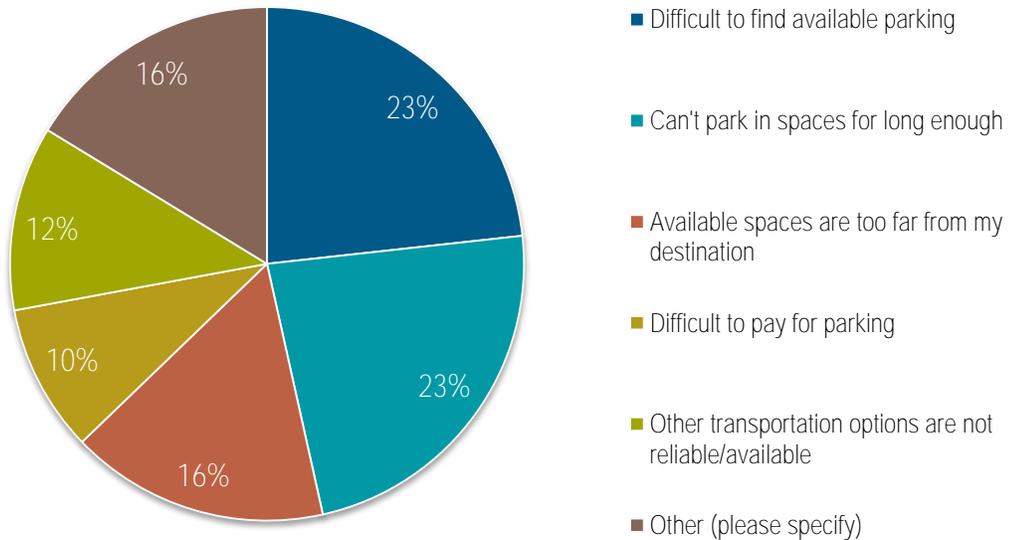


Biggest Parking Challenges

Figure 3-2 summarizes respondent opinions about the biggest parking challenges in downtown. **“Difficult to find available parking”** and **“Can’t park in spaces for long enough”** were the top two responses. **“Other”** challenges cited by respondents included the following:

- It’s frustrating during the slower season to not be able to find parking.
- Lack of proper enforcement of parking regulations.
- Entitlement of residents and tourists to drive cars everywhere.
- Traffic congestion.
- The City needs more/better signage.
- [Lack of] good place[s] for employees to park.
- The new online payment system is not user friendly (one cannot easily pay for less than an hour).
- Construction of new buildings takes away parking; a real challenge considering that public transit service is infrequent.

Figure 3-2 Biggest Parking Challenges

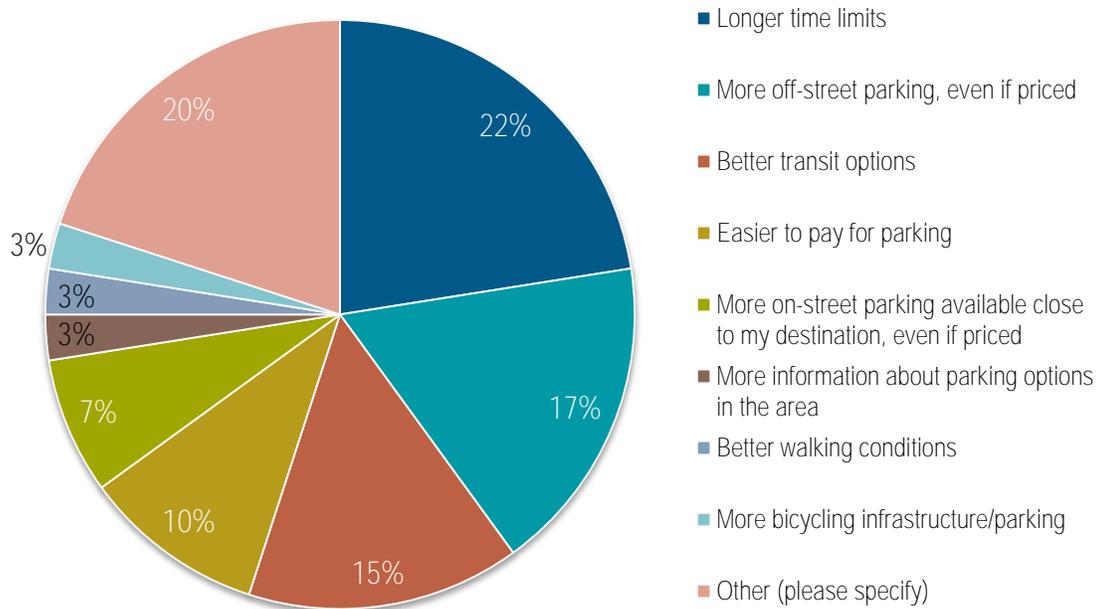


Improvements to Parking Experience

The responses to the question “**What would improve your parking and/or transportation experience in Old Town Main Street?**” are shown Figure 3-3. The top four responses were longer time limits, more off-street parking (even if priced), better transit options, and “other.” The “other” responses included ideas such as:

- In winter, the steps to Marsac lot and Sandridge need to be maintained.
- More free parking adjacent to Main Street.
- Consistency in hours and pay areas.
- Better signage for tourists. They get confused and create more traffic/parking problems.
- Reasonable employee parking locations.
- Need late night bus service for bar workers if can't provide us places to park.

Figure 3-3 Desired Improvements to Parking Experience



COMMUNITY WORKSHOPS

Workshop #1

On November 11, 2015, a community open house was held at the Treasure Mountain Inn. Jointly facilitated by City and consultant staff, the meeting consisted of a presentation followed by open discussion around several stations with different interactive exercises (Figure 3-4). Approximately 30–35 members of the public attended. Many of them were business owners or residents, with more than a quarter of them identifying as downtown employees.

Presentation

Consultant staff made a presentation summarizing the project goals, schedule, and scope of work. The role of parking in successful downtowns was also discussed, as well as initial findings from the data collection effort in August and September. Finally, an overview of parking management from other cities was presented, highlighting potential strategies for Park City. A lively Q-and-A followed the presentation, with community members asking questions about the project and providing input on key issues. Discussion and feedback included the following:

- Frustration over lack of implementation from previous planning efforts and parking studies
- Strong belief that the parking issue is hurting downtown and that action is needed
- A desire for additional parking in downtown

- Concerns about how the recommendations would impact businesses and access for employees
- Recognition by some that parking availability is not an issue on most days and at most times, with weekend evenings and major events as the exceptions
- The strict management controls during Sundance work quite well, but there is limited desire for such measures throughout the year

Interactive Exercises

Priorities for Parking Management

Participants were presented with 12 pairs of "tradeoff" statements related to parking management and policy, and were asked which of the two they agreed with the most. In general, participants felt strongly about the need for new parking and using parking revenue specifically to support downtown. Paying for parking was generally not a strong concern. Attendees also indicated that parking was difficult during certain times and days as opposed to all the time, necessitating better management of event parking and investments in signage, technology, and marketing.

Thirty people agreed with the following statement, "Park City should build a new garage/lot in downtown, even if it is expensive and takes up more land," as opposed to five people who felt that Park City should focus on better management of the existing parking supply and reduced demand instead of building more new parking.

The second most popular statement was, "Parking revenue generated in downtown should be reinvested back into downtown to improve parking management and reduce parking demand", with 25 votes, compared with one vote for using parking revenue to support general citywide projects and programs.

Written Public Comment

During the workshop, participants were asked to post written public comments, ideas, and concerns associated with selected topics related to parking. In general, attendees thought that more signage and wayfinding was needed, including for special events. Several people commented positively about a potential park-and-ride lot with transit connections to downtown, but expressed concerns about how it would align with employee schedules, especially late at night. A few people expressed concerns about how employee parking is currently managed. As was heard during the priority voting exercise, paying for parking was not a primary concern. Several people posted suggestions for varying parking prices and restrictions according to the time, day, and season. Responses on parking time limits were mixed.

Issues and Opportunities Mapping

Overall, attendees indicated issues around China Bridge, South Marsac Lot, Sandridge Lot, and the Brew Pub Lot; they also indicated that the intersection south of the Brew Pub Lot has general traffic flow issues. The undeveloped city-owned property east of Deer Valley Drive was referenced as a possible area to develop for more parking, potentially with an aerial connection to the Park City Mountain Resort.

Workshop #2

On April 6, 2016, a second community workshop for the Park City Main Street and Downtown Parking Study was held at the Treasure Mountain Inn. Approximately 20 people attended the meeting. A presentation by the consultant staff included a summary of the previous work to date and key findings, but primarily focused on the draft project recommendations. A Q-and-A session followed. Feedback on the recommendations included:

- General support for the concept of demand-based management and pricing of off-street parking
- Concern about the impacts of daily pricing on employees, but also feedback that employee parking in Park City is far cheaper than in many communities
- A suggestion to prioritize a “simple” system
- Recognition that it is time to “try something” as the current situation is unsustainable
- Strong support for improved wayfinding and information systems

COMMUNITY FEEDBACK

“We are the problem! We must first change what we are doing and affect others by our action. Stop pointing fingers!”

“Eliminate parking restrictions in off-season...when garage is empty. Vary prices and restrictions”

“Need more and clearer signage.”

“Employees will simply not ride bus unless it runs until 2 or 3 a.m.”

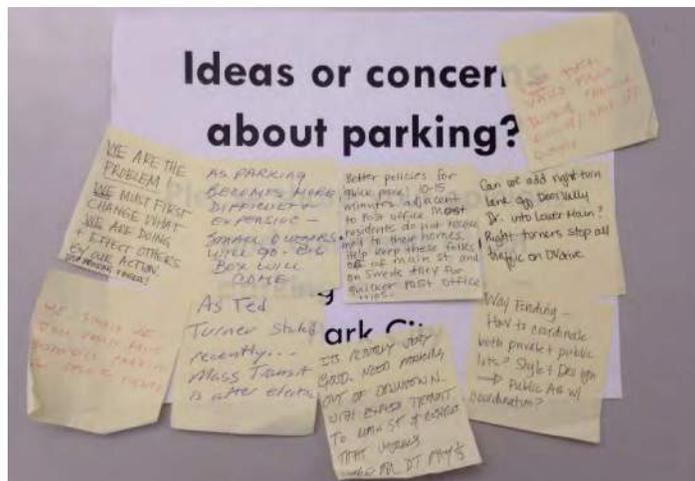
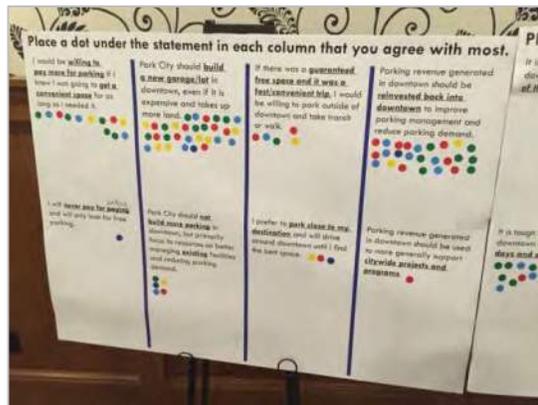
“Build more parking.”

“Lack of employee housing in town dramatically affects parking and traffic in downtown.”

“Improve drop off for taxis and shuttles. They block traffic.”

“Offer free short-term parking on Main Street.”

Figure 3-4 Parking Workshop Activities



4 PEER REVIEW

This chapter highlights the findings of a parking management peer review for Park City. A more detailed summary of the peer review is available in Appendix A.

The case studies include Newport Beach, CA; Manitou Springs, CO; Breckenridge, CO; and Nantucket, MA. These cities present similar economic and demographic profiles, with strong downtown cores, seasonal/tourist peak demand, and diverse parking needs across multiple user groups. Much like Park City, each of these peer communities faces increased parking demand from seasonal visitors and special events. No community is directly analogous to one another, but their experiences offer potential options for Park City.

These cities have addressed their parking issues through multiple strategies, including seasonal pricing, location- and time-based fee structures, permit parking programs for residents, employees, and other designated uses, and remote parking supported by transit service.

NEWPORT BEACH, CA

In 2014, the City of Newport Beach established a Parking Management District Plan and Overlay District that did the following:

- Adjusted parking rates based on seasonal demand
- Updated residential and employee permit programs
- Dedicated parking revenue to fund local improvements via a Parking Benefit District
- Eliminated required off-street parking for most commercial uses
- Allowed shared use of parking facilities
- Suspended payment in-lieu of parking fee programs

The City of Newport Beach addressed summer tourist demand...by establishing seasonally adjusted parking rates—increasing meter and permit rates during the peak season, while lowering rates for the remainder of the year.

Seasonally Adjusted Rates

The City of Newport Beach addressed summer tourist demand and beach access parking issues by establishing seasonally adjusted parking rates—increasing meter and permit rates during the peak season, while lowering rates for the remainder of the year. These rates are shown in Figure 4-1.

Figure 4-1 Seasonal Parking Rates, Newport Beach, CA

		Peak Season Prices (May 1 – September 30)	Non-Peak Season Prices (October 1 – April 30)
On-Street Parking		<ul style="list-style-type: none"> ▪ \$1/hour for the first hour ▪ \$2.50/hour for each additional hour 	<ul style="list-style-type: none"> ▪ \$1/hour for the first hour ▪ \$1.50/hour for each additional hour
Off-Street Parking	Balboa Pier Lot	<ul style="list-style-type: none"> ▪ \$1.75/hour 	<ul style="list-style-type: none"> ▪ \$1.20/hour
	Corona del Mar Lot	<ul style="list-style-type: none"> ▪ \$4/hour from 9 a.m.–6 p.m. ▪ \$2.50/hour 6–9 a.m., 6–10 p.m. 	<ul style="list-style-type: none"> ▪ \$4/hour from 9 a.m.–6 p.m. (weekends) ▪ \$2.50/hour 6–9 a.m., 6–10 p.m. (weekends) ▪ \$1/50/hour (weekdays)
	Other off-street parking facilities	<ul style="list-style-type: none"> ▪ \$1.75/hour 	<ul style="list-style-type: none"> ▪ \$.60–1.75/hour

Source: City of Newport Beach

Permit Programs

Newport Beach has several parking permit programs to accommodate the needs of visitors, residents, and employees. The permissible parking locations and annual permit costs depend on the type of permit and time of year of the purchase; permits that include prime parking locations and more parking location options are more expensive.

Parking Benefit District

Residential and employee permits for the Balboa Village neighborhood were paired with the creation of the Balboa Village Parking Benefit District. Within the district, 100% of the on-street and off-street parking revenue is allocated to fund local streetscape and beautification projects, transportation infrastructure, and parking management.

MANITOU SPRINGS, CO

The City of Manitou Springs has seen an 80% increase in sales tax revenue over the last few years, an indication that increased parking demand and **the City’s** new parking management practices **have positively impacted Manitou Springs’ economy.**

Seasonally Adjusted Rates

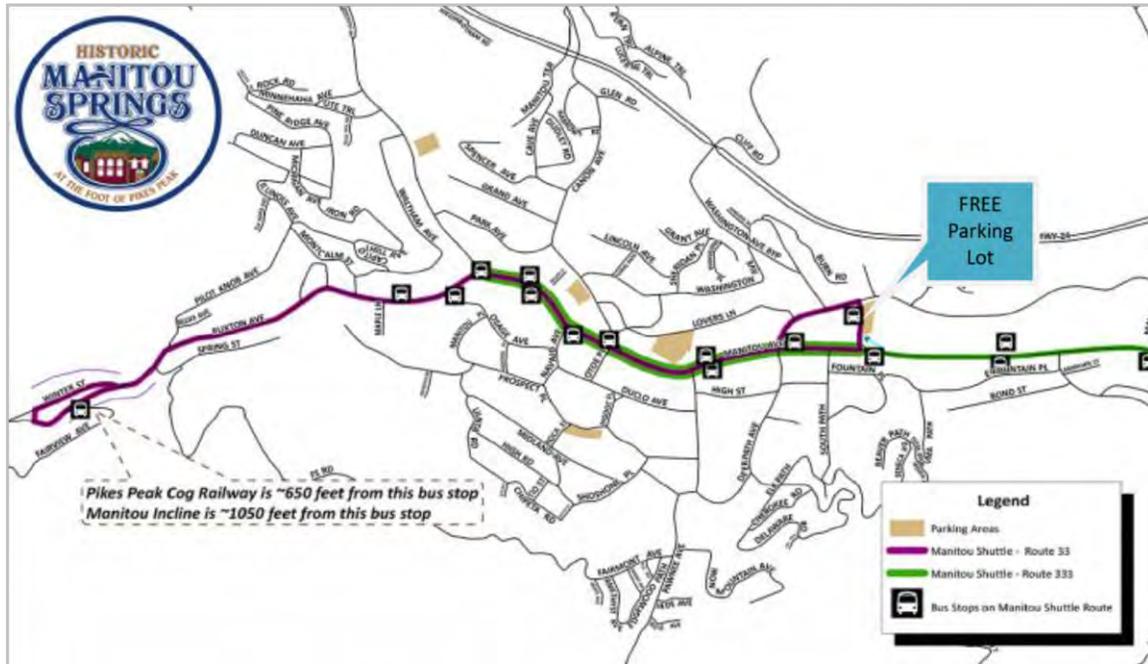
Parking is regulated according to season, with higher parking rates and stricter regulations during the peak season (March to October). All parking, including any free parking, requires that drivers input license plate numbers/letters and print a receipt to be displayed in the vehicle. Requiring license plate information aids with enforcement by ensuring that the free options are not inappropriately utilized.

Shared Remote Parking and Shuttle

Manitou Springs accommodates peak summer parking demand by leasing a private off-street parking lot for use as a remote park-and-ride lot. The town provides free shuttle service from the

remote lot to top visitor attractions and the hotel district. The service is funded with parking revenues (Figure 4-2). Although the lot is open year-round, the shuttle service operates only during the period of peak visitation (May through September).

Figure 4-2 Free Shuttle to Remote Parking, Manitou Springs, CO



Source: City of Manitou Springs website

Limited Permit Parking

Like Park City, Manitou Springs offers a permit parking program. However, the number of permits available for sale to residents and selected out-of-area permit holders is limited by neighborhood. The number of permits sold is based on the number of residents and registered vehicles per housing unit to reach a target that permit holders not utilize more than 70–80% of the on-street parking capacity in a given area, leaving some spaces open for non-permitted vehicles.

BRECKENRIDGE, CO

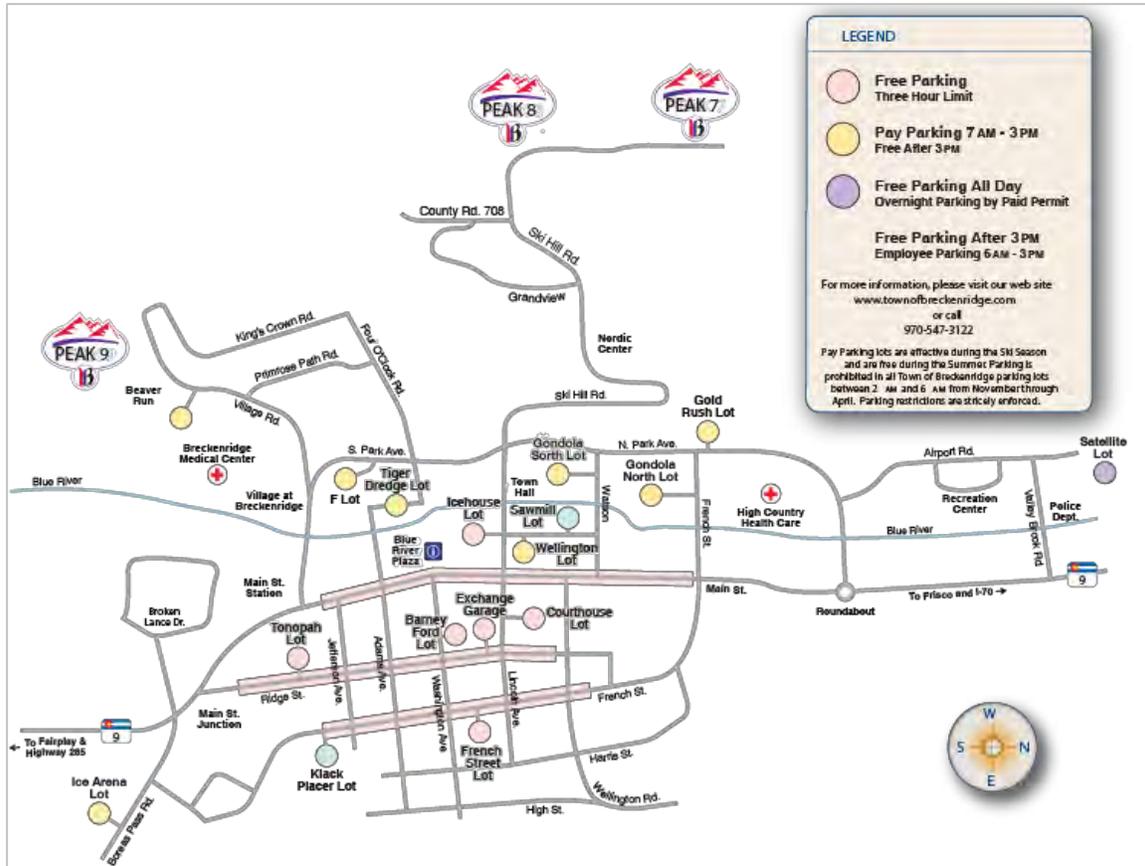
Breckenridge is a major year-round recreational and shopping destination, with one of North America's busiest ski areas, as well as popular winter and summertime activities. Though Breckenridge is a town of only 4,604 people, its daytime population during ski season can be as high as 25,000 to 30,000.

Seasonally Adjusted Rates

Parking pricing and regulations are only in effect during the winter season. In the off-season, from May through October, parking in public lots is free all day. During the winter season, parking prices and regulations vary according to proximity to the downtown core areas (Figure

4-3). This pricing structure aims to reduce congestion during peak times of the day and encourage people to park later in the day.

Figure 4-3 Parking Locations, Breckenridge, CO



Source: City of Breckenridge website

Employee Parking

Breckenridge offers a model for proactive coordination with ski resorts located just outside of downtown to reduce their parking impacts in the core. The City has established a special employee parking permit program, with permits for parking in more distant lots available to **employees free of charge**. Permits on the periphery of their employer’s location cost \$50 per year, whereas permits to park more centrally are limited and cost \$150–\$350 per year.

The free satellite lot to the north of downtown is served by a free shuttle, connecting nearby ski areas and downtown Breckenridge. Employees, including those at the ski resorts, are encouraged to park at the satellite lots instead of within downtown.

Innovative Funding

In November 2015, the Town of Breckenridge passed a ballot initiative to tax daily lift tickets to fund the construction of a new parking structure near downtown and improve transit, biking, and walking infrastructure. This tax revenue will not become available until 2017.

NANTUCKET, MA

As in most seaside destinations, the island of Nantucket must manage parking effectively to respond to high summer demand and to ensure that the **island's** character is preserved.

Valet Parking

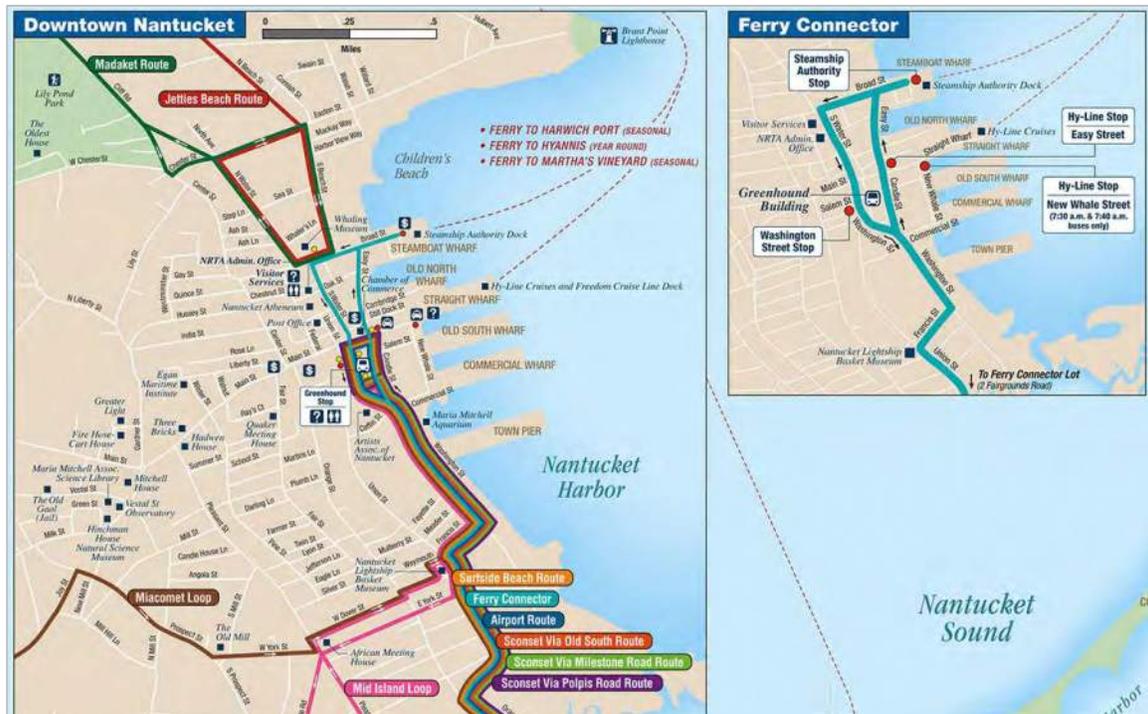
Nantucket provides a valet parking service that enhances access, while alleviating downtown parking and traffic congestion during holidays and the peak summer season. Drivers can leave their vehicles at the lot on the periphery of downtown or with the valet stand located closer to downtown. This parking service charges \$10 for any three hours from 8 a.m. to 5 p.m., \$15 for all day, \$20 from 5 p.m. to midnight, and \$40 for overnight parking.

The shared parking arrangement is available Memorial Day to Labor Day, with the addition of Columbus Day as well. The graduated pricing scheme, in addition to the valet aspect, is especially appealing to visitors and residents and has improved overall downtown parking and traffic.

Remote Parking and Shuttle

In 2014, the Town partnered with the Nantucket Regional Transit Authority (NRTA) to provide a pilot bus service that connects the ferry ports and a park-and-ride lot (Figure 4-4). The shuttle operates from May through October with 20-minute headways from 7 a.m. to 8 p.m. (10 a.m. to 8 p.m. in September and October). The service is widely supported and received high ratings of satisfaction.

Figure 4-4 Fast Ferry Shuttle Map, Nantucket, MA



Source: NRTA website

5 RECOMMENDATIONS

This chapter details the recommendations designed to help Park City improve downtown parking. The recommendations were developed in collaboration with city staff and the Technical Advisory Committee, while informed by parking data, best practices in peer communities, and input from the community. It is important to emphasize a number of key points.

First, parking behavior and demand is influenced by a number of factors. Parking is not solely about the number of spaces or their regulations, but also about how people can access downtown by biking, walking, or transit. The City must continue to think about how parking is intimately connected to the larger transportation network.

Second, **there is no single solution to downtown's** parking challenges. Simply adding more parking or changing the price of parking on Main Street will not result in success. Therefore, any approach to downtown parking must be a package of recommendations designed to support one another.

Third, expectations must also be realistic, as progress will be incremental. It will not only take time for the city and stakeholders to plan and implement the recommendations in this chapter, but also to realize their benefits and adjust as conditions change over time. A phased action plan (Chapter 6) will help the City navigate implementation.

Fourth, the recommendations describe an approach that seeks to *better manage existing supply and ensure that the City's parking assets are better utilized in the most cost-efficient manner possible.*

Finally, the plan includes 18 parking recommendations, but three of the recommendations are **particularly important, as they will redefine the City's** overall approach to parking management in downtown. The other 15 recommendations are also crucial, but ultimately support the new demand-based management framework.

- Recommendation #9 proposes a new program, *Access Park City*, designed to make significant investments in employee travel options, making it as easy as possible to get to downtown without a vehicle.
- Recommendation #10 proposes demand-based management for downtown, adjusting pricing and regulations throughout the year to better respond to the **downtown's significant seasonal and daily variations in parking demand. At its simplest, Park City will raise prices when it is busy and lower prices when activity is low to achieve a goal of consistent parking availability.**

The recommendations were developed in collaboration with city staff and the Technical Advisory Committee, while informed by parking data, best practices in peer communities, and input from the community.

- Recommendation #11 proposes that employees be charged on a daily basis rather than by annual permit. Employee rates would be significantly discounted and managed via enhanced payment technology. Daily pricing is designed to incentivize fewer drive-alone trips to downtown, supported by new employee travel programs via *Access Park City*.

Figure 5-1 provides a summary of the 18 parking recommendations. The recommendations have been organized into three categories, corresponding to the key findings described in Figure 2-7 in Chapter 2.

- Enhancing the customer experience through demand-based pricing strategies that improve parking availability and make it easier to find parking, improved wayfinding, enhanced information for users, and investment in non-auto travel options.
- Improving administration and operations by better coordinating internal planning, augmenting city staffing resources, and formalizing enforcement, monitoring, and reporting procedures.
- Aligning policy and zoning with the recommended parking management approach by improving parking governance, evaluating parking related zoning code reform options, and establishing procedures to consistently revisit key issues.

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Figure 5-1 Summary of Recommendations

Customer Experience	Administration and Operations	Policy and Zoning
#3. Create a communications and outreach plan for downtown parking.	#1. Create an internal implementation task force.	#12. Modify Residential Permit Parking program.
#4. Upgrade parking signage and wayfinding.	#2. Hire additional parking staff. Conduct long-term staffing plan.	#16. Improve downtown parking governance.
#5. Upgrade online parking services and information.	#13. Make strategic improvements to event management.	#17. Study and reform parking code requirements.
#6. Secure additional parking for use by employees and the general public.	#14. Adopt formal procedures for program monitoring and parking enforcement. Measure and report system performance via an annual State of Downtown Parking Report.	#18. Monitor and evaluate need for additional parking construction.
#7. Install new parking payment and access control infrastructure in public lots/garages and on certain streets. Plan for upgrade and replacement of existing parking meters.		
#8. Continue to improve pedestrian and bicycle access.		
#9. Create <i>Access Park City</i> mobility program to improve downtown travel options.		
#10. Implement demand-based parking management for all public on-and off-street parking. Manage parking to ensure adequate availability at all times.		
#11. Shift to discount daily parking for employees.		
#15. Create peak-period passenger loading and universal valet programs.		

#1. CREATE AN INTERNAL IMPLEMENTATION TASK FORCE

Strategy

Administration/Operations

Summary

The city should create an internal task force upon plan adoption to ensure timely and effective implementation of the recommendations. The task force should be managed by the Parking team, but should include members from Transportation, Planning, Transit, Finance, Economic Development, and other city departments as appropriate. Inclusion of downtown stakeholders, such as the Historic Park City Alliance, should also be considered.

In the short-term, the task force should establish regular, bi-weekly meetings. As the recommendations are implemented over time, the meetings could become monthly or bi-monthly.

Many of the changes recommended will be led by the Parking staff, but significant coordination with other city departments and staff is required.

Rationale

The recommendations outlined in this Plan offer a roadmap towards improving parking availability and convenience in downtown. The Plan also provides specific action steps, but additional work will be required to ensure effective implementation.

Many of the changes recommended will be led by the Parking staff, but significant coordination with other city departments and staff is required. For example, creation of a park-and-ride shuttle as part of the *Access Park City* program will necessitate ongoing conversations with the Transit operations staff to develop and operate the most cost-effective and attractive service.

Strong internal collaboration among city staff will enable implementation in the timeliest manner. Ongoing meetings will enable staff to proactively plan for parking management changes and further calibrate practices during peak periods and major events.

Benefits

- Ensures internal consistency about the goals, objectives, and strategies for parking management.
- Coordination among key departments and staff will enable roll out of the Phase 1 recommendations in a timely manner.
- Ongoing collaboration will allow for proactive discussion of parking management, facilitating strategic adjustments to parking management throughout the year.

#2. HIRE ADDITIONAL PARKING STAFF. CONDUCT LONG-TERM STAFFING PLAN.

Strategy

Administration/Operations

Summary

The city should hire additional staff to support the implementation of the plan recommendations and ongoing program management. It is recommended that one or two new planning staff be hired upon plan adoption. The hiring of another enforcement officer should also be evaluated. Figure 5-2 provides a recommended organization chart.

New staff would report to the Parking Supervisor and support planning activities for the roll out of key recommendations, notably the demand-based management program, employee daily pricing, the *Access Park City* program, and the new communications and outreach activities. The ideal candidate should have experience with parking operations and planning, preferably for a similar municipal/resort context. The Parking department should also conduct an audit of existing staffing resources and skills to identify any skill gaps and long-term staffing needs.

Rationale

Existing parking staff have considerable experience managing the downtown parking system and can utilize their knowledge to implement the plan recommendations. However, the plan recommendations represent a significant change from existing management practices and will require substantial work to plan, implement, and operate over time. The new management practices will also likely require additional enforcement staff, especially during the initial roll out of the program and peak periods.

Simply put, more staff resources are needed to effectively operate the downtown system as proposed. While new staffing will require additional financial resources, it is anticipated that new staffing costs will be offset by new revenues from the proposed demand-based pricing structure.

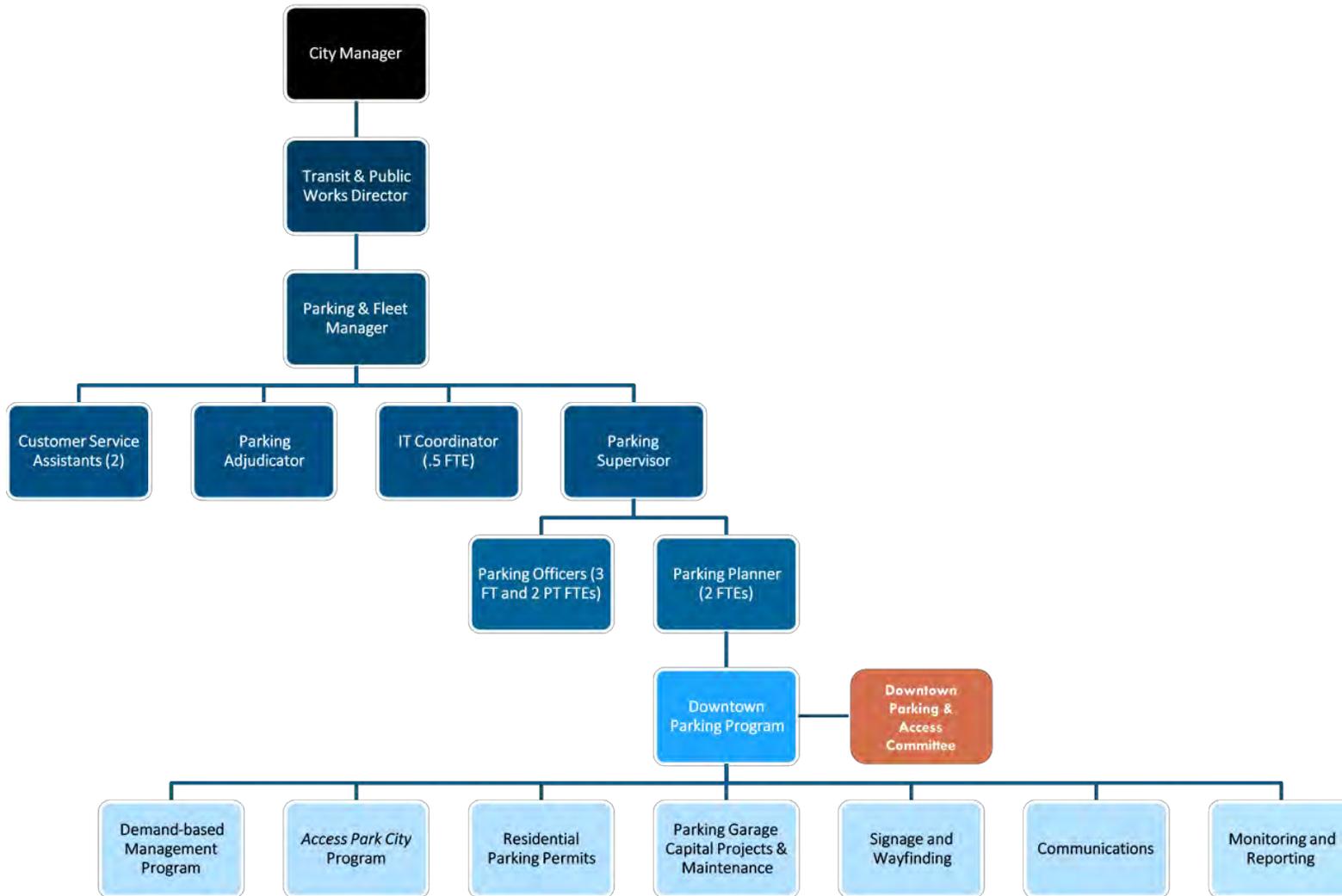
Benefits

- Existing staff have substantial experience, but resources are already overcommitted under the existing management system.
- Adequate staffing resources will enable effective preparation, planning, roll out, and ongoing management of the proposed recommendation.
- Additional enforcement staff will ensure compliance with proposed regulations and can help improve understanding of the system for all user groups.
- An assessment of staffing capabilities and needs will allow for proactive hiring.

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Figure 5-2 Proposed Organizational Chart



#3. CREATE A COMMUNICATIONS AND OUTREACH PLAN FOR DOWNTOWN PARKING

Strategy

Customer Experience

Summary

The city should develop and implement a communications and outreach plan that clearly articulates the goals, objectives, benefits, and details of the proposed recommendations in this plan. In particular, the demand-based management program, *Access Park City*, employee pricing, and residential parking recommendations will require clear, consistent, and ongoing communications to ensure successful implementation.

The specific recommendations include:

- Identify and dedicate staffing resources specifically to parking communications, marketing, and outreach.
- Develop key messages based on different user groups, such as businesses, property owners, residents, “**day**” visitors vs. “**long-stay**” visitors, shift vs. “9-to-5” employees, and others. Messaging should focus on clearly communicating the goals/objectives, how the programs work, how people can utilize new services, and where they can find more information.
- Develop marketing/communications materials (Figure 5-3). Disseminate information across multiple platforms, such as city/parking websites and/or smartphone apps, social media, brochures, advertisements, radio service announcements, and TV ads.
- Coordinate with Recommendations #4 and #5 to ensure that messaging is disseminated with new signage/wayfinding and on new online services and/or smartphone apps.
- Conduct ongoing workshops and/or one-on-one meetings with downtown stakeholders. **Set up “training” sessions with resorts, businesses, and employers.**
- Develop press releases and engage in education/outreach with key press outlets.
- Communications should occur several months prior to implementation, ramp up as the roll out approaches, and continue as an ongoing effort post-implementation.
- Create a feedback loop once implemented to allow people to provide comments and direct those comments to the appropriate staff.

Figure 5-3 Example Parking Communications Collateral



Rationale

Existing infrastructure and informational materials do not effectively communicate the existing system, as the maps, brochures, and website are all static, outdated, and limited. The recommendations outlined in this plan present a more dynamic approach to managing parking. The new approach requires clear, user-friendly, and diverse methods for communicating the proposed changes.

It is crucial that outreach occur prior to implementation, and continue to occur as the programs are adjusted over time. The new system will have a learning curve for businesses, employees, and residents, while visitors should be able to easily understand how the system works upon arrival. **Simply putting the program “on the street” without early and ongoing dialogue with stakeholders could result in more growing pains than necessary.**

It is crucial that outreach occur prior to implementation, and continue to occur as the programs are adjusted over time.

Benefits

- Continues dialogue between community and staff after plan adoption and as the city moves towards implementation.
- Allows staff to proactively educate the community on the proposed program, while ensuring that stakeholders can continue to provide input.
- Clear, simple, and intuitive messaging can communicate the goals, objectives, benefits, and details of the programs.
- Messaging can reduce confusion about the system, allowing for maximum use of facilities and reducing the potential for citations.
- Enhanced communications can significantly improve transparency of the system, taking the “politics” out of parking management.

#4. UPGRADE PARKING SIGNAGE AND WAYFINDING

Strategy

Customer Experience

Summary

The city should prioritize a system wide upgrade of parking signage and wayfinding. Signage is crucial to clearly communicating parking locations and regulations, as well as making sure that parking is visible, accessible, and effectively utilized. With the proposed demand-based approach (Recommendation #10), signage and wayfinding will be especially important to communicating pricing, regulations, and parking availability.

A new signage and wayfinding program should incorporate the following elements:

- A public parking brand or identity (Figure 5-4 and Figure 5-6), which would allow for readily identifiable logo and color palette indicating public parking. The brand could help to reinforce the downtown identity of aesthetic. It is recommended that the City engage a parking branding and signage specialist to assist with this effort.
- Wayfinding would include a suite of static, directional, regulatory, pay station, informational per lot/garage, arrival/entry, and dynamic variable message signs (VMS). All wayfinding would utilize the new brand.
- VMS would allow for continually updated real-time info, be integrated across garages and managed from a single location, and allow for distribution to the parking website and smartphone apps (Recommendation #5).
- One optional wayfinding/VMS is use of a parking guidance system in the China Bridge structures. Such systems utilize sensors to determine if a vehicle is present and **then green or red lights to indicate whether a space is “available” or “occupied.”** These systems can be integrated with real-time signage, enabling vehicles to find spaces much more quickly. However, such systems are typically utilized in very large parking structures, where driving to the top floor could take 3–5 minutes. In addition, such systems are quite expensive, costing \$600–\$1,000 per space to install.
- Integration with privately-owned, yet publicly available parking, allowing motorists to easily identify all parking facilities and reduce confusion about parking access. The City would likely need to develop a standard cost-sharing and maintenance agreement with private property owners.
- Provide information to motorists before they enter Park City and downtown, such as on I-80, SR-224, SR-248, or as they approach downtown on local streets (Figure 5-5). Such signage would include availability information, allowing people to make decisions early on in their trip about where they want to park.
- Address issues related to historic signage regulations in downtown and secure exemptions as needed.
- Allow for short-term and long-term implementation, recognizing that some immediate upgrades may be needed and other elements will take longer to implement.

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Figure 5-4 Examples of Parking Branding, Signage, and Wayfinding

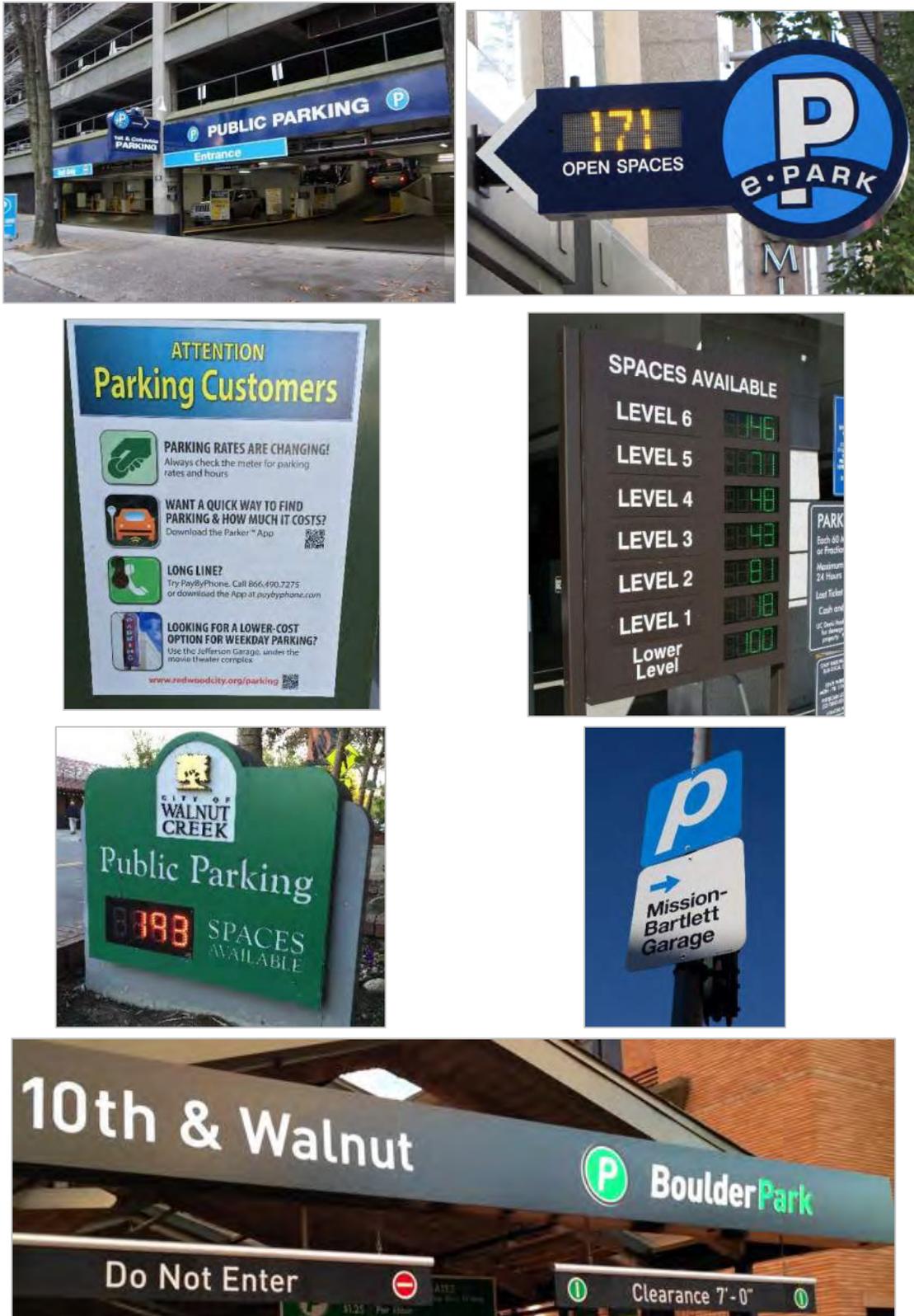


Figure 5-5 Example of Parking Signage on Corridors/Streets

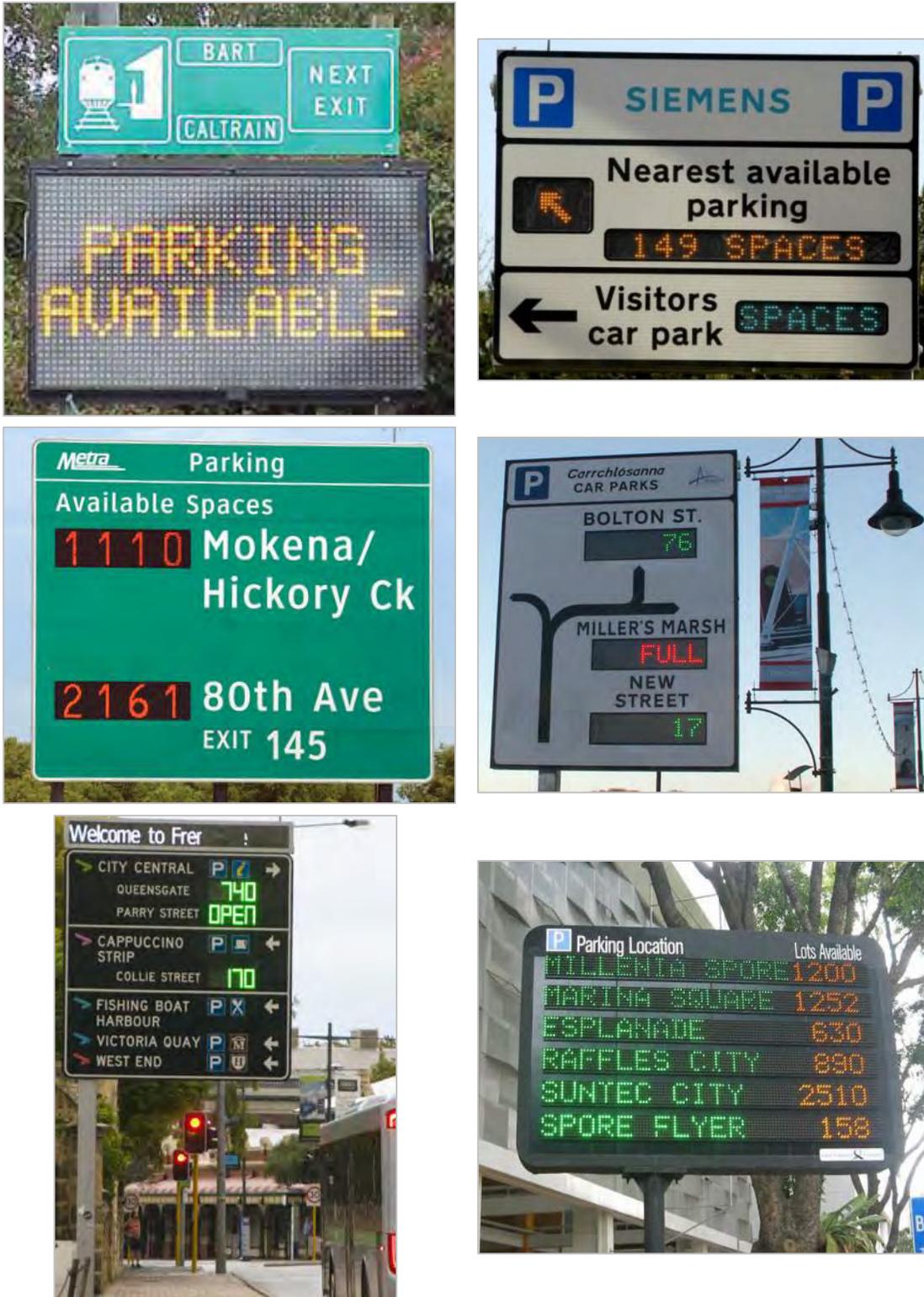


Figure 5-6 Illustration of Potential Park City Parking “Brand” and Signage



Rationale

- A lack of consistent parking information, especially wayfinding and signage, has been identified as a priority issue
- The City and its downtown partners have invested in various wayfinding strategies, but the system is incomplete and not coordinated
- Negative user perceptions are driven in part by confusing signage
- Off-street lots and garages have available parking, but are not utilized
- Private lots/garages use their own signage and no common identity has been established
- A lack of parking occupancy data impedes ability to provide parking information or inform planning
- **Signage can help reinforce an area’s identity** by using the look and feel of a given area

Benefits

- To City: Consistent signage can improve the aesthetic look of a district. Directs motorists to underutilized off-street facilities, freeing up the **most convenient “front-door” curbside spaces**, and maximizing the efficiency of a parking system. Eliminates traffic caused by cars **“cruising” for on-street parking**. Helps dispel perceived (but not actual) shortages in parking. Ability to collect more robust parking data. Facilitates consistent enforcement practices.
- To Customers: Can reduce parking search time in half. Improved overall experience and perception of parking. Multiple methods to find information. Consistent signage can reduce anxiety about tickets and reduce enforcement/compliance incidents.
- To Property Owners/Businesses: Improved experience for customers and users.



Clear and user-friendly regulatory signage can effectively communicate the demand-based pricing program. One example is shown above.

#5. UPGRADE ONLINE PARKING SERVICES AND INFORMATION

Strategy

Customer Experience

Summary

The City should upgrade its online services and improve the parking experience by providing substantially more information to customers. Clear, consistent, and readily accessible information is essential to communicate how the parking management system works and where motorists can easily find parking. Improved and frequently updated information is also fundamental to demand-based parking management.

All online service upgrades should be closely coordinated with the communications program (Recommendation #3), signage and wayfinding upgrades (Recommendation #4), the Access Park City program (Recommendation #9), and the demand-based program (Recommendation #10). Key upgrades to the online parking services include:

Clear, consistent, and readily accessible information is essential to communicate how the parking management system works and where motorists can easily find parking.

- **General Parking Information.** The parking website should clearly and concisely describe the goals and objectives of parking management program in downtown, especially the proposed demand-based approach. Simple and intuitive navigation is essential. A summary of the benefits of parking management and how it ensures parking availability, convenience, and access is crucial. The different elements of the parking system, such as demand-based pricing, employee programs, residential permits, citations, event management, and enforcement should be described. A FAQ is highly recommended.
- **Parking Collateral.** All maps and brochures should be updated per the outcomes of the branding, wayfinding, and communications program. Collateral should be available online, as easily downloadable PDFs, and in accessible formats (Figure 5-7).
- **Demand-based Pricing.** The demand-based pricing program should be summarized and described, with a particular emphasis on the goal of parking availability and how prices can go up or down throughout the year. Educational videos, FAQs, and graphics should all be employed to describe the program and how it works.
- **Travel Information and *Access Park City*.** The proposed Access Park City program should be summarized and described, with a particular emphasis on the employee incentive programs. Travel information that describes how one can access downtown without a car should be prominently displayed, including maps and information on transit, airport shuttles, biking, walking, carpooling, ridesharing, car sharing, and use of Uber/Lyft/taxis.
- **Multiple Platforms.** Information should be distributed across multiple online platforms, including all appropriate social media platforms. Use of Facebook, Twitter,

YouTube, Instagram, and others have all been effectively used to convey parking and travel information. The City currently has social media accounts, but it should explore establishing accounts specific to the downtown parking program (Figure 5-8).

- **Real-time Availability and Pricing.** A primary goal for the parking website is provide real-time parking availability for customers (Figure 5-9). People would be able to look at a real-time map and see available parking spaces by block and/or off-street facility. Prices and regulation would also be provided in real time. This data feed would be supplied via the access control and wayfinding infrastructure, so it will not be possible until those systems are in place. Integration with private parking facilities is also recommended, and would likely require a cost/data-sharing agreement.
- **Smartphone Applications.** In addition to real-time parking availability on the website, the ultimate goal for the system is to provide all parking and travel information on a Park City parking-specific smartphone application. Motorists and customers would be able to utilize the app to find parking availability, rates, and information quickly and easily. Information about other travel options (transit, bike, walk, ridesharing, and shuttles) should be integrated as well.
- **Permits.** Residential and special event permits should be able to be easily purchased and renewed online. Institute online reservations and pre-payment when there is a charge for event parking (premium charge for reserved Black Diamond permit parking).
- **Citations.** The city currently facilitates online citation payment and appeal. This system should continue to be evaluated and upgraded as needed to provide an easy way to pay and appeal citations.
- **Payment Options.** Parking Services staff and event contractors should evaluate use of credit card and mobile payments⁴ through applications such as Square, ApplePay, and Samsung Pay.
- **Coordinate with Stakeholders.** All online services should be linked to major Park City stakeholders, such as the HPCA and all major resorts and hotels.

In addition to real-time parking availability on the website, the ultimate goal for the system is provide all parking and travel information on a Park City parking-specific smartphone application.

⁴ T2 Systems is currently on hold with this service as they resolve PCI Compliance issues with hardware and software providers. This is an industry wide issue that relates to the handheld units, not to the parking software provided by a number of companies. Third party companies such as Square and BluePay provide credit card processing that would be outside of the parking software, and could be used in the short-term until processing for parking specific options are available.

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Figure 5-7 Website in Vail (top) and Map for Santa Monica (bottom)

The screenshot shows the Town of Vail website's 'SUMMER PARKING INFORMATION' page. At the top, there is a navigation bar with 'HOME', 'GOVERNMENT', 'COMMUNITY', 'DEPARTMENTS', 'VISITING', and 'CONTACT'. Below this is a banner for 'SUMMER PARKING INFORMATION' with a breadcrumb trail: 'DEPARTMENTS > PUBLIC WORKS > TRANSPORTATION AND PARKING > PARKING INFORMATION > SUMMER PARKING INFORMATION'. The main content area features a video titled 'Get Up and Go Summer Parking GMV' showing a man in a green shirt speaking. To the right, there is a 'Contact Info' section for Joyce Rihaneck at Vail Transit, including phone numbers and email addresses. A sidebar on the left lists 'PUBLIC WORKS' categories like 'Art in Public Places', 'Facility Maintenance', etc. Social media icons for Facebook, Twitter, and Google+ are at the bottom right.

The map displays 'SANTA MONICA PUBLIC PARKING' with various lots and structures. It includes a 'Los Angeles Area' inset map showing major highways and landmarks. The main map shows streets from 16th St to 2nd St and from Wilshire Blvd to Main St. A legend on the right lists 'Main Street Parking' (Lots 9, 10, 11, 24), 'Downtown Parking' (Structures 1-10, KEK, Lot 27, 28, 29, 30, Civic Lot, Civic Structure), 'Beach & Pier Parking' (Annenberg Beach House, Lots 9N-1N, Lot SA, Lot 5N-5S, Lot 4N-4S, Lot 3N-3S, Lot 2N-2S), and 'Mid-City Parking' (Lots 7, 8, 12). A 'Parking Information' box on the left provides website links and contact details for the City's Parking Office. A 'Parking Lots & Structures' box on the right provides detailed addresses for each lot and structure.

Figure 5-8 Facebook in Manitou Springs (top) and Twitter in Portland (bottom)

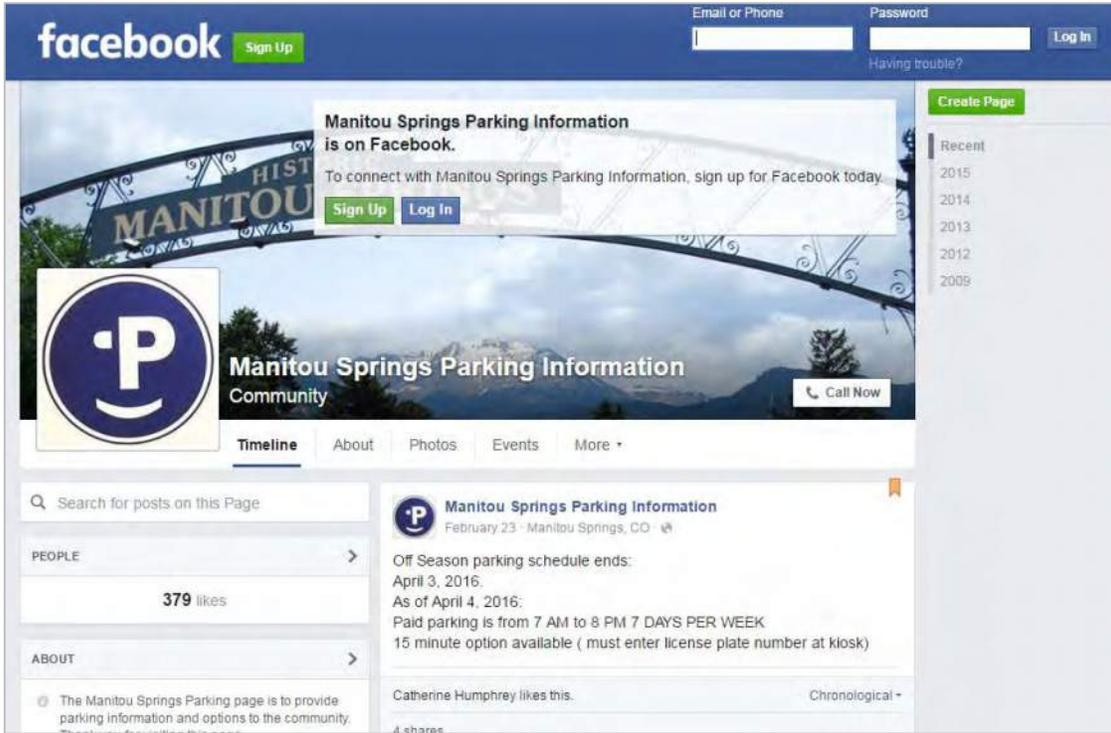
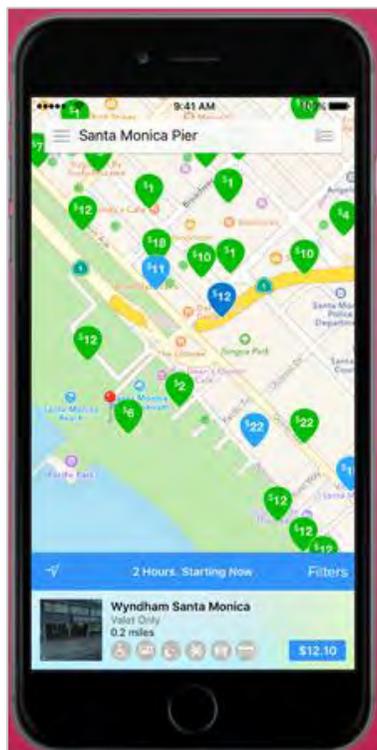
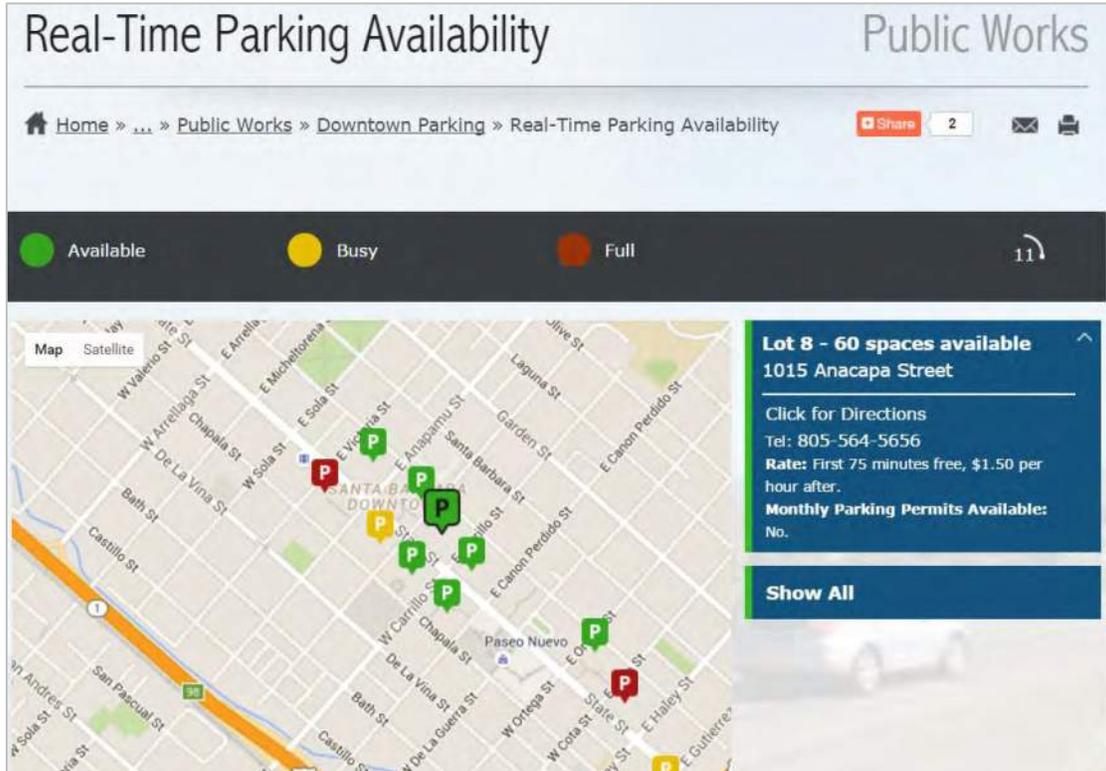


Figure 5-9 Real-time Information in Santa Barbara, CA (top), Santa Monica (bottom left), and Salt Lake City (bottom right)



Rationale

The existing Parking Services website provides basic information on the location of parking facilities and parking permit options, yet much of the information, such as the parking map, is outdated. Navigation within the parking section website is also not intuitive.

The existing online system cannot support the proposed demand-based management program and substantial new information is required to effectively communicate the specifics of the program.

Benefits

- Improved understanding of the parking system and management approach.
- Reduced confusion for all users and improved ability to easily find available parking spaces.
- Diverse methods for conveying information, especially real-time information is essential to communicating pricing and regulations. The use and integration of smartphone applications is essential as more and more people utilize smartphones for all online navigation.
- Web-based and mobile reservation, renewal, and payment options provide a high level of customer service and reduce administrative costs.
- Residents, business owners, employees, and visitors appreciate payment options for parking. Mobile and online payment options provide high levels of customer service and convenience. Web-based options also increase compliance with regulations and willingness to participate in the permit programs.

#6. SECURE ADDITIONAL PARKING FOR USE BY EMPLOYEES AND THE GENERAL PUBLIC.

Strategy

Customer Experience

Summary

It is recommended that the city secure additional existing parking supply for use by employees and/or the general public. Additional supply is essential to the effective implementation of any remote parking strategy, especially given the proposed financial incentives for employees (Recommendation #9) and new employee pricing structure (Recommendation #11). There are several options:

- City-managed parking in “remote” locations, such as the Library lot, the Sullivan Road lot, the Richardson Flat lot, or other
- City-affiliated lots, such as the high school and middle school
- Private parking, such as surface lots in Bonanza Park

Use of city-managed or city-affiliated lots offer a straightforward option, simply requiring internal collaboration among appropriate departments and staff to identify the appropriate regulations.

Use of city-managed or city-affiliated lots offer a straightforward option, simply requiring internal collaboration among appropriate departments and staff to identify the appropriate regulations.

If private parking is secured, shared parking agreements with property owners should be developed to serve as a template for future negotiations and allow the city/private stakeholders to negotiate around keys issues such as cost/revenue sharing, enforcement, liability/insurance, infrastructure improvements, and ongoing development flexibility. A summary of key considerations is shown in Figure 5-10.

Rationale

- Additional parking supply is needed in the immediate or short-term to accommodate remote parking, especially during peak periods
- New pricing structure and Access Park City program will likely incentivize more employees to park remotely
- Existing parking assets are underutilized, presenting a cost-effective way to quickly add supply
- Common concerns with private property owners have been overcome via shared parking agreements, which address liability and cost sharing for upgrades

Benefits

- Reduces parking demand in the downtown, especially during peak periods.
- Offers cheaper alternative for those who do not want pay for parking during peak periods.

- Improved parking experience through coordinated parking system and upgraded parking facilities.

Figure 5-10 Key Private Parking Leasing Considerations

Lessor / Lessee	Terms & Extension	Use of Facilities	Maintenance	Operations	Enforcement & Security
Public	Evaluate return on investment (per individual facility or system)	Need available hours (and number of spaces) to be ample enough for investment	Evaluate added cost of maintenance and operations	Revenue collection; posting signage; could include maintenance	May assume enforcement role (if no gate)
Private	Long enough to ensure adequate return on investment; ensure terms allow for future redevelopment	Ensure base user can get use at end of sharing period (provide flexibility)	If maintenance and operations already exists and is effective, it will likely want to be continued	If maintenance and operations already exists and is effective, it will likely want to be continued	Not necessary if gated (already can tow)

#7. INSTALL NEW PARKING PAYMENT AND ACCESS CONTROL INFRASTRUCTURE IN PUBLIC LOTS/GARAGES

Strategy

Administration/Operations

Summary

To support implementation of demand-based parking pricing (Recommendation #10), daily discounted employee parking pricing (Recommendation #11), and the associated *Access Park City* incentives program (Recommendation #9), the City will need to install new systems for parking payment, access control, and vehicle/user identification.

Signage at the entrance to and within each facility, and information provided on the multi-space meters, will clearly indicate when paid parking is and is not in effect, the currently applicable rate(s) per hour, and time limits, and where and how to pay.

Key infrastructure upgrades include:

On-street Meter Replacement

Park City's existing multi-space parking meters are capable of supporting the initial implementation of demand-based parking management. Within one to three years, however, the City should consider replacing existing meters with new multi-space meters. These meters should be capable of handling multiple rates and pay-by-plate transactions to enhance the customer experience, facilitate back office management, and integration with the management and pricing of the City's existing and newly metered off-street parking facilities. All meters should facilitate payment by phone.

Gated Access Control

To provide the most effective control of access and revenue, facilitate back-office system monitoring and management, and reduce enforcement and operations costs, Park City should install access control gates and automatic ticketing/payment stations at the entrances/exits to many of the larger public parking facilities. Installation of gates will require a new center median island between the entrance and exit lanes at each facility access-way, to accommodate installation of gates and an exit lane pay station. Some driveway reconfiguration may also be required to provide minimum width. A gated system also requires installation of new conduit and wiring for power and communications to the operations center.

Motorists will take a time-stamped ticket from a ticket dispenser at the entrance, and the gate will open. At China Bridge, individuals will be able pay for parking at a pay station kiosk before returning to their vehicles, and then insert the paid ticket into the exit lane pay station when exiting the facility. In smaller lots, the City could allow for credit card payments at the exit, but would need to evaluate queuing impacts.

During major events, gates would be disabled and payment would be collected by event staff.

Vehicle Identification Systems

To facilitate the demand-based pricing and daily pricing for employees, new vehicle and/or user identification systems are also required to record the entrance and exit of employee vehicles. Installation of stationary License Plate Recognition (LPR) systems is recommended for all entrance and exit lanes at off-street facilities that will be gated.

This system will record the license plate numbers of all vehicles as they enter and exit the facilities. Using smart cards, entrance and exit gates will automatically open for vehicles operated by employees that have registered for the *Access Park City* program (and registered their vehicle license plate) and have a pre-paid commuter account, with a sufficient balance to pay for a full day of parking at the applicable rate(s). Applicable parking fees will be deducted automatically from employees' pre-paid commuter accounts upon exit.

Stationary LPR systems will also provide the City with real-time information on the number of parking spaces occupied and available within each gated parking facility. This information can be integrated into variable message signs and online/smartphone applications.

Multi-space Meters in Selected Off-street Facilities

For smaller lots, and those with a more open layout (i.e. Bob Wells/Historic Wall lots, which have individual parking spaces accessible from the street), the City should install multi-space meters. Meters would be installed at or near the primary and secondary pedestrian entrances/exits. These meters will allow users to “pay-by-plate” and should facilitate payment by phone.

These metered off-street parking facilities will be monitored by enforcement officers, recommended to be 3–4 times per day. Officers would utilize hand-held, or vehicle mounted mobile LPR devices, to check each vehicle against the list of plates with valid meter payments, and those that are pre-registered with the *Access Park City* program.

Registered employees seeking to park all day, or for the number of hours equivalent to the maximum daily charge for employees, need not use the multi-space meters, as funds will be deducted from their pre-paid parking accounts immediately after their plate number is recorded in lot by enforcement officers.

Those registered employees seeking to park for less than the time allowed at the maximum daily rate for employees, can enter their plate number at the multi-space meters indicating their desired duration of stay, and will be charged accordingly at the applicable hourly rate(s) for employees.

Key Implementation Considerations

- Installation and operation of gates is substantially more costly than alternative methods of parking payment and revenue control, as it requires:
 - Potentially widening entrances and adding curbed center islands between entrance and exit lanes to accommodate installation of gates and exit pay stations.
 - Adding new cable conduit, electrical wiring/connections to fiber optic networks.
 - Adding ticket distribution and payment machines at the entrance/exit
- Use of gates can suggest to motorists that such facilities are restricted, or not publicly accessible. Although this can be mitigated with appropriate signage indicating that “public parking is available,” gates may still deter some drivers from parking off-street,

putting greater pressure on the on-street parking system and other public off-street parking facilities.

- Gated parking facilities can become congested internally—especially during and after events, when many drivers seek to exit at the same time, as each vehicle can spend up to a full minute for payment/ticket processing at the facility exit. This can cause long delays for patrons waiting to exit the facility.

Rationale

- Comprehensive improvements to parking payment systems are necessary to enable implementation of demand-based parking pricing and differential rates for local business owners and employees.
- Enhanced payment and access control systems will also give the Parking Services department better and more comprehensive information about parking occupancy and duration of stay by facility—enabling more dynamic adjustment of parking pricing and management.
- Systems allow greater control over parking facilities from the back office, enabling targeted enforcement and more dynamic and efficient management of the system.

Benefits

- Enables demand-based parking pricing, which is a cost-effective means of achieving City goals for enhancing access to Main Street, including meeting targets for the availability of on-street and off-street parking in the area.
- Use of stationary LPR systems at the entrances to most off-street facilities can provide data for real-time parking availability information systems, including on-street signage and mobile parking wayfinding applications.
- Together, demand-based pricing and real-time parking availability information make it easier to find parking, reducing parking search traffic, and promoting the efficient use of existing lots/garages.
- Expanded use of LPR will simplify administration of employee parking pricing and incentives for use of remote parking and non-auto access options.

#8. CONTINUE TO IMPROVE PEDESTRIAN AND BICYCLE ACCESS

Strategy

Customer Experience

Summary

Recent efforts have been made to improve pedestrian access within downtown, notably on connections to parking lots/garages. It is recommended that Park City continue to fund these projects, with the goal of making it as easy to find and access the parking garages and “remote” lots, thereby better distributing parking demand to all of the downtown parking supply. Specific improvements include:

Additional investment in pedestrian comfort and safety through lighting, design, and wayfinding treatments can improve motorists’ ability to find and utilize remote facilities.

- Further enhance connections across Swede Alley. Eight parking locations east of Swede Alley would benefit from better pedestrian connectivity with Main Street. These include the Sandridge, Marsac, China Bridge, Bob Wells, and Flag Pole lots, as well as the Old Town Transit Center. Recent improvements have been made at 5th Street, and to the Sandridge lots, but additional infrastructure is needed. Particular needs include traffic calming and high-visibility markings at key crossings and desire lines, prominent wayfinding signage, and more pedestrian-scale lighting.
- Improve alleyway connections to Main Street. Existing alleyways are dark and can discourage pedestrian activity. Improved lighting, as well as painting walls with decorative murals, will enhance pedestrian safety and comfort.
- Increase lighting in parking garages. All parking garages and paths to parking lots would benefit from better lighting within and surrounding them. Lighting makes them both safer and easier to navigate, as well as addresses concerns about pedestrian safety and comfort.

In addition, it is recommended that additional bicycle parking be provided, both “short-term” bicycle racks and “long-term” cages or lockers. Racks are designed primarily for visitors making short trips and should be located along Main Street or as close as possible to key destinations. Racks should be in prominent locations that are easily visible to deter vandalism or theft.

Lockers or cages are targeted for longer trips, such as employees who would not want to leave their bike locked up for a whole shift. These facilities should be covered and only allow for secure access via a key card or combination pad. Potential locations include the transit center and public/private parking garages. All bike parking should have consistent signage to clearly indicate its purpose.

Finally, the city should evaluate the use of bike corrals during summer months. Bike corrals can accommodate 10–12 bikes within a parking spot and can significantly improve access for bicyclists to Main Street businesses. The installation of corrals should be evaluated in

collaboration with businesses to identify acceptable locations. Corrals can be installed with temporary curbs, racks, and posts, allowing for removal in winter.

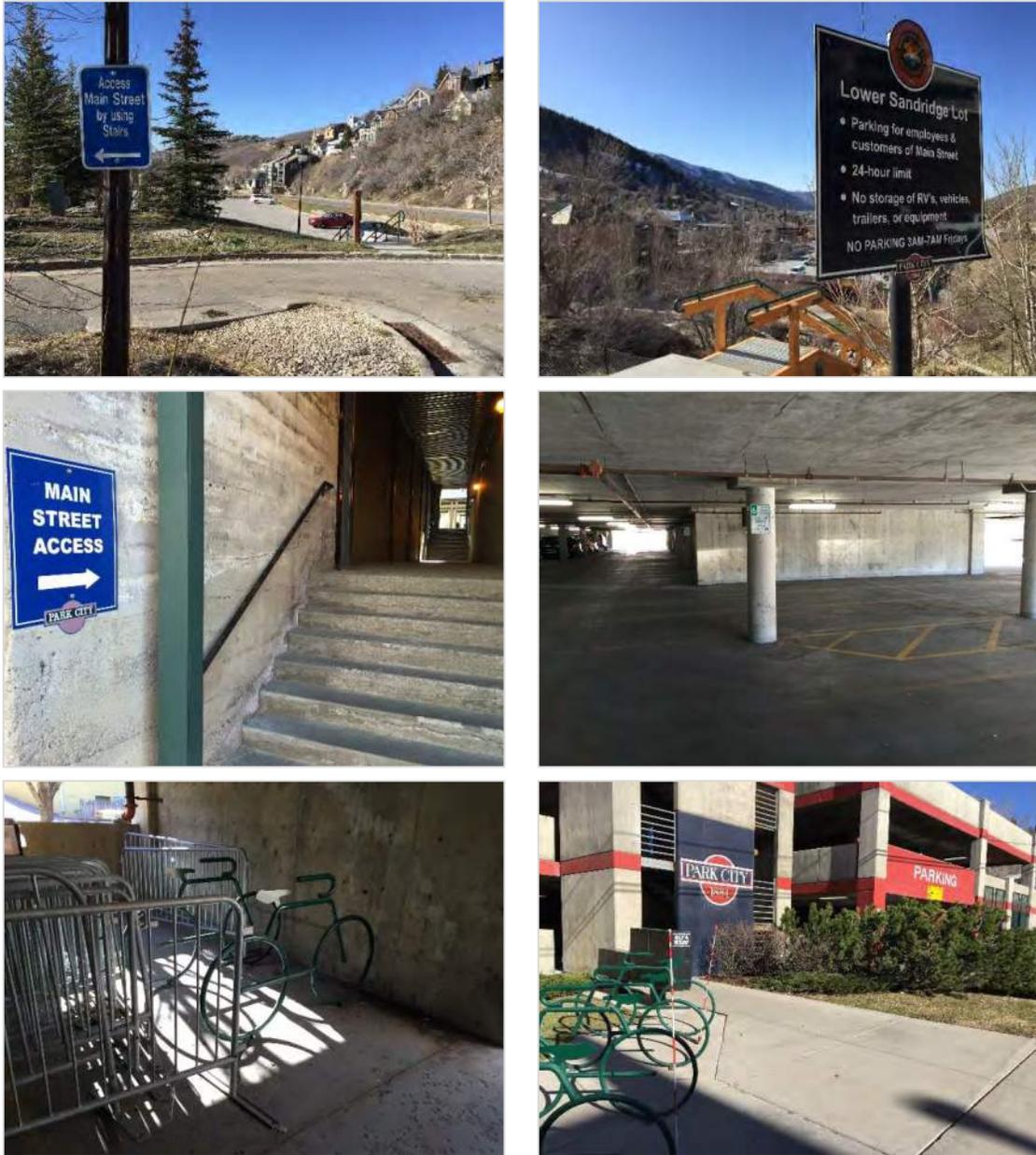
Rationale

- The majority of downtown parking is located in off-street lots or garages, separated from Main Street by Swede Alley. Many of the more remote parking facilities are underutilized, partially because pedestrian connections are poor. Limited access and poor lighting discourage use of those facilities. Improved infrastructure can better distribute demand to remote, yet free parking lots.
- Additional investment in pedestrian comfort and safety through lighting, design, and **wayfinding treatments can improve motorists' ability to find and utilize remote facilities.**
- Bike parking is limited or in locations that can lead to vandalism or theft.
- **Employees do not have “long-term”** bicycle parking options, potentially deterring travel by bike.

Benefits

- Many short trips can be made by walking or cycling, both of which reduce demand for parking spaces.
- Reduced demand for premium parking spaces during peak periods.
- More pleasant pedestrian environment and improved safety, comfort, and convenience.
- Better infrastructure for bicyclists, including parking options for employees who wish to bike.

Figure 5-11 Existing Pedestrian and Bicycle Conditions



Recent improvements to the Sandridge lots will make them more accessible. Additional infrastructure is needed to connect the lots and garages to Main Street. Bicycle parking can be hard to find and is not in prominent or visible locations.

Figure 5-12 Examples of Long-term Parking and Bike Corrals



New and diverse types of bicycle parking can incentivize more employees and visitors to bike to downtown.

#9. CREATE ACCESS PARK CITY MOBILITY PROGRAM TO IMPROVE DOWNTOWN TRAVEL OPTIONS.

Strategy

Customer Experience

Summary

It is recommended that the City create a comprehensive program to improve travel options to downtown. The program would initially be focused on employees, but certain elements could be made available to the general public.

The proposed program, *Access Park City*, would complement the demand-based management program (Recommendation #10) and the shift to daily pricing for employees (Recommendation #11). The integration of all these strategies will enable the City to more effectively manage employee parking demand, while providing substantial benefits to those who work in downtown.

The goal is not to get every employee out of their car for every trip. Some employees have to drive and will continue to do so. If the City can incentivize 5–15% of employees to change behavior for a few trips, parking in downtown will become easier and more convenient for all users.

Potential elements of the *Access Park City* program are summarized below. A first step for the City will be to further define elements of the program through ongoing outreach to employers, employees, and residents.

Park-and-Ride Shuttle

The City should implement a shuttle that would allow employees, and others, to park outside of downtown and then connect directly to downtown. Previous attempts to create a similar shuttle service for downtown employees have failed due to several factors, including: poor marketing of service, low-amenity vehicles, and mismatched service hours. Most importantly, the existing pricing and permit structure offers little incentive to not drive.

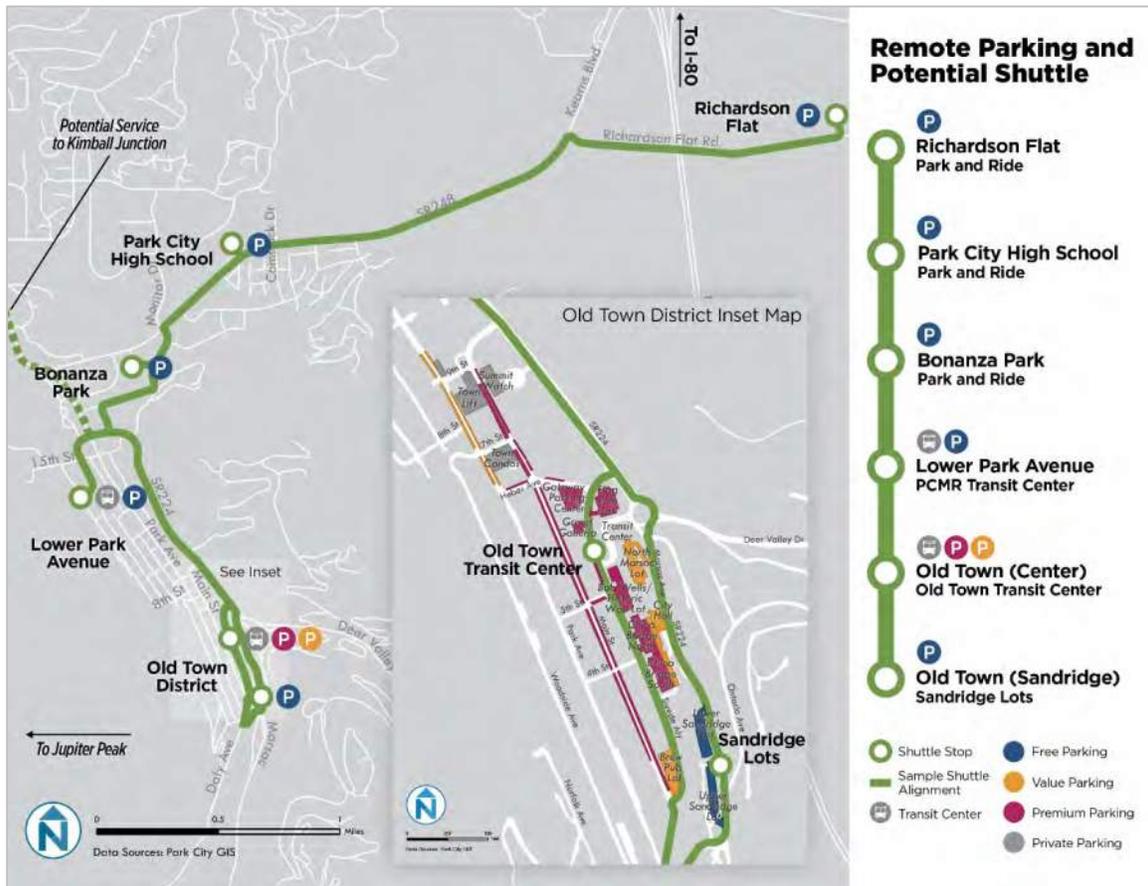
The City will need to develop a service and operating plan for the shuttle service. Key service elements include:

- Peak period service only, as demand is likely not high enough during the off-peak seasons, days of week, or times of day
- Figure 5-13 shows a potential route and stops. A key first step will be identifying the appropriate remote parking location(s).
- Frequent service, such as 15- or 20-minute headways

The goal is not to get every employee out of their car for every trip. If the City can incentivize 5–15% of employees to change behavior for a few trips, parking in downtown will become easier and more convenient for all users.

- Appropriate service span, allowing late-night workers to effectively utilize the shuttle
- High-quality vehicles, offering high passenger amenities
- Strong marketing and communications plan, ensuring that employees are aware of the program

Figure 5-13 Potential Park-and-Ride Shuttle (DRAFT)



Financial Incentives

To help incentivize employees to not drive to downtown, the City should also explore direct financial incentives, such as a “pay-not-to-drive” program. The City would provide a small financial reward to employees for using remote parking or alternative transportation (walking, bicycling, or transit) to reach their place of work.

The dollar value would depend on parking costs and revenues. However, a preliminary amount of \$0.50 per day for parking remotely, or \$1.00 per day for walking, bicycling, or taking transit, may be a suitable starting point. Financial rewards would be tracked and credited via the same employee access and parking account from which parking costs would be debited (described below).

In addition, the City could also subsidize all or a portion of employee trips taken by Uber, Lyft, or taxis.

Car Sharing

One of the biggest barriers to not driving to work is the need to make midday trips, such as a **doctor's appointment or errand. Car sharing programs are very effective in providing a short-term** vehicle for such trips. There are currently two Zipcar vehicles in the China Bridge structure, but they get minimal use. The City should improve marketing of this service to employees and evaluate subsidized memberships/trips for employees. If demand warrants, the City should expand the number of available vehicles.

Bike Sharing or Loaner Bikes

Similarly, the City should evaluate use of a bike share or "loaner" program for downtown that would allow employees to have short-term use of bikes for trips. A formal bike share program would need to be designed and implemented on a citywide basis, providing connections between key destinations and neighborhoods. A bike sharing program would be open to the general public. **A less formal "loaner" program could allow employees to rent a bike from the City. Such a service** could be automated and linked to an employee access card.

Commuter Portal

Another key element to the program would be to substantially enhance travel information for employees and provide a single portal by which employees could manage their parking and transportation options. Web- and smartphone-based programs would enable an employee to easily register for programs, purchase and manage parking, receive financial incentives, and find information about transit, biking, and walking. Such programs can also facilitate a rideshare/carpool program for Park City employees, commuter reward programs and contests, log trip information and data, and allow for annual surveys.

The program would likely need to be initiated by the City, managed and administered by a third-party vendor, and be available to more than just downtown employees.

Implementation of Access Park City

Implementation of this program will require careful consideration and planning, as well as further dialogue with employers and employees. Key issues for implementation include:

- Defining the city or city-led transportation management association as the entity to implement and fund the program
- Identifying and selecting an appropriate third-party vendor to manage and administer key elements of the program, such as required infrastructure, including:
 - Smart card system that integrates with parking and transit systems and allows employees to receive financial incentives for biking, walking, or transit
 - Web-based and smartphone applications
- Integrating downtown, as well as non-downtown, employees into the program
- Ensuring that the program is in place and coordinated with parking management changes so that employees have improved travel options before pricing takes effect

Rationale

Managing employee parking in downtown Park City is a complicated issue. Employee parking is problematic for employees, business owners, and residents of surrounding neighborhoods. At this time, few Main Street businesses incentivize alternative commute options.

Furthermore, employee parking demand typically conflicts with that of customers and visitors. As such, mechanisms that provide a financial incentive to park remotely (or to commute on foot, by bicycle, or by transit) present win-win opportunities that benefits employees, business owners, and customers alike.

Given the number of employees during peak periods, and the need to ensure access for visitors and customers, it is all but impossible to provide parking for every employee who wishes to drive and park in downtown. The City must make it easier for employees to get to downtown without a car.

It is all but impossible to provide parking for every employee who wishes to drive and park in downtown. The City must make it easier for employees to get to downtown without a car.

Benefits

- More efficient use of existing parking. Those parking for long periods of time (all day, all evening) would shift to more remote facilities, freeing up premium on-street and off-street spaces for short-term visitors. The end result is an increase in the total number of people who can be served by the current system.
- Reduction in vehicle trips in the Main Street district. By incentivizing other modes of transportation, vehicle trips to Main Street would decrease. This would reduce associated traffic congestion in the Main Street district.
- Improved travel options and financial savings for employees. Employees that participate in the *Access Park City* program will see direct financial rewards for parking remotely or reaching their workplace without a car. Other programs aimed at employees offer a significant benefit.

#10. IMPLEMENT DEMAND-BASED PARKING MANAGEMENT FOR ALL PUBLIC ON-AND OFF-STREET PARKING. MANAGE PARKING TO ENSURE ADEQUATE AVAILABILITY AT ALL TIMES.

Strategy

Customer Experience

Summary

A central challenge for Park City is the uneven distribution of parking demand by season, with the peak during major events and on weekend evenings, especially during the winter ski season. Parking demand also varies by location, with high demand on Main Street and lower demand in off-street lots just a short walk away. Pricing and regulations, however, largely remain the same.

To address clear differences in parking demand by location, time of day, day of week, and season, this plan recommends that Park City shift to a dynamic, demand-based approach to parking management.

The demand-based approach represents a shift in parking management for Park City, including charging for parking in public off-street lots/garages during peak periods. By setting specific targets and adjusting pricing/regulations, the primary goal of demand-based management is to make it easier to find a parking space and reduce the time searching for parking.

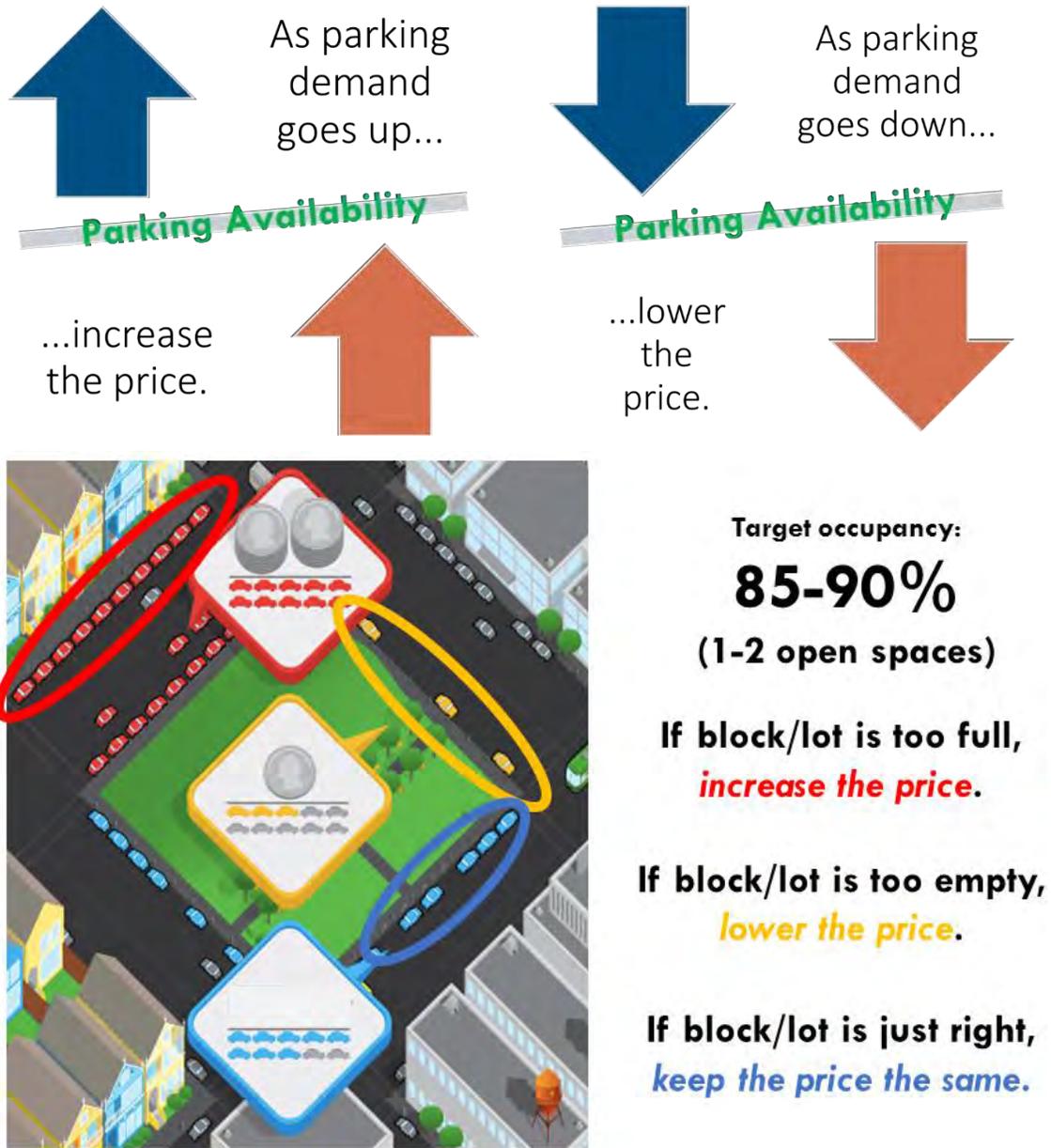
The “right price” is the lowest price that will achieve the availability target. By adjusting rates periodically—up when and where demand is high and down when and where demand is low—the city can better distribute demand and maximize use of its parking facilities.

Time limits should also be adjusted, with the ultimate goal of eliminating on-street time limits in certain areas and using pricing to generate turnover. Extending or eliminating time limits can provide additional flexibility to customers who want to park for longer periods of time.

Demand-Based Parking Management in 5 Steps

1. Adopt a **formal policy target for the availability of parking** on-street and off-street parking. A recommended target for on-street spaces is 85% occupied and for off-street spaces 90–95% occupied. At this level of occupancy, one to two spaces should be available at all times on each block face and within each parking facility.
2. Establish **different rates and regulations** by location and time, reflecting patterns of demand.
3. **Communicate the program** through effective signage, wayfinding, and real-time information.
4. **Monitor and evaluate** parking availability on a regular basis.
5. **Adjust rates and regulations on a periodic basis** to meet adopted parking availability goals/targets.

Figure 5-14 How Does Demand-Based Management Work?



Source: Lower image adopted from SFpark

Adjust by Location

Figure 5-15 provides a recommended framework for differentiating parking rates and regulations by facility type, defining the specific lots and on-street areas as either **“Premium,” “Value,” or “Free/Remote.”**

- Premium lots and blocks are recommended to have the highest hourly and daily parking rates, with a goal of facilitating short-term parking and high turnover. Premium status is recommended for (1) Main Street, and (2) the busiest off-street facilities along Main Street and Swede Alley, including the Gateway and China Bridge structures.
- Value parking areas are recommended to include areas at least one block away from the Main Street commercial core, including the Marsac Avenue lot, the top floor of the China Bridge parking structure, and curbside parking on Park Avenue that is proposed for management with both residential parking permits and new meters. Value rates are intended to be lower than the rates in premium facilities at all times of year.
- Remote parking areas include those parking facilities at the edges of the downtown including the Lower Sandridge and Upper Sandridge lots. These lots currently experience relatively low parking utilization—even on weekends and during the peak season. This category also includes more distant remote surface parking lots at Richardson Flat and within the Lower Park Avenue and Bonanza Park neighborhoods.

Figure 5-15 Proposed Premium, Value, and Remote Areas



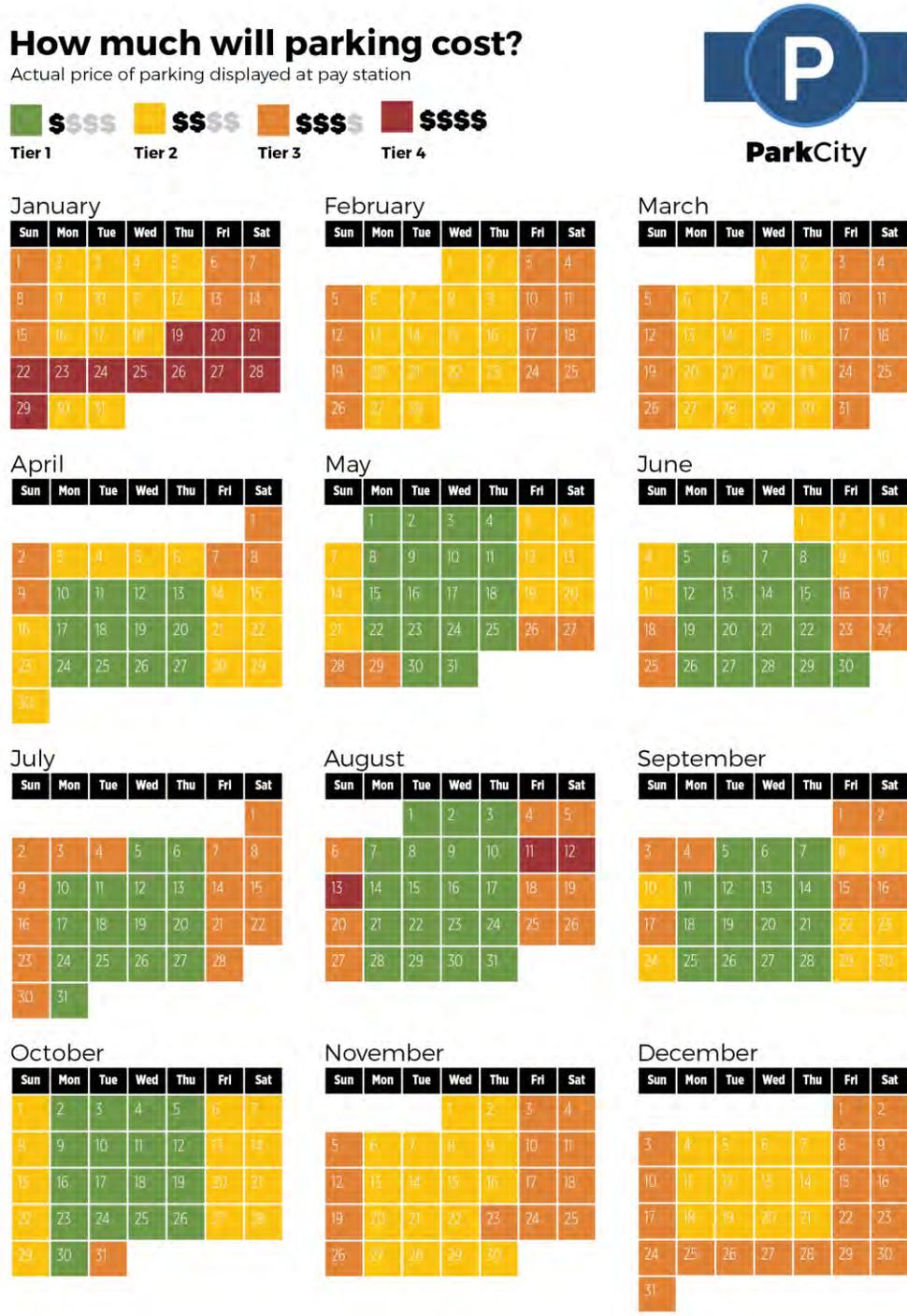
Adjust by Season and Time

Consistent with demand-based parking management, this plan recommends calibrating pricing and time limits by season, day of week, and event status for both on-street and off-street parking, according to a tiered management structure. Figure 5-16 summarizes the tiers and the proposed management actions within each tier. Figure 5-17 shows the proposed distribution of days by tier for Park City.

Figure 5-16 Summary of Pricing Tiers and Management Actions

	WHEN	ACTIONS
TIER 1	Non-peak Weekdays	<ul style="list-style-type: none"> - Lower rates on Main - Extend time limits on Main - Free off-street parking
TIER 2	Non-peak Weekends Peak Weekdays	<ul style="list-style-type: none"> - Base + escalating rate on Main - Low rates in Premium lots - 2-hr free parking in Value lots
TIER 3	Peak Weekends Minor Events	<ul style="list-style-type: none"> - Higher + escalating rates on Main - Off-street < on-street
TIER 4	Major Events	<ul style="list-style-type: none"> - Restrict parking on Main - Maintain permit system

Figure 5-17 Proposed Distribution of Days by Tier



Proposed Initial Rates and Regulations

Figure 5-18, Figure 5-19, and Figure 5-20 below propose an initial set of rates and regulations by tier. It is important to emphasize that these are the first version of hourly prices, and will likely not achieve the target availability rates. The annual monitoring effort is essential to ensuring that the rates are adjusted based on demand. It will likely take several rate adjustments, as well as implementation of the other recommendations, before the City is able to effectively meet the target rates.

Figure 5-18 Tier 1 – Proposed Initial Rates and Regulations

Location	Premium	Value	Remote
On-street	0–2 hours: \$1.00 /hr. 2–6 hours: \$1.50/hr. 6-hour limit**	0–4 hours: \$0.50/hr.* 4-hour limit**	N/A
Off-street	Free No time limit	Free No time limit	Free

* No charge or time limit for A, B, or C zone permit holders

** Time limits enforced daily from 8:00 a.m. –11:00 p.m.

Figure 5-19 Tier 2 – Proposed Initial Rates and Regulations

Location	Premium	Value	Remote
On-street	0–2 hours: \$1.50 /hr. 2–6 hours: \$2.50/hr. 6-hour limit**	0–4 hours: \$1.00/hr.* 4-hour limit**	N/A
Off-street	0–2 hours: \$0.50 /hr. 2–6 hours: \$1.50/hr. No time limit	0–2 hours: Free 2+ hours: \$1.00/hr. No time limit	Free

* No charge or time limit for A, B, or C zone permit holders

** Time limits enforced daily from 8:00 a.m. –11:00 p.m.

Figure 5-20 Tier 3 – Proposed Initial Rates and Regulations

Location	Premium	Value	Remote
On-street	0–2 hours: \$2.50 /hr. 2–6 hours: \$3.50/hr. 6-hour limit**	0–2 hours: \$1.50/hr.* 2–4 hours: \$2.50/hr. 4-hour limit**	N/A
Off-street	0–2 hours: \$1.00 /hr. 2–6 hours: \$2.50/hr. 10-hour time limit	0–2 hours: \$.50/hr. 2+ hours: \$1.50/hr. 10-hour time limit	Free or “pay-not-to-drive” reward

* No charge or time limit for A, B, or C zone permit holders

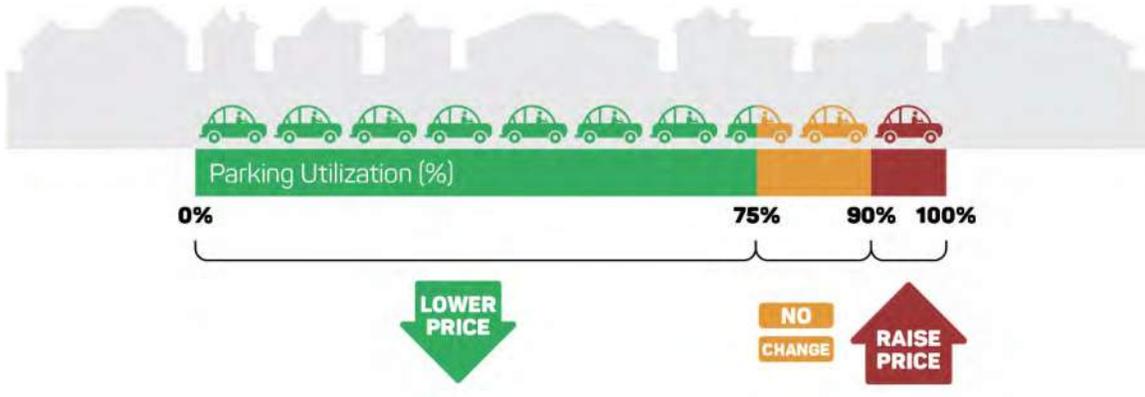
** Time limits enforced daily from 8:00 a.m. –11:00 p.m.

Implementation of Demand-Based Management

Implementation of a demand-based management program will require careful planning and key action steps. Outlined below are the key steps to successful implementation.

- Adopt an ordinance establishing a demand-based parking management program for the downtown, including:
 - *Setting specific goals and targets for the availability of on-street and off-street parking, such as “as “The City will aim to keep one or two spaces available on each block or in each lot/garage for arriving vehicles.”*
 - *Granting staff authority to change meter and permit rates, off-street parking fees, and on-street parking regulations at least annually, as necessary to meet adopted occupancy/availability targets, without action by Council.*
 - *Setting minimum and maximum hourly parking rates.*
 - *Set thresholds for action and the amount that rates can be lowered or raised per rate adjustment (i.e. \$.25 or \$.50 per rate adjustment).*
- Establish boundaries for the demand-based parking management zone.
- **Define boundaries for the “Premium,” “Value,” and “Remote” parking areas.** The boundaries of each zone may be subject to change on an annual basis, based on evidence of changes in parking demand.
- Charge parking rates that differ by area, season, and day/time, based on observed parking patterns.
- Establish monitoring program (Recommendation #14). At least twice per year—during both the peak winter season and the off-peak summer season—the City should monitor the use of on-street and public off-street parking in the Main Street/downtown area. This includes collecting parking occupancy and vehicle duration of stay data every hour on at least two weekdays and one Saturday during each season.
- Draft a communications plan (Recommendation #3) to educate parking system users and the public about the demand-based parking management program.
- The City must use clear signage and public information to communicate when and where higher and lower rates and different parking regulations apply, as described in Recommendations #4 and #5.
- Ensure that the right infrastructure/technology is in place to facilitate data collection, rate adjustments, convenient payment, proper enforcement, and distribution of program information on multiple platforms (Recommendation #7).
- Adopt simple methodology and actions for demand-based changes, including thresholds for action (Figure 5-21).
- Adjust parking rates and regulations on at least an annual basis to reflect new information about parking patterns.
- Rates should be adjusted semi-annually, and on a case by case basis, in response to major new developments or changes to land use in the downtown area.
- To provide additional input, all staff proposals to change rates, regulations, or **meter/permit zone boundaries should be reviewed by the City’s Downtown Parking and Access Advisory Committee** (Recommendation #16).

Figure 5-21 Potential Thresholds for Rate Adjustments



Rationale

- Managing parking with the goal of consistent availability can serve as the organizing principle for Salt Lake City.
- Parking availability varies: Parking availability is limited at selected times and locations. It currently varies by:
 - *Location*: Availability is lowest on Main Street
 - *Time of day*: Availability is lowest in the evening
 - *Day of week*: Availability is lowest on weekends
 - *Season*: Availability is lowest in winter
 - *Event schedule*: Parking availability is highly constrained during major events
- Parking rates and regulations are mostly uniform: Parking meter rates, permit prices, off-street parking prices, and time limits do not reflect the differences in demand or the unique needs of different users.
- Much of the time, use of parking facilities is not efficient: Even when both Main Street and China Bridge are full, parking is often widely available at nearby lots and streets, including Park Avenue. Demand-based pricing will encourage drivers to look for parking in underutilized lots and on-street within easy walking distance of Main Street.

Benefits

- Make it easier to find parking: By maintaining one to two spaces open on each block and in each parking facility, demand-based parking management will improve the availability of parking across the downtown, making it easier for visitors, employees, and residents alike to find parking where and when they need it. Similar programs have shown to decrease parking search time by an average of five minutes.
- Meter rates on Main Street stay the same or go down for approximately 70% of the year.
- Reduce traffic: Better parking availability will reduce traffic and double-parking on Main Street, improving circulation within the Main Street/downtown area.

- Reduce citations/violations: Citations are likely to decrease, as greater availability reduces the perceived need to park illegally, and drivers are able to pay to stay longer in a space, rather than pushing and overstaying time limits.
- Improve access to Main Street/downtown: By reducing traffic, demand-based pricing can also enhance access for people by all modes of transportation, especially transit.
- Maintain or increase revenues: With reduced and increased rates by location/time and regular rate adjustments, demand-based parking management can be revenue neutral. With higher average rates, and better revenue control, some additional revenue may be generated to fund parking and non-auto access programs and services.
- Reduce pollution: By reducing traffic and encouraging the use of non-auto transportation choices, demand-based parking management can reduce vehicle travel and pollution. Greenhouse gas emissions have been shown to decrease by up to 30% demand-based parking districts.
- Avoid the expense of adding parking supply: By promoting the availability of parking and access to the Main Street/downtown through better management, demand-based pricing and regulation can help the City avoid near-term capital expenses of \$20,000–\$70,000 per space for the construction of new off-street parking facilities.

#11. SHIFT TO DISCOUNT DAILY PARKING FOR EMPLOYEES

Strategy

Customer Experience

Summary

To align employee parking with the demand-based management approach described in Recommendation #10, the City should transition from annual employee permits to discount daily paid parking for employees.

The discount would only apply to public off-street parking. If an employee chose to park on the street, they would pay the applicable hourly rate.

Under a daily fee system, the motorist makes a conscious decision each day about whether it is worth paying the daily parking fee or whether a non-driving alternative might be a better option. In short, switching to daily fees allows individuals to save money every time they use an alternative to driving.

Furthermore, larger lump sum payments, such as the Green and Blue permits, represent a significant financial outlay and sunk cost. Once an employee has **bought the permit, the incentive is to use it as much as possible to get your money's worth.**

Under a daily system, downtown employees would be able to park in any public parking facility with space available, provided that they pay applicable parking fees from a pre-paid account. The **pre-paid account would be linked to a "smart" card and reader** system that would identify registered employees upon entering and existing a lot/garage. Employees would load a certain dollar amount to their account and would be deducted the appropriate fees.

With enrollment in the *Access Park City* program (Recommendation #9) and use of the smart card system, parking fees would be withdrawn at a rate discounted from that charged to the general public. This discount should vary by facility to encourage auto commuters to park for longer stays at **"value" lots and free/remote** parking facilities.

It is important to emphasize the role of the *Access Park City* program in supporting daily pricing. If the City wishes to incentivize employees to not drive to downtown, the biking, walking, transit, and incentive programs must be in place. Figure 5-22 summarizes this relationship.

Under a daily fee system, the motorist makes a conscious decision each day about whether it is worth paying the daily parking fee or whether a non-driving alternative might be a better option.

In short, switching to daily fees allows individual to save money every time they use an alternative to driving.

Under the proposed prices, employees would park off-street for free during Tier 1 times, approximately one-third of the year.

Figure 5-22 Role of Pricing and Travel Programs for Employees

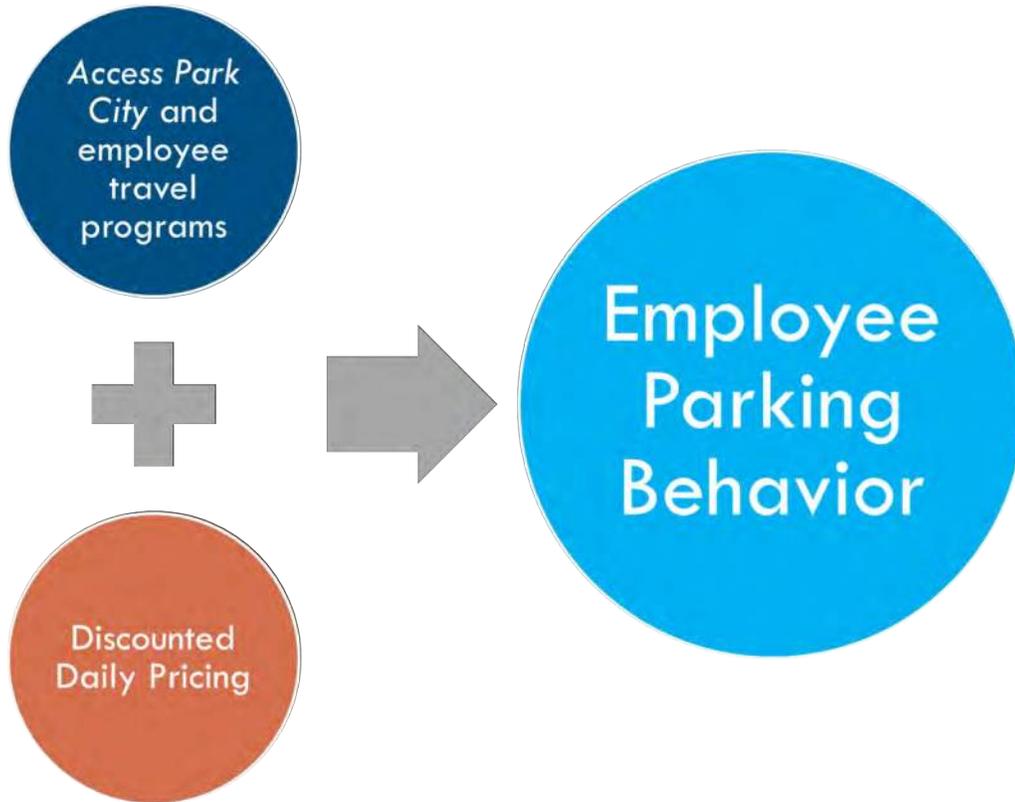


Figure 5-23 shows the proposed discounted employee hourly rates. It is important to emphasize that these are initial rates, and should be adjusted over time to respond to employee parking demand. Under the proposed prices, employees would park off-street for free during Tier 1 times, approximately one-third of the year. Figure 5-24 shows a comparison of the **employee rate with the “public” rate**. Figure 5-25 shows some hypothetical employee parking costs, including their participation in the *Access Park City* financial incentives program.

Figure 5-23 Proposed Employee Daily Rates

Tier	Off-street Facilities		
	Premium	Value	Remote
1	Free	Free	Free
2	0–3 hours: \$0.20/hr. 3+ hours: \$0.40/hr. [8 hours: \$2.60]	0–3 hours: Free 3+ hours: \$0.20/hr. [8 hours: \$1.00]	Free or “pay-not-to-drive” reward
3	\$0.75/hr. [8 hours: \$6.00]	\$0.30/hr. [8 hours: \$2.40]	Free or “pay-not-to-drive” reward

DOWNTOWN AND MAIN STREET PARKING MANAGEMENT PLAN | FINAL REPORT
Park City Municipal Corporation

Figure 5-24 Public vs. Employee Rates – Relative Cost of Off-street Parking

Tier	Premium		Value		Remote	
	Public (4 hrs.)	Employee (8 hrs.)	Public (4 hrs.)	Employee (8 hrs.)	Public (4 hrs.)	Employee (8 hrs.)
1	Free	Free	Free	Free	Free	Free
2	\$4.00	\$2.60	\$2.00	\$1.00	Free	Free/Pay-not-to-drive
3	\$7.00	\$6.00	\$4.00	\$2.40	Free	Free/Pay-not-to-drive

Figure 5-25 Hypothetical Employee Parking Costs, by Scenario

Employee Scenario	Annual Parking Cost	Annual Incentives	Net Annual Cost	Existing Annual Cost
9–5 worker. Parking 3 days/week. “Value” parking.	\$72	\$61	\$11	Up to \$300+
9–5 worker. Parking 5 days/week. “Value” parking.	\$121	\$0	\$121	
9–5 worker. Parking 5 days/week. Mix of “Premium” and “Value.”	\$204	\$0	\$204	
4–12 worker. Parking 3 days/week. Mix of “Premium” and “Value.”	\$215	\$63	\$152	
4–12 worker. Parking 5 days/week. Mix of “Premium” and “Value.”	\$508	\$0	\$508	

Rationale

- Shifting to daily parking can be expected to incentivize travel by other modes and reduce **employee parking demand. Daily pricing eliminates the “sunk cost” incentive to drive** (once an annual permit is paid for), allowing employees to use and pay for parking only when they need it most.
- Shift to daily parking pricing model allows employees to save money by sharing rides, or using enhanced non-auto commute options.
- Discounted employee rates are needed to ensure that employees can still commute cost-effectively. Employees are more price sensitive than visitors using the same parking facilities. Daily pricing and enhanced travel options/incentives will allow the most price-sensitive employees to save more money.
- With a uniform discount at all paid parking facilities, commuters would have incentives to use **“value” or free “remote” parking facilities.**

Benefits

- Eliminates sunk cost of annual permits.
- Encourages use of non-auto transportation choices and remote parking options by allowing commuters to save money.
- Improves efficiency of the parking system by shifting all day/all evening employee parking to value and remote facilities, thereby expanding availability for short-term/visitor parking within premium facilities.

#12. MODIFY RESIDENTIAL PARKING PERMIT PROGRAM.

Strategy

Policy/Zoning

Summary

The city should revise the existing residential permit program to better maintain the availability of parking within the residential neighborhoods surrounding downtown. Proposed changes to the program include:

- Revise the number of permits sold.
 - Conduct on-street survey to establish the number of legal on-street vehicle parking spaces **within each of the City’s** residential permit parking zones.
 - Survey daytime, evening, and overnight utilization of on-street parking in all permit zones. Use peak period and overnight occupancy data to set permit supply for each permit parking zone, **ensuring that the “oversell ratio” of permits facilitates** adequate parking availability.
 - Set the maximum number of permits sold per address to four, minus the number of garage and/or driveway spaces. Adjust maximum as needed over time, and based on occupancy and permit sales data.
- Implement a progressive pricing structure for permits to ensure the administrative costs of the program are covered and people only purchase the permits they actually need. Adjust prices as necessary on an annual basis. An initial pricing structure could be: 1st and 2nd permits: \$30 each, 3rd permit: \$40, and 4th permit: \$60.
- Utilize License Plate Recognition (LPR) technology to allow for “virtual” permits. Residents would provide their license plate(s) upon purchase or renewal.
- Provide one free guest permit per address. Permit should be transferable.
- Continue to require proof of residence (owner or rental) per the current guidelines.



During non-peak times, many permit areas have available parking. The city should explore how to better utilize this parking supply. One option could be a residential parking benefit district.

- Per Recommendation #5, allow for online purchase and renewal of permits (Figure 5-26).
- Evaluate the creation of a Residential Parking Benefit District (RPBD) for the downtown area permit zones. At many times throughout the year, these spaces are unoccupied, but not available to the general public. This represents an underutilized parking asset.

A RPBD would allow non-permit holders to park in a permit zone for a limited time, but only if they paid an hourly rate. Per the demand-based management program (Recommendation #10), prices would be adjusted based on demand and to ensure availability. All permit holders would be exempt from pricing and time limits.

Such a program would require the installation of parking meters in the permit zones. Initially, the city may wish to only allow non-permit holders to park during non-peak times (Tier 1 and Tier 2), better ensuring on-street availability for permit holders during busy times.

Net revenue generated from the meters would then be reinvested back into streetscape and parking improvements in the permit zones.

- Finally, the Parking Department should work with code enforcement staff to address the non-City **“No Parking” signs in permit zones**, which often limit parking to a specific residence even though the parking space is in the public right-of-way. Such ad hoc restrictions further impact parking availability for permit holders. Staff should work with residents to address these signs and phase them out over time.

Rationale

The existing RPP program allows for the sale of a number of permits that does not correlate to on-street supply. While selling more permits than spaces is important, given that not all permit holders will park at the same time, selling too many permits can reduce parking availability for permit holders. The City needs to better correlate permit sales to on-street parking availability so that the program can function optimally.

In addition, the current management of the system can be cumbersome, requiring significant staff time to manage the purchase and renewal of permits, as well as enforcement of permit guidelines. Given that all of the permits are free, the city is operating the program at a net deficit. In addition, the fact that permits are free provides no financial incentive for residents to only purchase and use the number of permits they actually need.

Benefits

- **An improved RPP program can better manage parking “spillover” into residential neighborhoods**, ensuring more on-street availability for permit holders.
- A progressive pricing structure can help the city recoup costs of program administration, as well as incentivize lower parking demand in these zones.
- Online purchase and renewal can significantly improve customer convenience and reduce administrative costs. Use of LPR to manage the system would also reduce administrative costs.
- **A RPBD would create more “public” supply and allow better use of on-street spaces**, especially during non-peak periods, while generating revenue for local improvements.

Figure 5-26 Online Permit Purchase and Renewal (Newport Beach, CA)

The screenshot displays the 'Citations and Permits' website interface. At the top, there is a dark blue header with the city logo and the title 'Citations and Permits'. Below the header is a navigation bar with links for 'Home', 'Tickets', 'Permits', and 'Create Account', along with a 'Click here to login' link on the right. A 'News' section follows, containing several paragraphs of text regarding parking permits and civic center hours. Below the news are three large blue buttons: 'Lookup A Ticket' (with subtext 'View, pay and appeal tickets'), 'View My Account' (with subtext 'Click here to login and view your account'), and 'Parking Permits' (with subtext 'Purchase parking permits'). A footer bar contains links for 'Privacy Policy', 'Appeals Policy', and 'Mobile Version', along with the text 'AIMS Web 8.1.70.0d Copyright ©2016 EDC Corporation'. The bottom section features two login forms. The first form, titled 'Email, Plate# and Last Name', has input fields for 'Email Address *', 'Plate # *', and 'Last Name *', with a red asterisk legend indicating required fields and a 'Login' button. The second form, titled 'NB ID / Plate #', has input fields for 'NBID *' and 'Plate Number *', with a red asterisk legend and a 'Login' button. A link for 'I forgot my password' is also present in this form.

#13. MAKE STRATEGIC IMPROVEMENTS TO EVENT MANAGEMENT

Strategy

Administration/Operations

Summary

Park City should formalize and enhance its current approach to event parking management—incorporating major event rates and regulations into its program of demand-based parking management (Recommendation #10).

During major events, such as the Sundance Film Festival and Arts Fest, Park City actively manages on-street spaces and public parking within the downtown to address the uniquely high volume of demand. When visitors arrive, the length of Main Street is converted into a commercial and passenger loading zone, with no short- or long-term parking permitted. The City also manages the China Bridge facility differently, enabling individuals and businesses to purchase a Black Diamond Permit, which provides a reserved/guaranteed parking space on Level S2 at a cost of \$450 for the duration of the Sundance festival.

To integrate event management into the recommended demand-based parking management program, Park City should extend event pricing to all premium off-street parking facilities, create new daily and hourly event parking options, and formalize loading zone practices. Specific recommendations include:

- Expand event parking pricing to all “premium” parking facilities.
- Maintain reserved parking for Black Diamond Permit holders in Level S2 of the China Bridge parking structure. Increase Black Diamond Permit rate to \$500 for the duration of the festival and enable pre-payment by credit card via the Parking Services website.
- Enable short-term and daily parking within other premium off-street parking facilities at a daily rate (\$45.00), or an hourly rate (\$5.00 per hour) that is pro-rated, with a slight discount from the reserved Black Diamond Permit rate. Existing and planned multi-space meters (Recommendation #7) in off-street lots can be reprogrammed to charge event parking rates for the duration of the festival.
- Throughout major events, the City should maintain Tier 3 rates in valued parking facilities and free parking in remote lots, including the Sandridge lots, Richardson Flat, and surface lots within the Lower Park Avenue and Bonanza Park areas.
- Employees and business owners with pre-paid daily discount parking accounts would be eligible to park in any non-reserved premium parking facility provided they pay the difference between their discounted rate and the premium event rate (hourly or daily).
- Upgrade online information, including potential smartphone app, on the price and availability of non-auto access alternatives (Recommendation #5).
- Formalize the establishment of a pick-up zone for Uber/Lyft/taxi at the Flagpole lot (Recommendation #15).
- Provide expanded transit service on existing transit and shuttle lines connecting to remote parking facilities (Recommendation #9).

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Parking management during major events, such as Sundance and Arts Fest, requires a different approach. Given the extreme demand, Park City's existing practices work quite well. Additional refinement to event management would likely improve access during these events.

Source: Flickr Michal R Perry (top) and kimballartcenter (bottom).

Rationale

- Current event parking management in Park City is effective, reflecting the higher parking demand during events. These recommendations formalize and extend current event **pricing to all premium parking areas, making event periods effectively a fourth “tier”** of parking management.
- Enhance the customer experience and simplify operations and enforcement by utilizing multi-space meters for daily and hourly event parking pricing.

Benefits

- Extending event pricing throughout premium areas will improve short-term parking availability for newly arriving visitors, commuters, and residents during major events.
- Reduces parking management and contracting costs by enabling enforcement officers to use the same equipment and methods for enforcement and revenue control during major events (Note: With multi-space meters and the option for prepayment for Black Diamond reserved parking permits in place, the City would no longer need to contract with a private vendor to handle revenue control—reducing costs. A private vendor may still be needed to assist with facility management and security during events).

#14. ADOPT FORMAL PROCEDURES FOR PROGRAM MONITORING AND PARKING ENFORCEMENT. MEASURE AND REPORT SYSTEM PERFORMANCE VIA AN ANNUAL STATE OF DOWNTOWN PARKING REPORT.

Strategy

Administration/Operations

Summary

To facilitate the effective operation of the proposed demand-based management program, it is recommended that new procedures and policies be adopted for monitoring, enforcement, and reporting. Clear and consistent policies are essential to understanding and communicating the impacts of demand-based management on parking availability. Specific recommendations include:

Monitoring

- Develop and adopt specific benchmarks/metrics for system performance under the demand-based management program (Recommendation #10) , including:
 - Occupancy targets by block and facility
 - Resident permit issuance by month/year
 - Revenue
 - Residential permits
 - Meter by block/zone/facility
 - Citation collection revenue by type
 - Events
- Develop and implement specific methodologies for tracking benchmarks, including occupancy counts, revenue by source and location, and enforcement metrics. Occupancy counts should be conducted on a quarterly basis, at a minimum, and include the following data:
 - Occupancy by block face (Main Street, plus all other downtown core streets) and by off-street lot/garage (public and private)
 - Occupancy on an hourly basis from 8 a.m. to 12 a.m. Occupancy on a weekday, weekend, and special event
- Document any additions or loss of public and private parking within the downtown

In parking, you can only manage what you measure. Consistent data, and effective use of the data, is essential to improving parking availability and convenience.

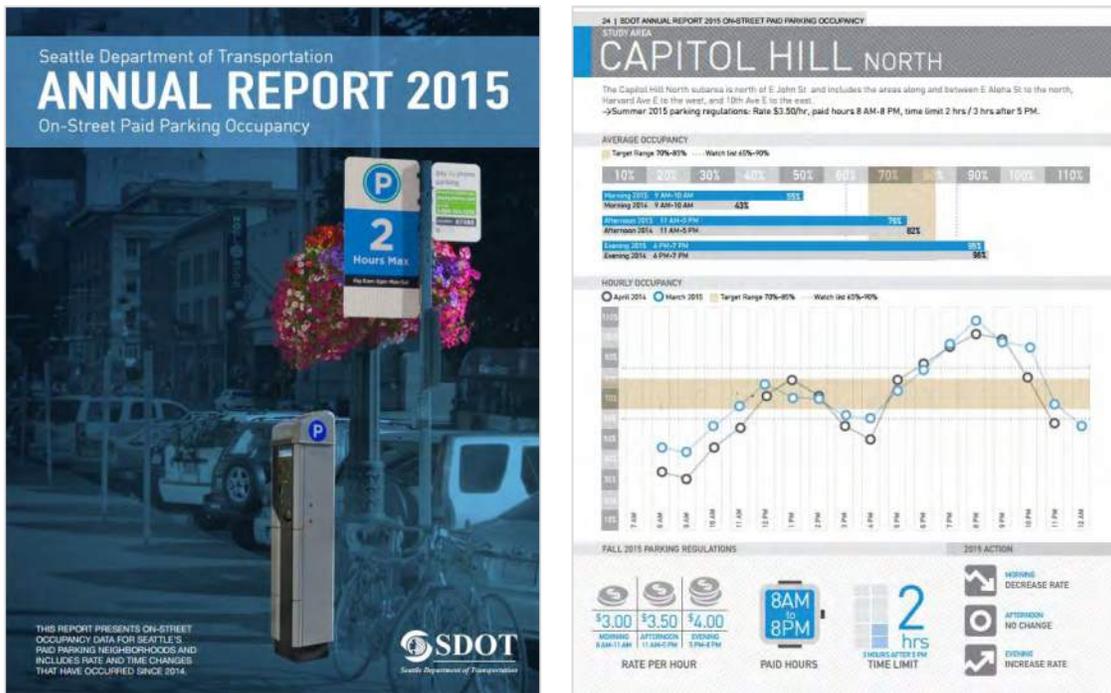
Enforcement

- Adopt specific guidelines for downtown parking enforcement, articulating that its primary function is to ensure efficient operation of the parking system to meet the parking availability targets.

DOWNTOWN AND MAIN STREET PARKING MANAGEMENT PLAN | FINAL REPORT
Park City Municipal Corporation

- Update and/or adopt specific guidelines and policies for enforcement officers that **continue to emphasize an “Ambassador” approach**. Officers should **prioritize customer service**, sharing information and communicating the program. Issuance citation issuance is targeted.
- Review citation data and identify common infractions and citations. Define new metrics and benchmarks for enforcement, including:
 - Total citations issued
 - Citations by type/block/zone/facility
 - Appeals requested and won by block/zone/facility/issuing officer
 - Meter maintenance requests by location
 - Citation collection rate
 - Scofflaws cited
 - Number of outstanding citations

Figure 5-27 Examples of Program Monitoring and Reporting (Seattle, WA)



Source: www.seattle.gov/transportation/parking/reports.htm

Reporting

- Create and issue quarterly reports on system performance for circulation among parking/city staff and Advisory Committee.
- Issue an annual State of Downtown Parking Report for review by City Council and post to the parking website (Figure 5-27). The Annual Report should include the following information, at a minimum:
 - Review goals and objectives of parking management program

- Summarize management and enforcement policies
- Report annual parking data (see above), with a particular emphasis on occupancy data and parking availability by location
- Recommended rate and regulation adjustments by location and time to achieve occupancy targets
- Summary of other key information, including: parking space addition/loss by public and private, technology enhancements; capital and maintenance work; marketing, customer service and outreach initiatives; financial position; current year accomplishments; and future year goals.

Rationale

In parking, you can only manage what you measure. Consistent data, and effective use of the data, is essential to improving parking availability and convenience.

Information about parking, particularly system performance, is limited in Park City. Staff do a good job of collecting data, but there are opportunities to improve how the data is collected, how it is summarized, how it is reported, and how it is used to inform program changes.

In order to implement the recommendations in this plan, it is important that Park City improve its data monitoring and reporting. Improved data tracking and reporting will document actual usage of the parking system, explain how the system functions, and most importantly, inform the demand-based parking management system, providing crucial information upon which staff would make decisions regarding adjustment to parking rates, permit fees, parking meter hours of operation and meter/permit zone boundaries.

This recommendation also offers an opportunity for Parking Services to better educate city staff, City Council, and the community about the benefits and use of the parking system. Annual reporting will significantly improve transparency of the system.

Benefits

- Increased understanding of the system. City staff, officials and representatives will have current information to accurately discuss the state of parking in Park City.
- Proactive communication. Rather than being asked to provide information, Parking Services is actively informing the community.
- Trust. Due to transparency, City Staff and the community develop trust in Parking Services to provide high levels of customer service and sound operational methodology.
- Feedback. By actively engaging the community, Parking Services will receive feedback on what services are appreciated and where there are opportunities. Feedback is essential in developing new programs, eliminating poor policy and honing existing operations.

#15. CREATE PEAK-PERIOD PASSENGER LOADING AND UNIVERSAL VALET PROGRAMS

Strategy

Customer Experience

Summary

Passenger Loading Zones

Establish a formal passenger loading program during peak periods to reduce double parking and congestion on Main Street. The city would establish five to six locations on Main Street, comprising 10–12 parking spaces, specifically dedicated to passenger loading (drop off or pick up). It is recommended that spaces be distributed evenly along Main Street (Figure 5-28) to ensure access to all businesses and minimize loss of regular parking spaces at any one location. Loading zones would be in effect during peak seasons/times, and allow for vehicles to load for 3–5 minutes. Consistent enforcement is crucial to effective implementation of this recommendation.

In addition, the city should designate a certain number of spaces within the Flag Pole lot as a formal “pick up” zone during peak periods. **Anyone wishing to get an Uber, Lyft, or taxi during the busiest time periods (Tier 3) would need to go to this lot.** Passenger drop-off for these services would still be permitted on Main Street at designated loading locations.

Universal Valet

Park City should further evaluate and implement a universal valet parking program to facilitate convenient drop-off/pick-up and offer a high-quality amenity for visitors. The program would run during weekend evenings and/or other peak periods.

Universal, district-wide valet services allow motorists to drop their vehicle off at one valet stand and pick up at any other valet stand in the area. **Numerous valet operators now employ key “fobs”** or mobile phone technology to facilitate easy payment and early retrieval so that a vehicle is returned by the time the customer is ready to leave. Enhanced technologies can also enable more accurate collection of parking data and revenue.

Park City would solicit an RFP and enter into a contract with a valet provider to operate the service. Pricing is typically determined by the market and most municipalities do not regulate rates. Validation programs can also be integrated, allowing businesses to subsidize parking costs to customers if desired.

Consistent branding (signage and uniforms) should be required and valet stands should be evenly distributed along Main Street. It is highly recommended that valet operators be prohibited from parking vehicles in on-street spaces, but instead work with the city to store vehicles in underutilized off-street spaces.

Figure 5-28 Proposed Main Street Loading and Valet Area

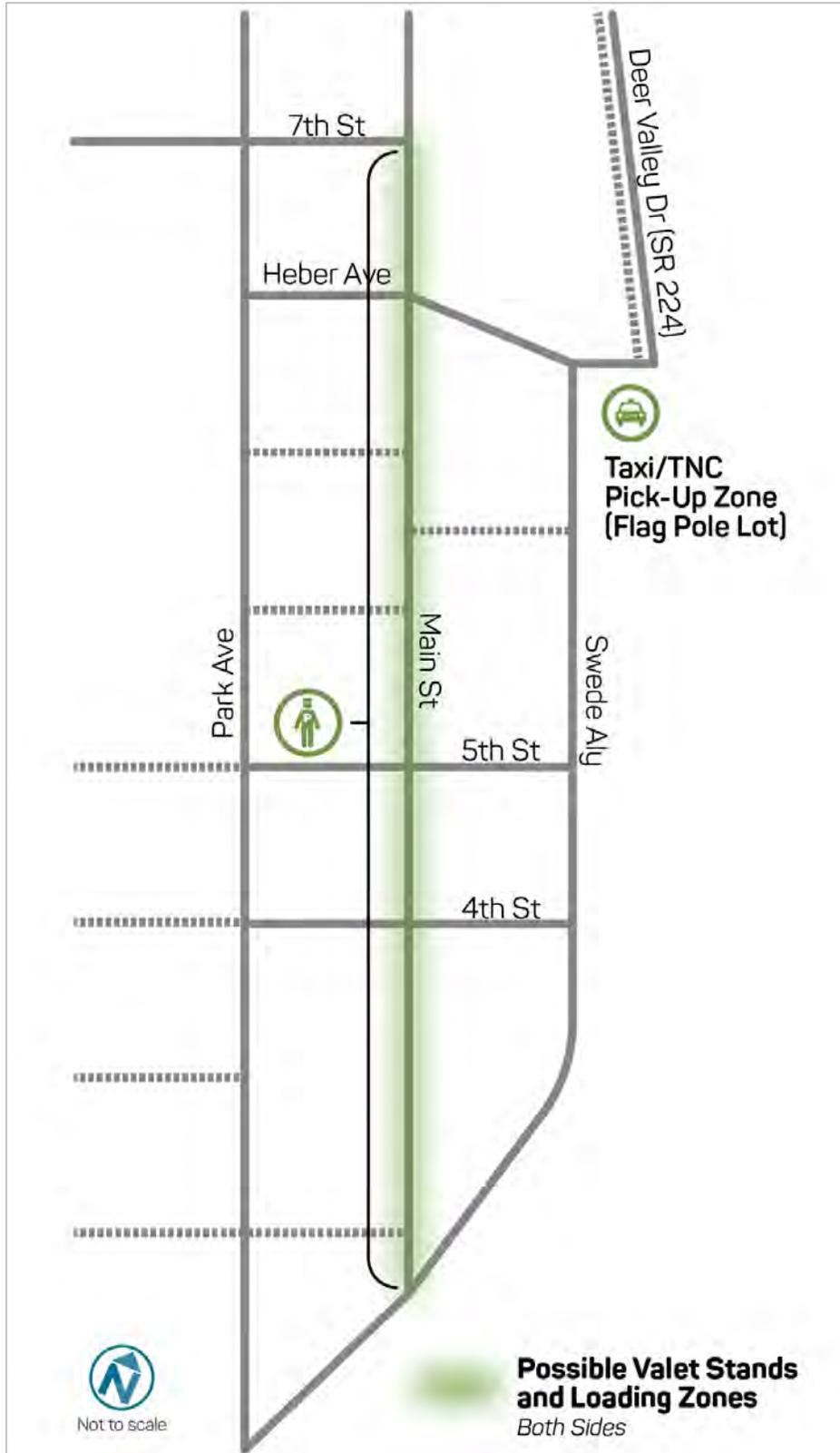


Figure 5-29 Sample Loading Regulatory Signage



Figure 5-30 Enhanced Valet Technology



Source: kleverlogic.com

Rationale

- Main Street experiences heavy congestion during peak periods, partially due to passenger loading.
- Valet parking temporarily increases the parking supply by offering parking in high-demand areas while the actual cars are taken to low-demand areas by valet drivers. This makes it especially useful as a parking demand management tool during peak periods when remote parking is available.
- Shared ride services are becoming increasingly popular modes of access. Formal accommodation for passenger pick-up/drop-off can reduce parking demand, reduce traffic, and enhance customer access.

Shared ride services are becoming increasingly popular modes of access. Formal accommodation for passenger pick-up/drop-off can reduce parking demand, reduce traffic, and enhance customer access.

Benefits

- More efficient use of existing parking facilities, as valet can double or triple park vehicles.
- Formal loading zones can reduce congestion due to double/illegal parking.
- Less congestion due to parking search in busy commercial corridors. Supports a park-once, walkable environment.
- Offers a high-quality amenity and convenient parking option for those willing to pay for it. Ability to park in one location and pick up vehicle in another.
- Reduces traffic on Main Street by reducing taxi/Uber/Lyft circulation in search of passengers.

#16. IMPROVE DOWNTOWN PARKING GOVERNANCE

Strategy

Administration/Operations

Summary

Effective governance—with meaningful integration of stakeholders—is necessary to ensure the effective design, implementation, and management of the programs recommended in this plan. Park City can integrate stakeholder interests and facilitate plan implementation by:

- Formalizing the Technical Advisory Committee (TAC) created for this study into a standing Downtown Parking and Access Advisory Committee.
- Formally integrating downtown employers into the larger, citywide Transportation Management Association (TMA)⁵.
- Creating a Parking Benefit District (PBD) to ensure that net parking revenue generated in downtown is allocated in a manner that supports downtown parking management and mobility/access improvements. Potential expenditure categories are shown in Figure 5-31. Depending on the approach, the Advisory Committee or Historic Park City Alliance (HPCA) could also take on these responsibilities.

Rationale

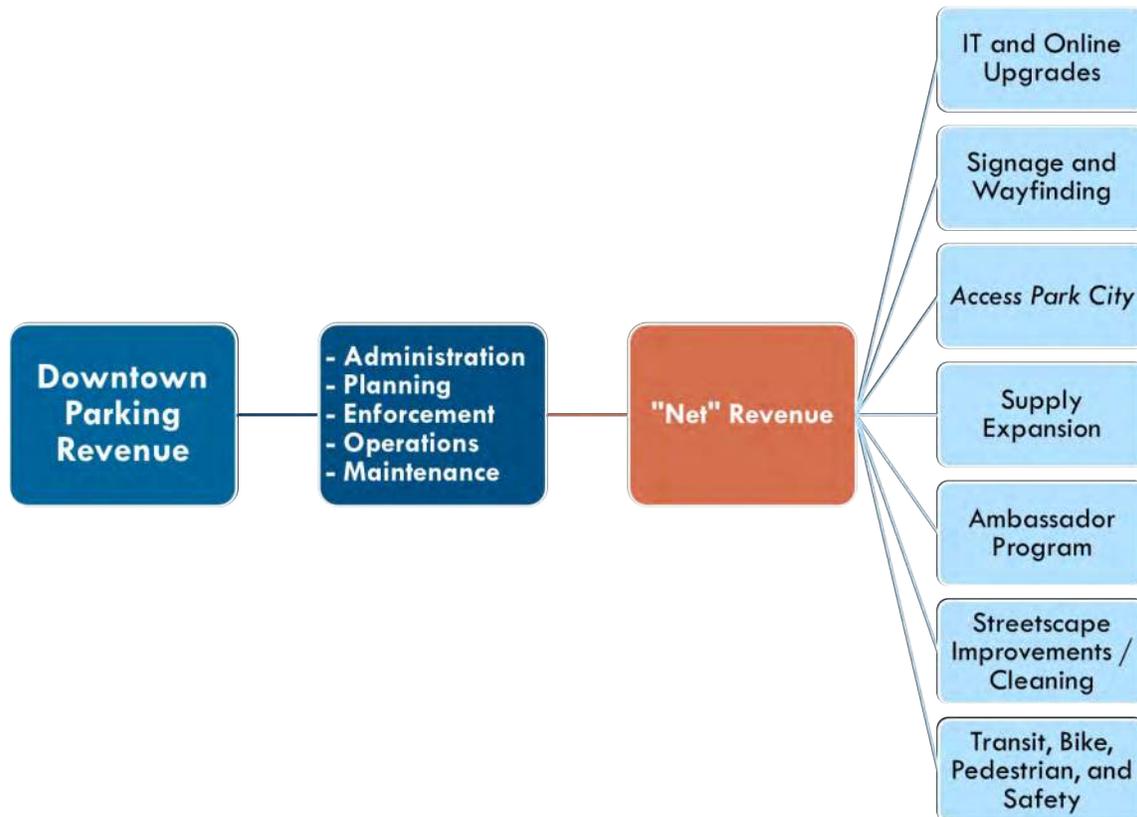
The recommended comprehensive, demand-based approach to access and parking management requires active administration and management by City staff and contractors and direct engagement with property-owners, business owners, and resident associations. To ensure the integral and continual engagement required of these stakeholders, and to provide the necessary guidance and governance, it is necessary to organize and establish new community-based advisory or governing bodies that are dedicated to the design, implementation, evaluation, and adaptive management of the parking and access programs.

Consistent and ongoing collaboration between city staff and downtown stakeholders will improve communication, transparency, and enable proactive troubleshooting of key issues.

The Downtown Parking and Access Advisory Committee will play an important role in providing guidance and an opportunity for public/stakeholder input to the broad administrative activities of City staff, including performance monitoring, rate adjustment and regulatory reform, as necessary to meet Council-adopted parking performance targets. This committee should be led by Parking staff and include a cross-section of HPCA representatives, employers, employees, businesses, property owners, and residents. It should meet on a monthly basis.

⁵ Currently being formed as part of the citywide transportation demand management (TDM) strategy.

Figure 5-31 Potential Expenditure Categories for Downtown Parking Revenue



Benefits

- A formal Downtown Parking and Access Advisory Committee supports plan implementation by ensuring that stakeholder interests are addressed through program design and operations.
- Consistent and ongoing collaboration between city staff and downtown stakeholders will improve communication, transparency, and enable proactive troubleshooting of key issues.
- Integration with the citywide TMA will enable smaller downtown businesses to benefit from leveraging Park City employer resources. Downtown employee programs (Access Park City) could be integrated with other non-downtown businesses and rolled out on a broader scale.
- Expending meter/permit revenue within the same district, zone, or area where they were collected, with community guidance on expenditures through a PBD, increases community and business support for rate/fee changes and associated policy changes.

#17. STUDY AND REFORM PARKING CODE REQUIREMENTS

Strategy

Policy/Zoning

Summary

It is recommended that the city further evaluate revisions to the municipal code, specifically as it relates to parking in the Historic Commercial Business (HCB) district. This study primarily focuses on the on-the-ground management of downtown parking, but key provisions within the code are particularly relevant to system performance and long-term outcomes.

Additional evaluation and consensus building with other city departments and the community is needed before code language is changed. Outlined below are potential code elements to address.

Minimum Parking Requirements

Park City municipal code requires new development to provide a minimum number of on-site parking spaces in association with each type of land use⁶. For residential uses in the HCB district, the requirement is 2 spaces per unit for single family, duplex/triplex, and multi-units over 2,000 square feet. For non-residential uses in the HCB district, the requirement is 6 spaces per 1,000 square feet.

The common intent of such requirements is to accommodate parking demand for each use on-site in order to prevent new development or changes of use from negatively impacting the availability of public on-street parking in the vicinity, and potentially reducing public access. However, the parking requirements in for the HCB district, notably non-residential uses, are much higher than what you would typically see in a similar mixed-use and historic downtown. Given the significant land constraints in the downtown, the parking requirements are likely very difficult to meet and can impact development feasibility.

The city should study options for reducing parking requirements, including the potential elimination of minimum parking requirements in the HCB district. Eliminating minimum parking requirements does not mean that no on-site parking will be built. Even if such requirements are eliminated, or

Parking Minimums

Minimum parking requirements dictate how much parking must be built, depending on a development's size and land use category. They are often set based on a particularly influential industry guidebook, *ITE Parking Generation*, which uses a limited number of suburban sites to generate an average parking demand for each of more than 100 land use categories. The presumption that parking demand is the same for every building with the same land uses is often inaccurate. Density and diversity of nearby land uses, the price of parking, and the convenience of transit service are key determinants of parking demand.

Minimums increase the cost of housing and construction by forcing developers to dedicate a portion of a limited building envelope to car storage, at great expense—between \$20,000 and \$60,000 per space. The provision of each additional space increases rents by an average of \$225 per month. Assuming typical development costs, the provision of a parking space per unit can increase development costs by 12.5%, or 25% with two parking spaces.

⁶ Lots which have less than a 1.5 floor area ratio (FAR), and which were part of the Main Street Parking Special Improvement District prior to 1984, are exempt from minimum parking requirements.

substantially reduced, property developers can be expected to build some private off-street parking supply according to market demand.

Alternatives/Reductions to On-site Parking

The city should study options to meet or reduce on-site parking requirements with other **methods. One method is the city's current parking** in-lieu fee, which requires that developers pay a per space fee if they cannot provide the required on-site parking. The fee is set approximately to the equivalent per space construction cost and revenue is intended for public parking construction.

Setting the fee on an equivalent construction cost basis does not reflect the shared nature of public spaces, which have higher turnover and a lower cost per parked vehicle. Furthermore, the high fee (\$40,000 per space) may be deterring its use in downtown. Lowering the fee may provide more financial incentive for developers to use it, thereby generating revenue for new parking supply. The city should document the historic and annual use of the in-lieu fee program, the amount of revenue generated, and assess whether fee adjustments are needed.

The city should also evaluate the option for a percent reduction of on-site parking requirements for multi-family and non-residential uses in the HCB district if transportation demand management (TDM) programs are implemented. Potential TDM strategies could include: additional bike parking, subsidized car share and/or ride share memberships/trips, on-site bike rentals, on-site showers/lockers, on-site transportation coordinator for employees, or other.

Shared Parking

The city should study requiring shared parking for all new non-residential development. Such a provision would require as a condition of approval that private parking in any new development or adaptive reuse projects be made available to the public *when not needed for its primary commercial use*. For example, any new office use would allow general public parking in the evening or on the weekends.

The Value of Shared Parking

In mixed-use developments or downtowns with shared parking, the conventional method of calculating parking demand often results in an oversupply of parking spaces.

Shared parking recognized that total parking demand for multiple complimentary land uses will be less than the sum of individual parking demand, because different uses often have peak demand at different times of day or day of week. In other words, the total amount of parking needed is less than the sum of its parts.

Park City has already captured the value of shared parking. Its public parking lots and garages have allowed Main Street to preserve its unique character and identity instead of providing parking for each individual business.

Changes of Use and Removal of Parking

A key concern in downtown is a change from a lower demand use (i.e. book store) to a higher demand use (i.e. restaurant). Title 15-3-2 requires that such changes of use provide the required additional off-street parking for the new use, or provide the required parking on an adjacent or nearby lot. Given the land constraints and cost of parking construction in downtown, it is highly unlikely that any change of use would be able to add or construct the required additional increment of on-site parking as part of any condition of approval.

Therefore, the city should evaluate several different options for such changes of use. One option would be to exempt all changes of use in the HCB district from this requirement, given the high approval burden and the higher turnover of uses downtown—constructing additional parking for a restaurant that may not exist in three years is perhaps not the best use of scarce downtown land. Another option would be to require a detailed plan documenting the expected new parking demand and require the provision of TDM measures as a means to reduce new parking demand.

The city should also adopt a formal process by which to document and evaluate the impacts of loss of parking spaces as part of any new development (above a certain number of spaces), and identify appropriate mitigation measures.

Bicycle Parking

It is recommended that the city revise and adopt its bicycle parking requirements in the HCB district to better calibrate bicycle parking standards to the land use and not as a percentage of vehicle parking requirements. Figure 5-32 offers a starting point for further discussion.

Figure 5-32 Potential HCB Bicycle Parking Requirements

Use	Short-term	Long-term
	(2 spaces minimum)	(2 spaces minimum)
Single-family residential	None	None
Multifamily residential w/o private garage	0.1 spaces per bedroom	0.5 spaces per bedroom
Civic/Cultural/Recreational	1 space per 5,000 GSF	1 space per 15 employees
Transit stations	2% of AM peak daily ridership	7% of AM peak daily ridership
Restaurant	1 per 2,000 GSF	1 per 10,000 GSF
Retail	1 per 4,000 GSF	1 per 10,000 GSF
Office	1 per 10,000 GSF	1.5 per 10,000 GSF
Public off-street garages/lots	1 per 10 vehicle spaces	1 space per 20 vehicle spaces
	Unattended surface lots excepted	Unattended surface lots excepted

Short-term: Unsheltered/unsecured rack that typically provides parking for less than two hours

Long-term: Sheltered/secure rack or locker that typically provides parking for more than two hours

Rationale

- Review and evaluation of municipal code requirements will allow the City to identify opportunities to improve efficiency in the parking supply by promoting the provision of shared, publicly accessible parking, as well as opportunities to garner property owner/developer support for multimodal access facilities and services.

- Existing parking requirements for non-residential uses are very high, potentially reducing **development feasibility in Park City’s constrained environment.**
- Existing in-lieu fee program has generated minimal revenue.
- Bicycle parking should not be linked to vehicle parking spaces, but determined by bicycle demand by use.

Benefits

- Reducing or eliminating parking minimums can provide significant development **flexibility, allowing the “market” to determine parking supply.**
- Potential for significant development cost savings with reduced parking requirements. Improved housing affordability.
- Better utilization of in-lieu fee can reduce parking demand and improve access by providing shared parking supply.
- Use of shared parking and TDM can reduce overall parking demand.

#18. MONITOR AND EVALUATE NEED FOR ADDITIONAL PARKING CONSTRUCTION

Strategy

Policy/Zoning

Summary

The primary goal of this study was to better manage the existing supply of parking in downtown, recognizing that there are substantial opportunities to improve how parking is used. Recommendations #1–17 offer a roadmap for how to improve existing management practices. Building additional parking in downtown at this time is not recommended.

However, additional parking supply should remain a potential option in the future. It is recommended that, as part of the demand-based management approach, Park City should evaluate parking utilization in relation to existing and prospective new development and establish performance related guidance for when and where it would be appropriate and necessary to add to the public parking supply. Such guidance would include thresholds or triggers related to both:

- Performance of the existing parking system, including the availability of on-street and off-street parking during peak and off-peak periods;
- Amount of recent and prospective development in downtown and Park city as a whole; and
- Amount of public parking constructed in other areas in Park City.

Conditions may warrant planning for and investment in additional parking supply sooner than anticipated. The City should certainly plan for additional parking supply if:

- **Cost of parking in “premium” lots/garages**—as determined through rate adjustment per the demand-based parking pricing model recommended in this plan (Recommendation #10) reaches a minimum rate of \$6.00 per hour, for the first two hours, through continual rate adjustment, AND
- Parking demand still exceeds the code-established target parking occupancy/availability rate on Main Street and in public off-street lots/garages.

Potential sites to add parking supply in the future include:

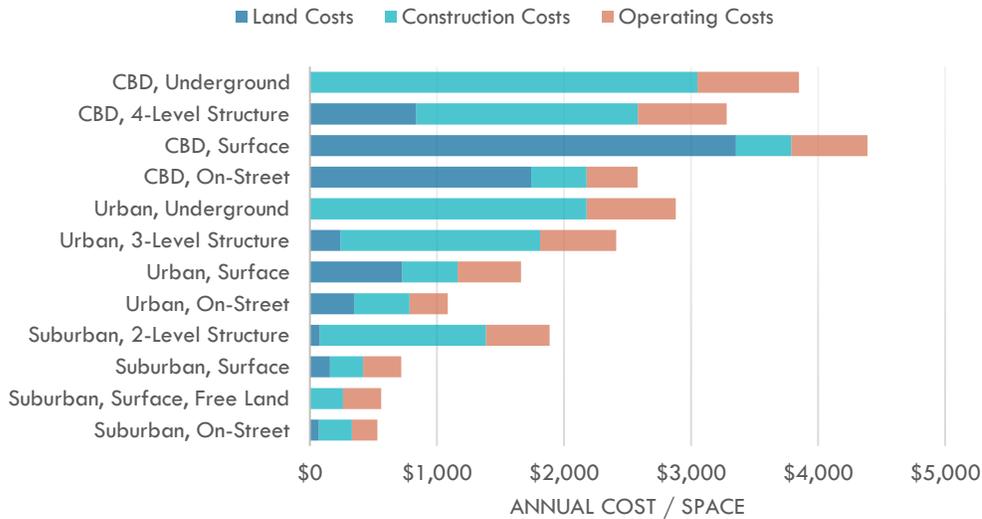
- Adding structured parking at the site of the current Flagpole lot
- Adding additional levels to the China Bridge structure(s)
- Adding multiple levels to the Brew Pub lot (currently planned).

When studying new parking construction, it is essential to consider the cost of providing additional parking *in relation to* the cost of alternative means of providing access to the area, or otherwise reducing demand for parking (and thereby increasing parking availability). Figure 5-33

Additional parking remains part of the long-term conversation for downtown, yet it is impossible to build enough parking to accommodate peak period demand.

provides a summary of typical costs for parking construction, including land costs and ongoing operations.

Figure 5-33 Typical Annualized Costs per Space



Source: www.vtpi.org/tca/tca0504.pdf

Figure 5-34 provides a summary of capital and annual costs for construction of new parking supply in downtown. Two hypothetical scenarios are shown—a new 300-space structure on the Flagpole Lot, resulting in a net of 243 spaces, and a new level on one of the China Bridge structures resulting in 200 net new spaces. Capital costs per space are estimated, but it important to note the actual cost per net new space. Debt service and ongoing operations and maintenance are also assumed and annualized over a 30-year period. Over a 30-year period, total costs would be \$22–33 million.

If additional parking construction is pursued in the future, a detailed assessment of funding mechanisms is recommended. In order to finance construction of a new garage or garage expansion, the city will likely need to consider a citywide tax and/or downtown property assessment.

Figure 5-34 Estimated Annualized Costs for Additional Downtown Parking

Potential Site	# of gross spaces	# of net spaces	Capital Cost per space	Total Capital Costs	Capital Cost per "net" space	Annual Cost per space
Flagpole Lot	300	243	\$50,000	\$15,000,000	\$61,728	\$3,753
China Bridge	200	200	\$50,000	\$10,000,000	\$50,000	\$3,802

Assumptions:

- No land acquisition costs
- 30 years of debt service at 5%
- O&M includes: maintenance, insurance, administration, access control, and enforcement.

Rationale

Additional parking remains part of the long-term conversation for downtown Park City. Simply building more parking in downtown is not the short-term answer for the following reasons:

- **Park City’s parking problem is happening today and any new parking would not be available for several years.** Improved management of existing resources will better address current challenges.
- It is impossible to build enough parking to accommodate peak period demand. Given the limited available land in downtown, even the most optimistic scenario would add 300–500 spaces to the downtown area. This new supply is simply not enough to accommodate all of the residents, visitors, and employees that would like to park their car during the busiest times.
- Additional parking will allow more cars to park downtown, which may be a desired outcome. However, more vehicles will mean more traffic, congestion, and impacts to existing streets.
- The City is evaluating adding more parking supply in other areas of the city which, combined with incentive programs and shuttles (Recommendation #9), has the potential to improve access to downtown.

This plan focuses on managing existing supply and trying to reduce overall demand through (1) demand-based parking management, and (2) the *Access Park City* program, which provides facilities, services, and incentives for remote parking and non-auto access. These management strategies should be able to address the Main Street parking challenge by distributing vehicles throughout the system at peak times. Nevertheless, the need for additional off-street parking may arise with substantial growth and development, or significant more visitors.

Benefits

- Establishing clear land use and performance-related thresholds or triggers for the development of new parking will:
 - Provide certainty to residents, businesses, commuters, and public decision-makers that more off-street parking can and *will* be added if and when parking availability declines.
 - Ensure that key decisions regarding the dedication of limited public resources to the planning and construction of new parking are based on solid evidence of the performance of the on-street and off-street parking systems, other modes of access, and a thorough understanding of the likely impacts of planned development.
 - Avoids the inefficiency and expense of adding new parking supply without sufficient planning, evaluation and justification, if such parking is likely to be underutilized for most of the year. In turn, this allows the City to dedicate limited funding to programs and services that offer greater public value over the course of the year and over time.

6 IMPLEMENTATION

FINANCIAL SUMMARY

This section provides a summary of the estimated costs and revenues associated with implementation of the recommendations in the *Park City Main Street & Downtown Parking Study*.

The financial analysis represents a planning-level estimate based on existing costs and revenues, and general assumptions based on industry standards. Additional detailed financial analysis and revision of costs and revenue estimates is strongly recommended for each recommendation as the city moves forward with implementation.

Outlined below is a summary of both one-time expenditures (Figure 6-1) for capital improvement projects and ongoing annual costs for operations, maintenance, and operations of programs (Figure 6-2), such as the provision of new shuttle services and incentives for parking in remote facilities.

It is important to emphasize that not all one-time expenditures will happen immediately. It is more likely that the capital expenses will be distributed over one to three years, depending on the pace of implementation and prioritization of investment.

Revenue is estimated for both new and proposed on- and off-street parking meters, as well as citation payments.

Estimated Capital and Annual Operating Costs

Figure 6-1 Estimated Capital Expenses

Item	Units and Unit Cost	\$ Amount
Parking-specific Expenditures		
Purchase additional mobile License Plate Recognition (LPR) unit for enforcement/revenue control at metered off-street facilities	\$50,000 per	\$50,000
Install gates, ticket dispensers, stationary LPR vehicle ID system, and exit lane payment stations at China Bridge, Gateway Center, North Marsac, and Flagpole lots	8 entrance/exit lane pairs at \$160,000 per	\$1,280,000
Install pay stations at China Bridge	4 kiosks at \$50,000 per	\$200,000
Back-office hardware, software, and system set-up at Parking Services	\$100,000 per	\$100,000
Install new multi-space meters at selected off-street facilities without gates (Bob Wells/Historic Wall, Grand Galleria, Brew Pub, and along Swede Alley) and on Park Avenue	13 meters at \$15,000 per	\$195,000
Replace existing multi-space meters on Main Street with new units capable of pay-by-plate operation, progressive rates, and automatic adjustment of rates by day of week, season, and time of day	33 meters at \$15,000 per	\$495,000
Install new parking availability and wayfinding signage	Area-wide	\$450,000
SUBTOTAL		\$2,770,000
Non-Parking Expenditures		
High-visibility crossings	10 at \$2,500 per	\$25,000
Enhanced high-visibility crossings with add. lighting and paving	4 at \$5,800 per	\$23,200
Short-term bike parking racks on sidewalks/public space	40 at \$600 per	\$24,000
Bike lockers	10 at \$2000–\$3000 per	\$25,000
Bike corrals	4 at \$3,500–\$5,000 per	\$16,000
Enhanced pedestrian/bicycle wayfinding signage	Area-wide	\$40,000
Enhanced LED lighting within selected off-street parking facilities	Selected facilities	\$100,000
SUBTOTAL		\$253,000
TOTAL		\$3,023,000

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Figure 6-2 Estimated Annual Operating Costs

Item	Assumptions	Units and Unit Cost	\$ Amount
Parking Meter Contract	Estimated based on FY2015–16 budget; increased to account for cost of new multi-space meters on Park Avenue and in off-street facilities	\$536 per	\$26,300
Parking Services Staff	Estimated based on FY2015–16 budget for four FTEs, plus one new Enforcement FTE and one Planning FTE	6 FTE	\$623,000
Performance Monitoring	Estimated cost of bi-annual data collection and analysis	\$15,000 per	\$30,000
O&M for Access Control, Pay Stations, LPR, and Back-office Equipment	Estimated as a 3% share of the capital costs	N/A	\$50,000
Administration of Parking/TDM Pricing and Incentives	Annual vendor cost to design/operate web-based accounting and portal for <i>Access Park City</i> , including employee parking charges, discounts, and distribution of financial incentives for use of remote parking and non-auto modes	N/A	\$100,000
Financial Incentives	<ul style="list-style-type: none"> ▪ \$1.00/day reward for use of shuttle or other non-auto mode; \$0.50/day for remote parking ▪ 40% of business/employee commuters use remote parking /non-auto modes ▪ 75%+ enrollment in <i>Access Park City</i> ▪ Max. of \$20/month rewards per commuter 	N/A	\$46,800
Park-and-ride Shuttle	<ul style="list-style-type: none"> ▪ Service every 15–30 min from 7 a.m.–1 a.m. during Tiers 2, 3, and 4 (major events). ▪ Includes cost to lease and operate 40' coaches + marketing and information at a cost of \$119 per service hour 	N/A	\$515,000
Subsidy for Uber/Lyft/taxi	Subsidy for Uber/Lyft/taxi ride for non-auto commuters. Assumes average of 10% of employees take one ten mile trip per month	N/A	\$19,500
Other Contract Services	Estimated based on FY2015–2016 budget	N/A	\$48,400
Marketing and Public information	Estimated cost of marketing and communications about new parking rates, regulations, and travel options	N/A	\$40,000
Grants/Miscellaneous	Estimated based on FY2015–2016 budget	N/A	\$68,000
Parts/Materials/Misc.	Estimated based on FY2015–2016 budget	N/A	\$35,000
TOTAL			\$1,602,000

Estimated Gross Revenue

Figure 6-3 provides a summary of estimated annual parking and citation revenues associated with implementation of the recommendations. As with the cost estimates, these revenue projections are planning-level, order-of-magnitude estimates prepared to assess the relative costs, benefits and impacts of recommendations.

Key assumptions for revenue estimation include the following:

- Annual revenue was projected separately for each class (premium and value) and type (on-street and off-street) of parking.
- Revenue projections also vary by pricing Tier, based on the different hourly parking prices recommended for each Tier (Recommendation #10), and estimated daily average parking occupancy and turnover for each type and class of parking.
- Based upon existing occupancy rates, and the recommended occupancy targets for on-street (85%) and off-street (90%) parking, the revenue estimate assumes a daily average parking occupancy by tier, type, and class (Figure 6-4). Assumed occupancy rates are higher than may be observed during off-peak periods in any given facility in order to account for the fact that many spaces are vacated before the end of their paid period, leaving the space available for a new parker and increased revenue.

Figure 6-3 Estimated Annual Parking Fee and Citation Revenue

Item	\$ Amount
On-Street Parking Pay Station Revenue	\$1,109,600
Off-Street Parking Pay Station Revenue: Premium Facilities	\$803,700
Off-Street Parking Pay Station Revenue: Value Facilities	\$131,800
SUB-TOTAL	\$2,045,100
Citation Revenue	\$190,900
TOTAL	\$2,236,100

Figure 6-4 Assumed Daily Average Occupancy

Tier	Premium		Value	
	On-street	Off-street	On-street	Off-street
1	65%	N/A*	55%	N/A*
2	85%	70%	80%	55%
3	85%	75%	85%	60%
4	N/A	125%**	N/A	125%**

* Tier 1 is not included because it is recommended to be free for off-street parking at that time.

** Revenue projections for major events assume most motorists continue to pay for a full day of parking, but limited turnover will allow more vehicles to park during a 24-hour period than capacity of each facility. In addition Parking Services may use valet, stacked, or tandem parking to increase parking capacity above the typical self-parked capacity.

Estimated Net Annual Revenue

Figure 6-5 provides an overview of estimated net revenue for Parking Services, which includes gross revenues, less the annual costs for operations and maintenance of the parking system, shuttle services, and associated non-auto transportation choices and services.

Figure 6-5 Estimated Net Annual Revenue

Item	\$ Amount
Parking Pay Station Revenue	\$2,045,100
Citation Revenue	\$190,900
Gross Annual Parking Revenue	\$2,236,100
Annual Operating Costs	(\$1,602,000)
Net Annual Revenue	\$634,100

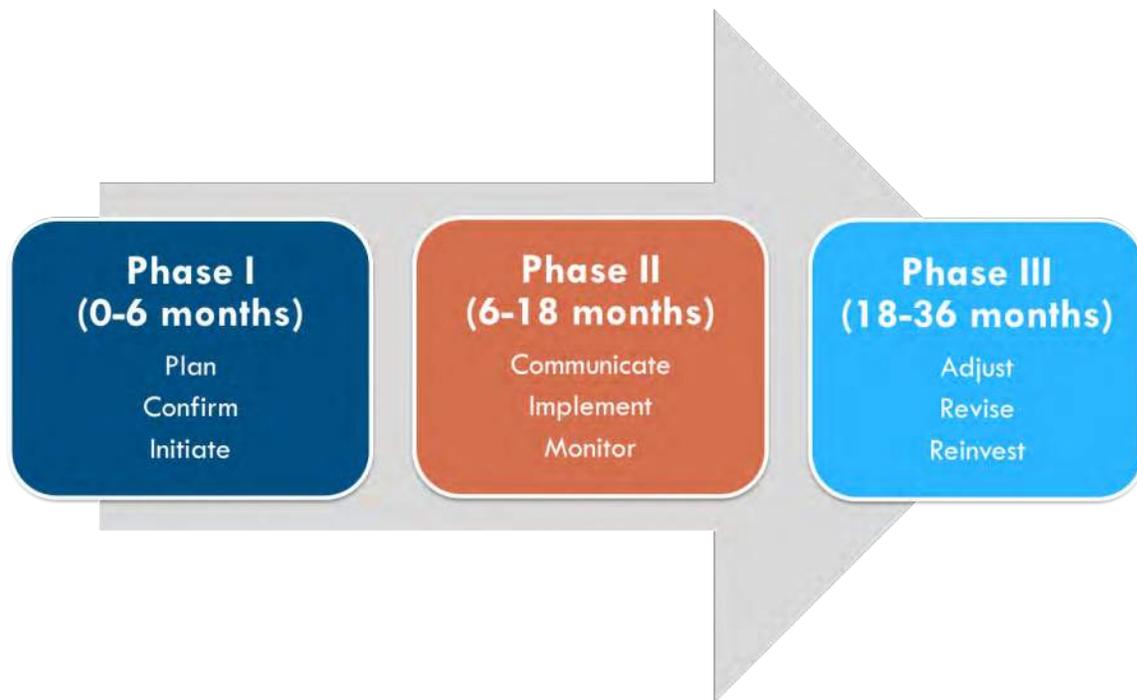
IMPLEMENTATION PROGRAM

This section includes an implementation matrix, designed to provide City staff with specific actions steps to guide them through the implementation of the recommendations detailed in Chapter 5. The implementation effort is organized into three phases (Figure 6-6). Phase I would occur after plan adoption and cover approximately six months. Phase II would cover the time frame of 6–18 months after plan adoption. Phase III would cover the time frame of 18–36 months after plan adoption.

The phases and action steps (Figure 6-7, Figure 6-8, and Figure 6-9) offer a general roadmap to implementation. Some processes and actions will take longer than expected, others shorter. The matrix is a living document that should be updated, edited, and referred to regularly. It is organized by the following elements.

- Number: Corresponds to the recommendation numbers used in Chapter 5.
- Recommendation: Summary statement of the individual recommendation.
- Action by Phase: Overall action to be taken for each recommendation.
- Implementation Details: Specific actions steps to be taken for each recommendation by phase.
- Relative Cost: Level of cost in comparison to other recommendations.
- Strategy: Corresponds to the specific strategy—Customer Convenience, Administration/Operations, and Policy/Zoning.

Figure 6-6 Phased Implementation Plan



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Figure 6-7 Implementation Plan – Phase I (0-6 months)

#	Recommendation	Action by Phase	Implementation Details	Relative Cost	Strategy
1	Create an internal implementation task force.	Create a task force to enable effective and collaborative implementation of parking study recommendations.	Include members from key city departments such as: Parking, Public Works, Planning, Transportation, Transit, Finance, as well as key downtown stakeholders.	\$	Admin/ Operations
			Formation should occur immediately after plan adoption and utilize study implementation plan as a "roadmap."		
			Establish standing coordination meetings. Identify and implement Phase 1 priority actions.		
2	Hire additional parking staff. Conduct long-term staffing plan.	Hire additional staff to support planning and management of parking program. Audit long-term staffing needs.	Update organizational chart and include new positions.	\$\$	Admin/ Operations
			Secure funding for additional staff (1-3 FTEs), with focus on support of parking planning functions and enforcement duties.		
			Develop job descriptions and post job(s).		
			Interview and hire staff.		
3	Create a communications and outreach plan for downtown parking.	Develop communications and marketing strategy for parking reforms. Conduct ongoing engagement with community prior to roll out of key parking recommendations.	Identify staffing resources to conduct outreach to downtown stakeholders (i.e. new FTE from Rec #2).	\$\$	Customer Experience
			Develop key messages based on different user groups (business, property owner, resident, visitor, shift vs. "9-to-5" employee, etc.)		
			Develop marketing/communications materials. Disseminate information across multiple platforms, such as website, social media, brochures, advertisements, radio service announcements, press releases, and TV ads.		
			Conduct ongoing workshops and/or one-on-one meetings. Set up "training" sessions with residents, resorts, businesses, and employers.		
			Develop press releases and engage in education/outreach with key press outlets.		
			Create a feedback loop once implemented to allow people to provide comments and direct those comments to the appropriate staff.		
4	Upgrade parking signage and wayfinding.	Plan for upgrade to parking signage and wayfinding. Prioritize short-term signage improvements.	Secure funding for planning and implementation.	\$\$\$\$	Customer Experience
			Issue RFP for branding/signage study to develop short- and long-term wayfinding strategy.		
			Conduct branding/signage study.		
			Address issues related to historic signage regulations and secure exemptions as needed.		
			Identify and implement short-term signage/wayfinding upgrades at key locations.		
5	Upgrade online parking services and information.	Plan for online services and information upgrade.	Contact private operators and land owners to coordinate signage upgrades at private lots/garages (as feasible).	\$\$\$	Customer Experience
			Identify and define needed short-term upgrades, including permit purchasing/renewal, citation payment, and parking/travel information.		
			Create Facebook, Twitter, YouTube, and other appropriate social media platforms for downtown parking.		
			Prioritize and ensure coordination with signage upgrades and demand-based management program, including real-time availability information.		
			Evaluate implementation of smartphone applications.		
			Evaluate internal capacity to implement upgrades. If needed, secure funding for 3rd party web vendor.		
6	Secure additional parking for use by employees and the general public.	Identify potential underutilized public and private facilities for shared and/or remote parking.	Issue RFP for 3rd party web vendor (if needed).	\$\$\$	Customer Experience
			Coordinate with resorts, HPCA, employers, SLC airport, etc. to update and disseminate parking information.		
			Identify downtown and/or "remote" locations for additional public/employee parking. Could include private lots within downtown or greater Park City, as well as existing city-owned or city-affiliated parking assets (i.e. PCHS or Richardson Flat).		
			Begin contacting private land owners. Initiate discussions with appropriate city staff on city-owned assets.		
7	Install new parking payment and access control infrastructure in public lots/garages and on certain streets. Upgrade and replace existing on-street parking meters.	Research technology for payment/enforcement options.	Draft and review policies for parking agreements, including provisions such as: leasing costs (if any), maintenance requirements, liability coverage, and guarantees for retained development rights.	\$\$\$\$	Admin/ Operations
			Secure sites for pilot program, coordinated with new park-and-ride shuttle (Rec #10).		
			Confirm remaining life cycle for existing meters.		
			Research and identify appropriate payment and access control technology. Prioritize effective integration of demand-based program, daily employee pricing, and <i>Access Park City</i> program (Recs #9-11).		
			Identify locations for installation, including public off-street lots/garages and on-street blocks.		

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#	Recommendation	Action by Phase	Implementation Details	Relative Cost	Strategy
			Contact parking vendors for demonstrations. Pilot technology as needed. Refine cost estimates, secure funding, and issue RFP. Select and contract with appropriate vendor.		
8	Continue to improve pedestrian and bicycle access.	Identify priority and long-term pedestrian and bicycle improvements.	Conduct and/or update analysis of existing pedestrian network gaps, especially to/from Main Street to remote parking lots/garages. Inventory existing bicycle parking and priority locations for additional parking (short- and long-term). Develop prioritized project list. Refine cost estimates and identify funding plan.	\$\$\$	Customer Experience
9	Create <i>Access Park City</i> mobility program to improve downtown travel options.	Identify and develop program elements of <i>Access Park City</i> .	Define elements of <i>Access Park City</i> program, informed by ongoing outreach to employers, employees, and residents. Coordinate with key departments, including transit operations to refine park-and-ride shuttle service plan. Coordinate with Recommendation #6. Prioritize elements for short- vs. long-term implementation. Initiate negotiations with key third parties, such as Uber/Lyft/taxis, etc. Identify employers, employees, and residents for implementation of program. Define a pilot program if needed. Refine cost estimates and secure funding. Identify platforms for implementation, including options for 3rd party vendors to manage and administer program. Select vendor for implementation.	\$\$\$\$	Customer Experience
10	Implement demand-based parking management for all public on-and off-street parking. Manage parking to ensure adequate availability at all times.	Refine structure and elements of demand-based management program.	Draft and adopt policy statement from City Council supporting key principles/objectives of program and directing staff to develop program. Draft and adopt ordinance language codifying program and establishing: target occupancy rates, staff authority to change rates/regulations, minimum/maximum rates changes, rate floors/ceilings, and administrative guidelines. Continue to define pricing boundaries, initial rate structure, time spans, definition of Tiers, and other key elements in collaboration with residents, businesses, and employees. Prepare evaluation and monitoring forms and plans. Conduct additional utilization counts, as needed to calibrate the program. Develop and refine capitol plan to install appropriate payment technology (via Rec #7). Market and educate roll out of program (via Rec #3).	\$\$\$	Customer Experience
11	Shift to discount daily parking for employees.	Refine structure and elements of employee pricing program.	Continue to define pricing boundaries, initial rate structure, time spans, definition of Tiers, and other key elements in collaboration with residents, businesses, and employees. Coordinate with development of <i>Access Park City</i> program (Rec #9), ensuring pricing changes are implemented <u>only after</u> employee travel and incentive programs are in place. Coordinate with evaluation of parking payment and access control infrastructure to ensure employee payment infrastructure is in place (via Recs #7/#9).	\$\$	Customer Experience
12	Make strategic improvements to event management.	Revise existing event management practices.	Audit existing event management practices and identify strengths and weaknesses. Review existing 3rd party contracts and identify areas for improvement, including quality control procedures for staffing. Meet with key event stakeholders, including resorts, businesses, and promoters, to identify and review proposed changes. Clarify and update existing management practices with key stakeholders. Confirm and implement loading procedures on Main Street, including use of valet services and designated Uber/Lyft/taxi drop off location(s). Update and upgrade parking and travel information in coordination with Recs #3-5. Continue to work with transit services to refine transit operations during minor and major events, including operation of park-and-ride shuttle for not just employees, but also general public. Review and confirm event pricing structure, informed by demand-based pricing changes (Rec #10).	\$\$	Admin/ Operations
13	Modify Residential Permit Parking (RPP) program.	Plan for modifications to RPP program.	Confirm program changes based on further evaluation of permit data and parking occupancies in permit zones. As feasible, collect data on use of private garages and number of non-municipal "No Parking" signs. Evaluate implementation of meters in permit zones and allowing general paid public parking during non-peak periods. Coordinate program changes (i.e. online permit purchase/renewal) to implement in tandem with online services upgrade (Rec #5). Market and educate residents prior to roll out of program changes (via Rec #3).	\$\$	Policy/Zoning

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#	Recommendation	Action by Phase	Implementation Details	Relative Cost	Strategy
14	Adopt formal procedures for program monitoring and parking enforcement. Measure and report system performance via an annual State of Downtown Parking Report.	Develop internal guidelines for monitoring and reporting of system performance and enforcement activities.	Conduct an audit of existing system reports and procedures. Conduct an audit of existing enforcement policies and procedures.	\$	Admin/ Operations
			Define new metrics and benchmarks for demand-based management program, including occupancy reports by block and off-street facility, revenues, permits, and employee travel metrics.		
			Define new data collection methodologies and processes.		
			Collaborate with private off-street operators to require or incentivize reporting of parking occupancy data.		
			Adopt official policy that the primary goal of enforcement is to support the city's parking availability goals.		
			Review citation data and identify common infractions and citations. Define new metrics and benchmarks for enforcement, including citations by type and location, citation appeals, citation payment, scofflaws cited, and maintenance requests.		
			Define and formalize enforcement procedures for staff, prioritizing an "Ambassador" approach and targeted enforcement during peak periods. Ensure "grace" policy during initial roll out of demand-based and employees programs.		
			Create information and provide additional training on parking policy, meter use, provision of maps and directions, first ticket forgiveness, information on business and events. Develop appropriate materials for distribution (via Rec #3).		
			Develop template for annual State of Downtown Parking Report.		
			Assign staff resources to track, request data from other departments, report parking data, and author State of Downtown Parking Report.		
			Create and issue quarterly reports on system performance for circulation among parking staff and within internal implementation task force (Rec #1).		
15	Create peak-period passenger loading and universal valet programs.	Implement peak-period passenger loading zones. Evaluate universal valet.	Identify locations and number of spaces for passenger loading zones along Main Street, ensuring equal distribution along Main Street.	\$\$	Customer Experience
			Dedicate up to 15 spaces at the Flagpole lot to a TNC loading/ "pick up" zone on a regular and ongoing basis during Tier 3 periods and major events. Adjust space allocations based on demand.		
			Develop and adopt loading zone regulations, including days/hours of operation and allowable wait times.		
			Develop an enforcement plan and allocate effective staffing resources to enforce loading zones.		
			Install appropriate signage and curb markings.		
			Continue to collaborate with business community to evaluate support for universal valet.		
16	Improve downtown parking governance.	Formalize parking advisory committee. Coordinate with citywide Transportation Management Association (TMA) formation. Plan for creation of parking benefit district (PBD).	Formalize Downtown Parking and Access Advisory Committee. If needed, draft and adopt ordinance language.	\$	Policy/Zoning
			Select members of Advisory Committee, representing a cross-section of downtown stakeholders. Establish committee rules, procedures, and meeting schedule.		
			Ensure downtown employers and employees are integrated with formation of citywide TMA. Establish requirements for participation and benefits of membership.		
			Further evaluate creation of a downtown PBD and formal allocation of parking revenue to fund parking/travel/employee programs with "net" revenue.		
17	Study and reform parking code requirements.	Evaluate changes to zoning code.	Work with advisory committee and other key departments to further document impacts of existing zoning code.	\$	Policy/Zoning
			Develop formal process for identifying, studying, and approving loss of parking as part of new development. Adopt threshold for study (i.e. loss of 10+ spaces) and potential mitigation measures.		
			Identify areas for revision including: required minimum parking, changes of use, requirements for shared parking and transportation demand management, and in-lieu fee program.		
18	Monitor and evaluate need for additional parking construction.	Further study the demand for, and feasibility of, additional parking supply in downtown.	Document planned and future residential and non-residential development within the downtown core and Park City. Conduct existing and future demand analysis.	\$\$	Customer Experience
			Define thresholds for additional study of parking supply, notably parking availability trends by user group.		
			Utilize monitoring plan (Rec #13) to track impacts of parking management and transportation demand management measures on parking activity in downtown.		
			Identify potential candidate sites for new parking supply, both downtown and non-downtown locations.		

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Figure 6-8 Implementation Plan – Phase II (6-18 months)

#	Recommendation	Action by Phase	Implementation Details	Relative Cost	Strategy
1	Create an internal implementation task force.	Continue with implementation of parking study recommendations.	Continue with standing coordination meetings. Identify Phase 2 priority actions.	\$	Admin/ Operations
			Implement next phase of recommendations, with focus on roll out of <i>Access Park City</i> mobility program (Rec #9) and demand-based management (Rec #10).		
2	Hire additional parking staff. Conduct long-term staffing plan.	Monitor staff resources and plan for long-term staffing needs.	Monitor existing staffing resources/needs as recommendations are implemented. Based on staffing audit, confirm any additional staffing needs.	\$\$	Admin/ Operations
			Secure funding for additional staff (as needed).		
			Develop job descriptions and post job. Interview and hire staff (as needed).		
3	Create a communications and outreach plan for downtown parking.	Conduct community engagement and citywide marketing as parking recommendations are implemented.	Refine key messages based on different user groups (business, property owner, resident, visitor, shift vs. "9-to-5" employee, etc.)	\$\$	Customer Experience
			Conduct ongoing workshops and/or one-on-one meetings, with marketing "push" immediately prior to program roll out.		
			Continue with press education/outreach.		
			Distribute program materials and initiate citywide marketing campaign.		
4	Upgrade parking signage and wayfinding.	Implement parking signage and wayfinding upgrades.	Install signage/wayfinding upgrades.	\$\$\$\$	Customer Experience
			Integrate real-time, variable message signs and smartphone applications as feasible (with Rec #5).		
			Continue to work private operators and land owners to implement signage upgrades at private lots/garages.		
5	Upgrade online parking services and information.	Implement online services and information upgrade.	Implement needed upgrades, including permit purchasing/renewal, citation payment, and parking/travel information.	\$\$\$	Customer Experience
			Continue to coordinate with signage upgrades (Rec #4) and demand-based management program (Rec #10), including real-time availability information.		
			Ensure online services are disseminated and linked to websites and online services of major stakeholders, including HPCA, resorts, and hotels.		
			Continue to evaluate smartphone applications and implement as feasible.		
6	Secure additional parking for use by employees and the general public.	Implement pilot program for use of public and private parking for downtown users.	Initiate pilot program to allow use of private parking in downtown for public use, as feasible.	\$\$\$	Customer Experience
			Initiate pilot program for use of "remote" parking, connected by a new park-and-ride shuttle (Rec #10).		
7	Install new parking payment and access control infrastructure in public lots/garages and on certain streets. Upgrade and replace existing on-street parking meters.	Install new parking payment and access control infrastructure. Continue to plan for existing meter replacement.	Install payment and access control infrastructure at all appropriate public off-street lots/garages and on-street blocks.	\$\$\$\$	Admin/ Operations
			Continue to ensure effective integration of demand-based program, daily employee pricing, and Access Park City program (Recs #9-11).		
8	Continue to improve pedestrian and bicycle access.	Implement priority pedestrian and bicycle improvements.	Begin implementing pedestrian access and safety improvements, with emphasis on parking lot/garage connectivity.	\$\$\$	Customer Experience
			Install additional short-term (racks) and long-term (lockers/cages) bicycle parking.		
9	Create <i>Access Park City</i> mobility program to improve downtown travel options.	Implement <i>Access Park City</i> mobility program.	Continue to work with selected vendor to establish program infrastructure.	\$\$\$\$	Customer Experience
			Conduct workshops with downtown employers and employees prior to program roll-out.		
			Conduct marketing campaign (via Rec #3)		
			Implement key employee mobility programs, including: "pay-not-to-drive" program; remote parking with park-and-ride shuttle; subsidized rides and sharing services; and informational materials. Implement as "pilot" program or full roll out.		
10	Implement demand-based parking management for all public on-and off-street parking. Manage parking to ensure adequate availability at all times.	Implement demand-based management program.	Conduct workshops with downtown stakeholders prior to program roll-out.	\$\$\$	Customer Experience
			Update all parking information and conduct marketing campaign (Recs #3-5)		
			Ensure implementation of key employee mobility programs prior to implementation (Rec #9). Ensure installation of payment/access infrastructure prior to implementation (Rec #7).		
			Install all appropriate regulatory and informational signage.		
			Implement initial pricing rate structure by Tier.		
			Coordinate enforcement policy to allow for initial grace period.		
11	Shift to discount daily parking for employees.	Implement discounted daily employee pricing program.	Conduct workshops with downtown employers and employees prior to program roll-out.	\$\$	Customer Experience
			Update all parking information and conduct marketing campaign (Recs #3-5)		

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#	Recommendation	Action by Phase	Implementation Details	Relative Cost	Strategy
			Implement initial pricing rate structure by Tier. Coordinate enforcement policy to allow for initial grace period.		
12	Make strategic improvements to event management.	Monitor and adjust event management practices.	Implement event management recommendations as feasible for Sundance. If possible, test procedures with a smaller event prior to Sundance. Renegotiate event management contracts as needed. Monitor and adjust event management practices as needed.	\$\$	Admin/ Operations
13	Modify Residential Permit Parking (RPP) program.	Implement modifications to RPP program.	Continue to market and educate community on RPP program (via Rec #3). Draft ordinance language. Submit for internal review. Adopt ordinance for modifications to RPP program. Update and install signage as needed. Roll out online permit purchase and renewal. If desired, install meters in permit zones and manage as a parking benefit district. Allocate net revenues to local parking and streetscape improvements.	\$\$	Policy/Zoning
14	Adopt formal procedures for program monitoring and parking enforcement. Measure and report system performance via an annual State of Downtown Parking Report.	Implement monitoring and reporting of system performance and enforcement activities.	Implement monitoring of new metrics and benchmarks for demand-based management program and enforcement activities. Implement enforcement procedures for staff, prioritizing an "Ambassador" approach and targeted enforcement during peak periods. Ensure "grace" policy during initial roll out of demand-based and employees programs. Establish annual training classes for enforcement staff. Refine and adjust monitoring and enforcement policies as needed. Develop and publish first State of Downtown Parking Report. Post on website and present to City Council. Within first six months of demand-based and employee pricing, report to City Council to update with key findings. Initiate rate and regulation adjustment procedures. Adjust rates/regulations 1-2 times within first year of implementation.	\$	Admin/ Operations
15	Create peak-period passenger loading and universal valet programs.	Adjust peak-period passenger loading program. Implement universal valet.	Monitor peak-period passenger loading zones, including number of citations and overall compliance. Adjust zone locations and regulations as needed. Continue to collaborate with business community to refine universal valet program. Establish and/or update business license standards for valet operators to require adequate insurance, identifiable and coordinated branding, and use of new mobile technology. Issue RFP for universal valet operator. Select operator. Designate remote parking sites for valet parked vehicles (tandem parking authorized). Implement valet program, including appropriate signage and curb markings, as well off-street storage locations. Monitor and adjust valet program operations. If demand for valet exceeds off-street storage in the core, the valet service provider and City should collaborate to locate tandem parking opportunities in the Lower Park district.	\$\$	Customer Experience
16	Improve downtown parking governance.	Continue parking advisory committee. Coordinate with citywide Transportation Management Association (TMA) formation. Create parking benefit district (PBD).	Continue with standing Advisory Committee meetings. Identify and implement priority actions. Adjust committee procedures as needed. Continue to ensure active participation of downtown employers within citywide TMA. Adjust TMA rules and procedures as needed. Draft and adopt ordinance for creation of PBD. If required, hold vote of property owners/businesses to approve PBD formation. Develop organizational by-laws and formal expenditure plan of parking revenue to fund parking/travel/employee programs with "net" revenue.	\$	Policy/Zoning
17	Study and reform parking code requirements.	Implement changes to zoning code.	Draft ordinance language and circulate for internal city feedback (as needed). Adopt zoning code modifications (as needed). Monitor impacts and adjust as needed.	\$	Policy/Zoning
18	Monitor and evaluate need for additional parking construction.	Further study the demand for, and feasibility of, additional parking supply in downtown.	Utilizing monitoring plan (Rec #13), assess impacts of recommendations on downtown parking availability. If needed, conduct further feasibility studies of candidate sites, including traffic and access impacts. Refine capital and operational cost estimates. Develop long-term funding plan, including an assessment of mechanisms such as a property tax/assessment. Present findings to City Council to confirm/refine policy direction.	\$\$	Customer Experience

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Park City Municipal Corporation

Figure 6-9 Implementation Plan – Phase III (18-36 months)

#	Recommendation	Action by Phase	Implementation Details	Relative Cost	Strategy
1	Create an internal implementation task force.	Continue with implementation of parking study recommendations.	Continue with standing coordination meetings. Adjust program management as needed. Identify and implement Phase 3 priority actions.	\$	Admin/ Operations
2	Hire additional parking staff. Conduct long-term staffing plan.	Monitor staff resources and plan for long-term staffing needs.	Continue to monitor existing staffing resources/needs as recommendations are implemented. Based on staffing audit, confirm any additional staffing needs. Secure funding for additional staff and hire staff as needed.	\$\$	Admin/ Operations
3	Create a communications and outreach plan for downtown parking.	Refine and continue community engagement and citywide marketing.	Continue to refine key messages and marketing materials/efforts. Conduct ongoing workshops with new employers and employees. Continue with education/outreach, especially during peak periods and special events. Distribute program materials as needed.	\$\$	Customer Experience
4	Upgrade parking signage and wayfinding.	Implement parking signage and wayfinding upgrades.	Install signage/wayfinding upgrades, including all real-time signage and smartphone applications. Implement all signage upgrades with private operators and land owners at private lots/garages.	\$\$\$\$	Customer Experience
5	Upgrade online parking services and information.	Implement online services and information upgrade.	Continue to upgrade online services. Update materials as needed. Ensure integration of private facilities into real-time availability applications.	\$\$\$	Customer Experience
6	Secure additional parking for use by employees and the general public.	Adjust program as needed.	Adjust remote parking program policies as needed. Renegotiate agreements with private parties as needed. Secure additional parking as needed.	\$\$\$	Customer Experience
7	Install new parking payment and access control infrastructure in public lots/garages and on certain streets. Upgrade and replace existing on-street parking meters.	Monitor payment and access infrastructure. Continue to plan for existing meter replacement.	Implement necessary adjustments and maintenance as needed. Finalize meter replacement and funding plan. Replace existing meters as feasible. Identify areas for renegotiation with vendor for when contract expires.	\$\$\$\$	Admin/ Operations
8	Continue to improve pedestrian and bicycle access.	Implement additional pedestrian and bicycle improvements.	Evaluate the need to add more bicycle parking or other pedestrian facilities as needed.	\$\$\$	Customer Experience
9	Create <i>Access Park City</i> mobility program to improve downtown travel options.	Monitor and adjust <i>Access Park City</i> mobility program.	Monitor performance of mobility and incentive programs. Conduct annual survey of program users to identify program issues and opportunities. Adjust program policies and guidelines as needed. Implement additional mobility and incentives programs as feasible. Identify areas for renegotiation with vendor for when contract expires.	\$\$\$\$	Customer Experience
10	Implement demand-based parking management for all public on-and off-street parking. Manage parking to ensure adequate availability at all times.	Monitor and adjust demand-based management program.	Conduct annual survey of program. Utilizing monitoring plan (Rec #13), staff conduct rate and regulatory adjustments to achieve target occupancy rates. Adjust program regulations, guidelines, and policies as needed. Update and maintain program infrastructure and information.	\$\$\$	Customer Experience
11	Shift to discount daily parking for employees.	Implement discounted daily employee pricing program.	Conduct annual survey of program. Utilizing monitoring plan (Rec #13), staff conduct rate and regulatory adjustments to achieve target occupancy rates. Adjust program regulations, guidelines, and policies as needed. Update and maintain program infrastructure and information.	\$\$	Customer Experience
12	Make strategic improvements to event management.	Monitor and adjust event management practices.	Monitor and adjust event management practices as needed.	\$\$	Admin/ Operations
13	Modify Residential Permit Parking (RPP) program.	Monitor and adjust RPP program.	Monitor and adjust RPP program guidelines and operations as needed.	\$\$	Policy/Zoning
14	Adopt formal procedures for program monitoring and parking enforcement. Measure and report system performance via	Implement monitoring and reporting of system performance and enforcement activities.	Adjust performance metrics as needed. Adjust internal monitoring, tracking, and reporting procedures. Adjust internal monitoring, tracking, and reporting procedures. Conduct annual training classes with enforcement staff.	\$	Admin/ Operations

DOWNTOWN AND MAIN STREET PARKING MANAGEMENT PLAN | FINAL REPORT
Park City Municipal Corporation

#	Recommendation	Action by Phase	Implementation Details	Relative Cost	Strategy
	an annual State of Downtown Parking Report.		Develop and issue State of Downtown Parking Report on annual basis.		
			Continue with rate and regulation adjustment procedures to achieve target occupancy goals.		
15	Create peak-period passenger loading and universal valet programs.	Monitor and adjust loading and valet programs.	Conduct survey of employers and businesses.	\$\$	Customer Experience
			Monitor and adjust program operations as needed.		
			Identify areas for renegotiation with vendor for when contract expires.		
16	Improve downtown parking governance.	Continue parking advisory committee. Coordinate with citywide Transportation Management Association (TMA) formation. Create parking benefit district (PBD).	Continue with standing Advisory Committee meetings. Identify and implement priority actions. Adjust committee procedures as needed.	\$	Policy/Zoning
			Continue to ensure active participation of downtown employers within citywide TMA. Adjust TMA rules and procedures as needed.		
			Adjust PBD organizational by-laws and allocation of parking revenue as needed.		
17	Study and reform parking code requirements.	Evaluate changes to zoning code.	Monitor impacts and adjust as needed.	\$	Policy/Zoning
18	Monitor and evaluate need for additional parking construction.	Further study the demand for, and feasibility of, additional parking supply in downtown.	Utilizing monitoring plan (Rec #13), assess impacts of recommendations on downtown parking availability.	\$\$	Customer Experience
			If needed, solicit direction from Council to construct additional downtown parking supply.		
			Identify preferred site, refine cost estimates, and secure funding (if needed).		
			Initiate design, engineering, and construction process (if needed).		

S.I.P.
Main Street
\$144,833.65

NOTICE OF SPECIAL MEETING

To the Members of
the City Council of
Park City, Utah:

Notice is hereby given that a special meeting of
the City Council of Park City, Utah, will be held at City Hall,
being the regular meeting place of said council on March 27,
1975 at 5:30 o'clock P.M. for the purpose of considering a
Resolution amending the Resolution adopted by the City Council
on March 18, 1975, amending the Resolution adopted by the City
Council on February 20, 1975, authorizing the issuance and sale
of \$150,000 Special Improvement Bonds of the Park City Main
Street, Off-Street Parking Special Improvement District and
for the transaction of such other business incidental to the
foregoing as may come before said meeting.

ACKNOWLEDGMENT OF NOTICE AND
CONSENT TO SPECIAL MEETING

We, the members of the City Council of Park City,
Utah, do hereby acknowledge receipt of the foregoing Notice of
Special Meeting and we hereby waive any and all irregularities,
if any, in such notice and in the manner of service thereof
upon us and consent and agree to the holding of such special
meeting at the time and place specified in said notice, and
to the transaction of any and all business which may come
before said meeting.

Mayor

Councilmen

John E. Skene
John V. T. Wilkins
Clarence P. Hansen
Leon Uccaste
Dray C. Lehmer
Richard W. Muntz

WAIVED NOTICE OF SPECIAL MEETING
ABSENT

Park City, Utah

March 27, 1975

A special meeting of the City Council of Park City, Summit County, Utah, was held on the 27th day of March, 1975, at the hour of 5:30 o'clock p.m. at the City Hall in said city, due, legal and timely notice having been given and each of the City Councilmen, at which meeting there were present and answering the roll call the following members who constituted a quorum:

John E. Price, Jr.	Mayor
Clements P. Hansen	Councilman
Richard Martinez	Councilman
Leon Uriarte	Councilman
Mary C. Lehmer	Councilwoman
Jan Wilking, Jr.	Councilman

also present

Nick J. Colessides	Asst. City Attorney
Bruce C. Decker	City Recorder

absent

Richard Martinez	Councilman
------------------	------------

After the minutes of the last meeting had been read and approved and the roll called with the above result, the following Resolution was introduced in writing by Councilman Uriarte, was read in full and discussed and pursuant to motion made by Councilman Wilking and seconded by Councilman Hansen was adopted by the following vote:

Aye: John E. Price, Jr.
Clements P. Hansen
~~Richard Martinez~~
Leon Uriarte
Mary C. Lehmer
Jan Wilking, Jr.

Nay: None

The Resolution is as follows:

Resolution No. 1B

A Resolution Amending the Resolution of Park City, Utah, Adopted by Its City Council on March 18, 1975, amending the Resolution adopted by City Council on February 20, 1975, authorizing the issuance and sale of \$150,000 Special Improvement Bonds of the Park City Main Street Off-Street Parking Special Improvement District, to reduce the amount of Bonds to be sold to \$144,883.65.

WHEREAS, the City Council of Park City, Utah adopted a Resolution of said City on February 20, 1975, authorizing the issuance and sale of \$150,000 Special Improvement Bonds of the Park City Main Street Off-Street Parking Special Improvement District; and

WHEREAS, said Resolution was amended on March 18, 1975, to state the amount paid by property owners in the District on their assessments during the fifteen day period following the publication of Park City Ordinance No. 5A-75; and

WHEREAS, because of the amounts paid by the said property owners during said fifteen day period (\$4,483.00), the amount of Special Improvement District Bonds to be issued cannot exceed \$144,883.65; and

WHEREAS, the City Council desires to further amend the said Resolution of February 20, 1975, as amended, to state the exact amount of Special Improvement District Bonds to be issued;

NOW, THEREFORE, be it Resolved by the City Council of Park City, Summit County, Utah, as follows:

SECTION 1. The Resolution adopted by the City Council of Park City, Utah on February 20, 1975, authorizing the issuance and sale of Special Improvement District Bonds for the Park City Main Street Off-Street Parking Special Improvement District, is hereby amended as follows:

a. On Page 2, the bid of Thornton D. Morris & Company, Salt Lake City, Utah, to purchase the bonds is amended as set forth in the letter from said bidder dated March , 1975, attached hereto, so that the bonds to be purchased shall be as follows:

<u>Year Maturing (January 1)</u>	<u>Amount Maturing</u>	<u>Interest</u>
1976	\$50,000.00	8%
1977	50,000.00	8%
1978	44,883.65	8%

[Insert copy of bid letter]

b. On page 3, delete the figure "\$150,000" from the title of the Resolution and insert the figure "\$144,883.65" in lieu thereof.

c. On page 4, delete the figure "\$150,000" from line 7 and line 24 and insert the figure "\$144,883.65" in lieu thereof.

d. In Section 2, delete the last two sentences beginning with the words "The bonds shall bear interest" and ending with the words "payable at Zions First National Bank, One South Main Street, Salt Lake City, Utah" and substitute in lieu thereof the following:

The bonds shall bear interest at the rate or rates, shall be numbered, shall be in the denomination and shall mature as follows:

<u>Bond Numbers</u>	<u>Year Maturing</u>	<u>Amount Maturing</u>	<u>Amount of Coupons</u>
1	1976	\$50,000.00	8%
2	1977	50,000.00	8%
3	1978	44,883.65	8%

Both principal and interest shall be payable at the Zions First National Bank, One South Main Street, Salt Lake City, Utah.

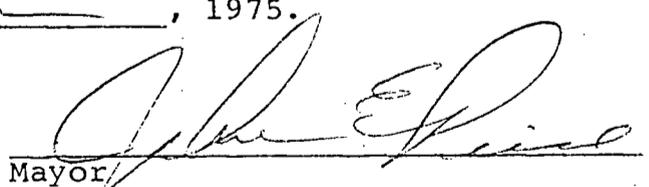
e. In Section 3, delete the second paragraph in the bond form on page 6 in its entirety, and substitute the following in lieu thereof:

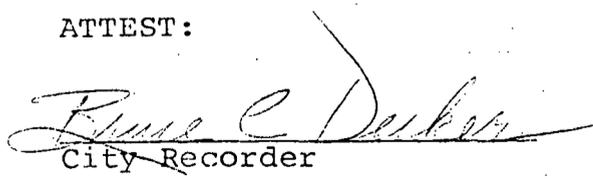
This bond is one of a series of three Special Improvement Bonds numbered consecutively from 1 to 3, both inclusive, two of which (Bond Nos. 1 and 2) are in the denomination of \$50,000 each, and one of which (Bond No. 3) is in the denomination of \$44,883.65, issued by Park City, all of which are of like date and designation and aggregate the total amount of \$144,883.65.

SECTION 2. The Resolution adopted by the City Council of Park City on March 18, 1975, amending the aforesaid Resolution adopted on February 20, 1975, is hereby amended to delete the figure "\$150,000" appearing in the last line on page 4 thereof and by substituting the figure "\$144,883.65" in lieu thereof.

SECTION 3. This Resolution shall be effective immediately upon its passage and approval.

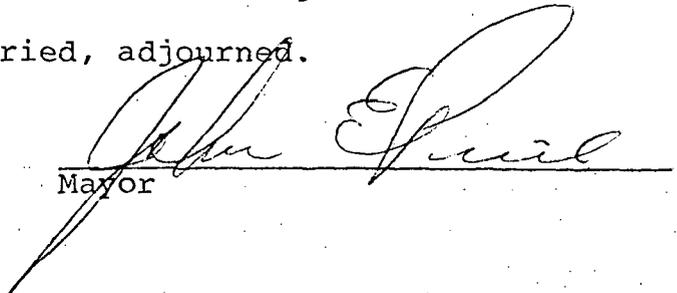
PASSED AND APPROVED by the City Council of Park City, Utah, this 27th day of March, 1975.


 Mayor

ATTEST:

 City Recorder

(S E A L)

After the transaction of other business not pertinent to the foregoing matter, the meeting was on motion duly made, seconded and carried, adjourned.


Mayor

Attest:

STATE OF UTAH)
 : ss.
COUNTY OF SUMMIT)

I, Bruce C. Decker, certify that I am the duly appointed and acting City Recorder of Park City, Utah, and further certify that the foregoing is a true and correct copy of the record of the proceedings had by the City Council of Park City, Utah at its meeting on March 27, 1975, and of the Resolution adopted at said meeting.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the corporate seal of said City this 27th day of MARCH, 1975.


City Recorder

(S E A L)

Park City, Utah _____

August 16, 1974, 1974

A regular meeting of the City Council of Park City, Summit County, Utah, was held on the 15th day of August, 1974, at the hour of 8:00 o'clock p..m. at the City Hall, being the regular meeting place of said council, due, legal and timely notice having been given to the Mayor and each of the City Councilmen of Park City, at which meeting there were present and answering roll call the following members who constituted a quorum:

John E. Price, Jr.	Mayor
Clements P. Hansen	Councilman
Richard Martinez	Councilman
Leon Uriarte	Councilman
Mary C. Lehmer	Councilwoman
Jan Wilking Jr.	Councilman

Also present:

Carl J. Nemelka	City Attorney
Bruce C. Decker	City Recorder

Absent:

Thereupon, the following proceedings, among others, were duly had and taken:

Mayor John E. Price, Jr. presented the following report of the Board of Equalization and Review for Main Street Off-Street Parking Special Improvement District of Park City:

1. The Board of Equalization and Review for Main Street Off-Street Parking Special Improvement District of Park City consisting of a quorum of the members of the City Council appointed as such by resolution adopted June 27, 1974, met on three consecutive days, July 29, 30, 31, 1974, from 10:00 a.m. to 12:00 p.m. on each of said days to hear and consider any objections to and to make corrections of any proposed assessments deemed inequitable or unjust.

2. At such hearings the Board heard all arguments from any person who believed himself aggrieved including arguments relating to the benefits accruing to any district block, lot, or parcel of property in the district or relating to an amount of the proposed assessment against any such tract, block, lot, or parcel. After the hearings were completed, the Board considered all facts and arguments presented and made such corrections in the proposed assessments as deemed just and equitable. No such corrections resulted in the increase of any proposed assessment.

3. The assessment list herewith presented, corrected as aforesaid, is recommended for adoption. Assessments in the amounts shown on the corrected assessment list should be levied against the property within the district in the manner provided by law. The Board of Equalization and Review finds that each piece of property within the District will be benefited in an amount not less than the assessment shown on the corrected assessment list and further finds that no piece of property listed on the corrected assessment list will bear more than its proportionate share of the cost of the improvements.

The foregoing report of the Board of Equalization and Review was ordered to be made a part of the minutes of this meeting.

Councilman Wilking introduced in writing and moved the adoption of the following ordinance:

ORDINANCE NO. 5 - 74

AN ORDINANCE confirming the assessment roll and levying a tax providing for the assessment of property in Park City Main Street Off-Street Parking Special Improvement District of Park City, Utah, for the purpose of paying the costs of constructing improvements consisting of asphalt surfacing and paving; concrete curb and gutter; pedestrian walks and access ways; street and lot lighting; landscaping with trees and shrubs; sprinkling system with main and lateral lines; control valves and sprinklers; off-street parking facilities and automobile access ways; sanitary sewer lines; storm sewers and surface flood control and drainage structures; removal of non-conforming existing improvements; undergrounding of the utility lines; excavation and grading; and all other miscellaneous work necessary to complete the improvements in a proper workmanlike manner; establishing a special improvement guarantee fund and providing the time when this ordinance shall become effective.

BE IT ORDAINED BY THE CITY COUNCIL OF PARK CITY, UTAH:

Section 1. The City Council of Park City, Utah, hereby confirms the assessment roll as corrected and adjusted by the Board of Equalization and Review for Park City Main Street Off-Street Parking Special Improvement District of Park City, for Park City, Utah, and hereby confirms the findings

the findings of the Board of Equalization and Review that the proposed list of assessments as equalized by the Board of Equalization and Review are just and equitable; that each piece of property within the special improvement district will be benefited in an amount not less than the assessment to be levied against said property; and that no piece of property listed in said assessment list will bear more than its proportionate share of the cost of such improvements.

Section 2. The City Council of Park City, Utah does hereby levy a tax to be assessed upon the real property described in said assessment list. The assessments levied upon each block, lot, part of block or lot, tract or parcel of property therein described shall be in the amount set forth in the said assessment list, which is hereby incorporated by reference and made a part of this ordinance. Said property is included within Park City Main Street Off-Street Parking Special Improvement District of Park City in and for Park City, the boundaries of which are more particularly described in the Notice of Intention incorporated by reference and made a part of this ordinance. Said improvements are all within the limits of Park City, Utah.

The assessments hereby levied are for the purpose of paying the cost of constructing improvements on certain streets within the City consisting of asphalt surfacing and paving; concrete curb and gutter; pedestrian walks and access ways; street and lot lighting; landscaping with trees and shrubs; sprinkling system with main and lateral lines; control valves and sprinklers; off-street parking facilities and automobile access ways; sanitary sewer lines; storm sewers and surface flood control and drainage structures; removal of non-conforming existing improvements; undergrounding of the utility lines; excavation and grading; and all other miscellaneous work necessary to complete the improvements in a proper workmanlike manner and such other necessary construction incidental thereto adjacent to the said property and abutting and fronting upon the following streets and property within the boundaries of the Main Street Off-Street Parking Special Improvement District of Park City in Park City, Utah, to wit:

Farrell Avenue - from Second Street to Fifth Street;
Second Street - from Main Street to Farrell Avenue;

Fourth Street - from Main Street to Farrell Avenue;
Fifth Street - from Main Street to Farrell Avenue;
Certain city owned properties east of Blocks 23 and 24.

Said assessments are hereby levied and assessed upon each of the blocks, lots, parts of blocks and lots, tracts or parcels of real property described in the said assessment list off of which property fronts or abuts upon or is adjacent to the streets above mentioned thus improved and all of such property is affected or specially benefited by the improvements thereon.

Said assessments are levied at equal and uniform rates to the full depth of each parcel of real property included in the District. An allowance on said assessments has been made for corner lots so that they are not assessed at full rate on both streets.

The total cost of the improvements in said special improvement district is \$173,116.72, of which total cost the City's portion is \$24,265.25, which portion includes that part of the overhead costs for which an assessment cannot be levied, if any, and the cost of making improvements for the benefit of property against which an assessment may not be levied, if any. The balance to be assessed to the owners of property affected or benefited by the improvements is \$168,006.47 which is the total amount of the assessment hereby levied and which does not exceed in the aggregate the sum of: (a) the total contract price for such improvements under contract duly let to the lowest and best responsible bidders therefor; (b) the reasonable cost of utility services, maintenance, labor, materials, or equipment, if any; (c) the property price, if any; (d) the interest on any interim warrants issued against the special improvement district; (e) overhead costs not to exceed fifteen per cent (15%) of the sum of (a), (b), and (c). This total assessment is levied at the following rates:

All property fronting on Main Street	\$.44 cents per square foot
All remaining property within the Special Improvement District	\$.27 1/2 cents per square foot

It is hereby found and determined that the real property hereby assessed is affected by and specially benefited by the said improvements to the full amount of the assessments hereby levied.

The City Treasurer is hereby authorized and directed to assess the real

property hereinabove referred to in accordance with the provisions of this ordinance for the purposes herein mentioned and to collect said taxes as provided by law and the ordinances of this City.

Section 3. The assessment list made by the City Treasurer for the said property in the Main Street Off-Street Parking Special Improvement District of Park City as corrected, approved, equalized and completed by the Board of Equalization and Review, is hereby confirmed and the assessments made and returned in said completed list and the report and recommendations of the Board of Equalization and Review to the City Council at Park City, Utah, are hereby ratified, approved and confirmed.

Section 4. The whole or any part of the assessment may be paid without interest within fifteen (15) days after this ordinance becomes effective. Any part of the assessment not paid within such fifteen (15) day period shall be payable over a period not exceeding ^{THREE (3)} ~~ten (10)~~ years from the effective date of this Ordinance in ^{THREE (3)} ~~ten (10)~~ substantially equal annual installments with interest on the unpaid balance of the assessment at the rate of seven percent (7%) per annum from the effective date of this ordinance until due. Interest shall be paid in addition to the amount of each such installment annually at the time each installment becomes due. After said fifteen (15) day period, all unpaid installments of an assessment levied against any piece of property (but only in their entirety) may be paid prior to the dates on which they become due, but any such prepayment must include an additional amount equal to the interest which would accrue on the assessment to the next succeeding date on which interest is payable on any special improvement bonds issued in anticipation of the collection of the assessments plus such additional amount as, in the opinion of the City Treasurer, is necessary to assure the availability of money to pay interest on the special improvement bonds as interest becomes due and any premiums which may become payable on redeemable bonds which may be called in order to utilize the assessments thus paid in advance.

Default in the payment of any installment of principal or interest when due shall cause the whole of the unpaid principal and interest to become due and payable immediately, and the whole amount of the unpaid principal shall

thereafter draw interest at the rate of 10% per annum until paid, but at any time prior to the date of sale or foreclosure the owner may pay the amount of all unpaid installments past due, with interest at the rate of 10% per annum to date of payment on the delinquent installments, and all approved costs, and shall thereupon be restored to the right thereafter to pay in installments in the same manner as if default had not occurred.

Section 5. The City Council of Park City, Utah, does hereby create a special improvement guaranty fund and shall at the time of each annual appropriation ordinance, so long as any special improvement district bonds of Park City remain outstanding, provide for the levying of a tax of one mill in each year to create a fund for the purpose of guaranteeing to the extent of such fund the payment of special improvement bonds and interest thereon issued against local improvement districts for the payment of local improvements therein, all in the manner and to the extent provided by the laws of the State of Utah.

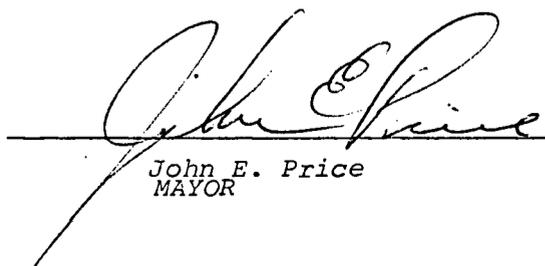
Section 6. The officials of Park City, Utah, be and they are hereby authorized and directed to take all action necessary or appropriate to effectuate the provisions of this ordinance.

Section 7. All ordinances or parts thereof in conflict with this ordinance are hereby repealed.

Section 8. An emergency is hereby declared, the preservation of peace, health and safety of Park City and the inhabitants thereof so requiring. Immediately after its adoption this ordinance shall be signed by the Mayor and City Recorder and shall be recorded in the ordinance book kept for that purpose, and said ordinance shall be published once in the Park Record, a newspaper of general circulation in Park City, Utah, and this ordinance shall take effect immediately upon its passage and approval and publication as required by law.

PASSED AND APPROVED BY THE CITY COUNCIL OF PARK CITY, UTAH, this
15th day of August, 1974.

-5-


John E. Price
MAYOR

STATE OF UTAH)
 : ss.
COUNTY OF SUMMIT)

I, Bruce C. Decker, the duly appointed, qualified and acting City Recorder of Park City, Utah, do hereby certify that the above and foregoing is a full, true and correct copy of the record of proceedings had by the City Council of Park City, Utah, at its meeting held on the 15th day of August, 1974, insofar as the same relates to or concerns the Main Street Off-Street Parking Special Improvement District of Park City as the same appears of record in my office.

I further certify that the ordinance levying the special assessment was recorded by me in the official records of said City on the 16th day of August, 1974.

I further certify that said ordinance was published one time in the Park Record, the affidavit of which publication is attached hereto.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the corporate seal of said City this 16th day of August, 1974.


CITY RECORDER

(S E A L)



P. O. BOX 1480
PARK CITY, UTAH 84060
PHONE (801) 649-9321

July 1, 1980

TO WHOM IT MAY CONCERN:

In compliance with Park City Municipal Corporation Ordinance #5A-75, Main Street Special Improvement District, fees levied against below mentioned property have been paid in full and Park City Municipal Corporation holds no liens toward said property:

N 10 ft of Lot 6 & 7 Blk 11, Park City Survey
Lot 8 Blk 11, Park City Survey
Und 1/3 int in Lot 9 Blk 11, Park City Survey
Und 1/3 int in PC 170 Lot 9 Blk 11, Park City Survey
Und 1/3 int in PC 170 Lot 9 Blk 11, Park City Survey
Und 1/3 int in PC 171 All lot 10 blk 11, Park City Survey
Und 1/3 int in PC 171 all Lot 10, Blk 11, Park City Survey
Und 1/3 int in PC 171 all Lot 10 Blk 11, Park City Survey
Und 1/3 int in PC 172 S 19 ft Lot 11, Blk 11, Park City Survey
Und 1/3 int in PC 172 S 19 ft Lot 11, Blk 11, Park City Survey
Und 1/3 int in PC 172 S 19 ft Lot 11, Blk 11, Park City Survey
Und 1/3 int in PC 173 N 6 ft Lot 11 & S 13.5 ft Lot 12,
Blk 11, Park City Survey
Und 1/3 int in PC 173 N 6 ft Lot 11 & S 13.5 ft Lot 12,
Blk 11, Park City Survey
Und 1/3 int in PC 173 N 6 ft Lot 11 & S 13.5 ft Lot 12,
Blk 11, Park City Survey

(COPIES ATTACHED HERETO)

Respectfully,

PARK CITY MUNICIPAL CORPORATION

Linda W. Leatham,
City Recorder

LWL:s

Attachment-14

Exhibit E

MAIN STREET SPECIAL
IMPROVEMENT DISTRICT

1981-1982

ACCT NUMBER	NAME	BALANCE 6/30/81	ACCRUED INTEREST	PAYMENTS	BALANCE 6/30/82	DATE OF PAYMENT
1	# 2 ENVIRONETICS	-0-	—	—	-0-	
2	# 2 KIMBALL ART	-0-	—	—	-0-	
3	# 3 KIMBALL ART	-0-	—	—	-0-	
4	# 4 ROBERT C JOHNSON	-0-	—	—	-0-	
5	# 5A P.C. PROPERTIES	-0-	—	—	-0-	
6	# 5B DAVID KRAJESKI	80	—	—	80	
7	# 6 TIMBERHAUS	—	—	—	—	
8	# 7 LAMAR COON	—	—	—	—	
9	# 8 LAMAR COON	—	—	—	—	
10	# 10 WENDELL PAULSEN	—	—	—	—	
11	# 11 WENDELL PAULSEN	—	—	—	—	
12	# 12 J. HAROLD ABEGGLEN	—	—	—	—	
13	# 13 EDWIN GROSE	—	—	—	—	
14	# 14 KENDALL WEBB	—	—	—	—	
15	# 15 GEORGE GASPARAC	—	—	—	—	
16	# 16 NTC	—	—	—	—	
17	# 17 NTC	—	—	—	—	
18	# 19 JESS WHITE	—	—	—	—	
19	# 20-21 ARTHUR DURANTE	—	—	—	—	
20	# 22 LLOYD STEVENS	11594	—	—	11594	
21	# 23 DON MILLECOM	—	—	—	—	
22	# 24 DON MILLECOM	—	—	—	—	
23	# 25 RICH DOTY	—	—	—	—	
24	# 26 WILLIAM KIRBY DAVID THIND	—	—	—	—	
25	# 27 MIRIAM MEYER	—	—	—	—	
26	# 28 ROGER SHANE	—	—	—	—	
27	# 29 HENRY SPRIGGS	—	—	—	—	
28	# 30 TERRA, INC	—	—	—	—	
29	# 31 GAYLE GITTENS	—	—	—	—	
30	# 32 GAYLE ISSACSON	—	—	—	—	
31	# 34 ARTHUR PIVA	—	—	—	—	
32	# 35 JOSEPH BUENEER	—	—	—	—	
33	# 36 ALAN D FRANDSEN	—	—	—	—	
34	# 37 HOWARD ANDERSON	—	—	—	—	
35	# 38 KEITH LINDSAY	—	—	—	—	
36	# 40 DARRELL MEYER	—	—	—	—	
37	# 41 EARL RESEIGN	—	—	—	—	
38	# 42 EATING ESTABLISHMENT	—	—	—	—	
39	# 43 JOHN DEMKOWICZ	—	—	—	—	
40	# 44 WHISKEY SPRINGS	—	—	—	—	
	# 45 WHISKEY SPRINGS	—	—	—	—	

ACCT NUMBER	NAME	BALANCE 6/31/81	ACCURED INTEREST	PAYMENTS	BALANCE 6/30/82	DATE OF PAYMENT
# 46	INTERSTATE RENTALS	—	—	—	—	
# 47	" "	—	—	—	—	
# 48	" "	—	—	—	—	
# 49	" "	—	—	—	—	
# 50	" "	—	—	—	—	
# 51	" "	—	—	—	—	
# 52	" "	—	—	—	—	
# 53	" "	—	—	—	—	
# 54	" "	—	—	—	—	
# 55	" "	—	—	—	—	
# 56	" "	—	—	—	—	
# 57	" "	—	—	—	—	
# 58	" "	—	—	—	—	
# 59	WILLIAM ORRIS	—	—	—	—	
# 60	JAMES BLOOM	—	—	—	—	
# 61	DC & ER ANDERSON	—	—	—	—	
# 62	MELVIN FENSEN	—	—	—	—	
# 63	DONNA LEWIS	295680	—	295680	-0-	7/5-23/81
# 64	MAX B LEWIS	—	—	—	—	
# 65	W W RIXEY	211200	—	—	211200	
# 66	TMI	—	—	—	—	
# 68	JOHN SWENEY	—	—	—	—	
# 67	DALE NELSON	—	—	—	—	
# 69	JAMES W CARR	22453	—	—	22453	
# 70	WILLIAM COLEMAN	137280	—	—	137280	
# 71	LUCY PEZELY	175859	—	—	175859	
# 72	VIRGINIA V SWENEY	—	—	—	—	
# 73	DON MILLECOM	97996	—	—	97996	
# 75	DON MILLECOM	—	—	—	—	
# 76	DON MILLECOM	—	—	—	—	
# 77	ALVIN YOUNG	—	—	—	—	
# 78	ALVIN YOUNG	—	—	—	—	
# 79	ALVIN YOUNG	—	—	—	—	
# 80	FRED ELEY	38102	—	—	38102	
# 81	GENEVIEVE GIACOMA	—	—	—	—	
# 82	ALBERT MITCHEL	—	—	—	—	
# 83	RESORT CINEMA	201608	—	—	201608	
# 84	LEON URIARTE	—	—	—	—	
# 85	DON TOMPKINS	—	—	—	—	
# 86	DON TOMPKINS	—	—	—	—	
# 87	SID ELIASON	—	—	—	—	

May 2, 1983

Dear Property Owner:

The Finance Department of Park City Municipal Corporation is in the process of clearing up some old balances left on our accounts receivable ledger. These balances stem back from the Main Street Special Improvement District Assessment, which was assessed in 1975. An installment plan was set up in which the property owner could pay the assessment in installments over a three (3) year period, with an annual interest rate of 8%.

In going thru these accounts, we find that your account has a past due balance still owing. Enclosed is a bill for the past due balance plus a 10% interest charge per year, for the years 1978 thru and including 1982. This bill is due on or before May 30, 1983. If payment is not received by this time or some satisfactory arrangements are not made, we will have no other choice, but to go thru the Summit County Assessors offices and have a lien put against your property.

If the property that is described in the upper right of this letter is no longer owned by you, would you please give us the new owners name and mailing address and any other information that you may have on them.

Your prompt attention to this matter will be greatly appreciated.

Respectfully,

Park City Municipal Corporation

LuAnn Antonio
By: LuAnn Antonio
City Treasurer

LA/km
Enclosure

William & Georgia Carol Rixey
Box 777
Park City, Utah 84060

January 1, 1984

PROPERTY DESCRIPTION

AMOUNT DUE

PC 194 Lots 7 & 8 Blk 12 PC Survey

\$3401.39

Recorded at the request of and return
to: Park City Municipal Corp.
P. O. Box 1480, Park City, UT 84060

Fee Exempt per Utah Code
Annotated 1953 21-7-2

Craig Smith, City Recorder
Box 1480
Park City, Utah 84060

Entry No.	232209
REQUEST OF	<i>Park City Municipal Corp.</i>
FEE	ALAN SPRIGGS, SUMMIT CO. RECORDER
\$ <i>N.C.</i>	By <i>Susan Lubman</i>
RECORDED	3-28-85 at 9:16 M

NOTICE OF PAYMENT OF ASSESSMENT

TO WHOM IT MAY CONCERN:

Please be advised that the assessment levied by the Main Street Off-Street Parking Special Improvement District, commonly known as the Main Street Special Improvement District, under the Ordinance of July 5, 1974 against the following described property located within Park City, Summit County, Utah, was paid in full on or before December 31, 1983. The property is described as follows:

Block 8, Park City Survey, Lots 1 thru 8;

Block 8, Park City Survey, Lots 25 thru 28;

Block 9, Park City Survey, Lots 1 and 2, North half of Lot 3, Lots 4 thru 10, Lots 12 thru 23, and the Easterly 25 feet of Lot 24, all of lot 43;

Block 5, Park City Survey, Lots 10, 11, 12;

Block 10, Park City Survey, Lots 1 thru 7, and Lots 13 thru 16;

Block 11, Park City Survey, Lots 2 thru 16;

Block 12, Park City Survey, Lots 3 thru 6, 9 thru 16, and the East 50 feet of Lots 1 and 2;

Block 13, Park City Survey, Lots 12 and 14;

Block 21, Park City Survey, Lots 3 thru 6, 12 thru 15, and Parcel A, being located between Blocks 21 and 22;

Block 22, Park City Survey, Lots 1 thru 5, southerly 20 feet of Lot 6, Northerly 15 feet of Lot 9, Lots 10 thru 16;

Block 23, Park City Survey, Lots 1 thru 12;

Block 24, Park City Survey, Lots 2 and 3, Lots 13 thru 15, Lots 18 thru 23, and Parcel D being located between Blocks 24 and 25;

800- 336 PAGE 363-64

Block 25, Park City Survey, Lots 1 thru 7 (all);

Block 56, Park City Survey, Lots 1 thru 14 (all).
The Crawford Parcel is now the right of way for
Swede Alley.

Block 69, Millsite Reservation, Lots 1 thru 17,
excepting a portion of Lot 13, being approximtely
10 feet in width at the center of that lot;

Block 70, Millsite Reservation, Lots 12 thru 16;

Dated March 27, 1985.


J. Craig Smith, Recorder

On the 27 day of March, 1985, J. Craig Smith appeared
before me and, being sworn and upon oath, did state to me
that he is the duly appointed City Recorder of Park City,
Utah, and that he signed the foregoing document on behalf of
the City with proper authority.


Notary Public
Residing at: Park City

Commission Expires: 1-23-88



BOOK 336 PAGE 364

First American Title Insurance Company

COMMITMENT FOR TITLE INSURANCE

SCHEDULE A

1. Effective Date: **April 19, 2017, 7:55 am**

2. Policy (or Policies) to be issued:	Amount	Premium
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(a) ALTA OWNER'S POLICY (6-17-06)

Proposed Insured:

(b) ALTA LOAN POLICY (6-17-06)

Proposed Insured:

3. **Fee Simple** interest in the land described in this Commitment is owned, at the Commitment Date, by **WESTLAKE LAND, LLC, a Utah limited liability company**

4. The land referred to in this Commitment is described as follows:

Lots 7 and 8, Block 12, PARK CITY SURVEY AMENDED, according to the official plat thereof, on file and of record in the office of the Summit County Recorder, Summit County, Utah. PC-194

PARK CITY TITLE COMPANY

By



Authorized Signatory

First American Title Insurance Company

COMMITMENT FOR TITLE INSURANCE

SCHEDULE B - SECTION I REQUIREMENTS

Effective Date: April 19, 2017, 7:55am

The following requirements must be met:

- (a) Pay the agreed amounts for the interest in the land and/or according to the mortgage to be insured.
- (b) Pay us the premium, fees and charges for the policy.
- (c) Documents satisfactory to us creating the interest in the land and/or the mortgage to be insured must be signed, delivered and recorded, providing us with copies of appropriate agreements, resolutions, certificates or other evidence needed to identify the parties authorized to execute the documents creating the interest to be insured:
- (d) You must tell us in writing the name of anyone not referred to in this Commitment who will get an interest in the land or who will make a loan on the land. We may then make additional requirements or exceptions. The owner and any previous owners within the last 6 months are required to sign a statement that no recent construction has taken place. A physical inspection may also be required. If recent construction has taken place, additional requirements may be added.
 - 1. **The name of WESTLAKE LAND, LLC, a Utah limited liability company, has been checked against the records of Summit County, Utah, and no judgments or tax liens appear of record.**
 - 2. **PROPERTY ADDRESS: 227 Main Street, Park City, UT 84060.**

First American Title Insurance Company

COMMITMENT FOR TITLE INSURANCE

SCHEDULE B - SECTION II EXCEPTIONS

Effective Date: **April 19, 2017, 7:55am**

Any policy we issue will have the following exceptions unless they are taken care of to our satisfaction.

1. The lien of Real Estate Taxes or assessments imposed on the title by a governmental authority that are not shown as existing Liens in the Records of any taxing authority that levies taxes or assessments on real property or in the Public Records.
2. Any Facts, Rights, Interests or Claims that are not shown in the Public Records but that could be ascertained by an inspection of the land or by making inquiry of persons in possession of the land.
3. Easements, claims of easements or encumbrances that are not shown in the Public Records.
4. Any encroachment, encumbrance, violation, variation or adverse circumstance affecting the title including discrepancies, conflicts in boundary lines, shortage in area, or any other facts that would be disclosed by an accurate and complete land survey of the land, and that are not shown in the Public Records.
5. Unpatented mining claims; reservations or exceptions in patents or in acts authorizing the issuance thereof; water rights, claims or title to water.
6. Any lien, or right to a lien, for services, labor or material theretofore or hereafter furnished, imposed by law and not shown in the Public Records.
7. **Taxes for the year 2017, now accruing but not yet due or payable, and taxes for subsequent years. Currently assessed under Serial No. PC-194.**

Taxes for the year 2016 have been paid in the amount of \$8,877.57, under Serial No. PC-194.
8. **This property is within the Snyderville Basin Sewer Improvement District, and Park City Water Service District, and is subject to the charges and assessments thereof.**
9. **Excepting all oil, gas, and other minerals of every kind and description underlying the surface of the subject property.**
10. **Claim, right, title or interest to water or water rights whether or not shown by the Public Records.**
11. **Subject to the terms, conditions and assessments contained in that certain document entitled Park City Ordinance, Ordinance No. 82-3 (Park City Neighborhood Development Plan), recorded February 16, 1982, as Entry No. 188603 in Book M-212 at Page 148-54, records of Summit County, Utah.**

Notice of Approval of the Amendment to the Park City Neighborhood Development Plan, recorded November 2, 1990 as Entry No. 332260 in Book 585 at Page 147, records of Summit County, Utah.
12. **Reserving to Grantor, all mines, ores and minerals beneath said surface, but with the duty always to preserve and maintain surface support, as reserved in the Warranty Deed recorded April 12, 1916 in Book L-WD at page 18, records of Summit County, Utah.**
13. **Affidavit confirming Ordinance Levying the assessment for the Main Street Off-Street Parking Special**

Improvement District of Park City, commonly known as the Main Street Special Improvement District within Park City adopted by City Council August 16, 1974, and recorded February 28, 1985 as Entry No. 231175 in Book 333 at page 91, records of Summit County, Utah.

- 14. Notice and Order to Repair recorded by Park City Municipal Corporation October 14, 2015 as Entry No. 1030459 in Book 2319 at page 1500, records of Summit County, Utah.**