

# Vision Park City 2009

City Council work session and initial recommendations

July 9, 2009

## *Agenda:*

- Introduction + opening remarks
- Data + findings: what people said—some of it anyway
- Analysis: what we think—some of what we think anyway
- Recommendations

# But before we begin...



Lindsey says ‘Hi y’all...wish I could be there today...’

*We asked the People of Park City some questions about the future of Park City.*

They had some great ideas and strong opinions.

Over 450 interviews were conducted  
10 questions in each interview  
At least 759 photos were taken  
Over over 345 comment cards collected

*Here are some highlights...*

*What brought you to Park City?*

“I arrived here through the portal that  
is Miner’s Hospital in 1955.”

*What brought you to Park City?*

“I vacationed here several times  
and fell in love with the town.”

*What brought you to Park City?*

“I used to commute here for work from SLC during the Winter, but then was finally able to buy a home here—so now I can live where I work!”

*What brought you to Park City?*

“We moved here in the 1990s—we loved the small town feel, quiet neighborhoods, laid-back pace of life—and of course, the skiing!!”

*What brought you to Park City?*

“The obvious things: the small town atmosphere, the beautiful setting—but also, our commitment to arts and smart people!

We’re much more than just a ski community!”

*What brought you to Park City?*

“We looked at Telluride, Vail, Aspen and Tahoe.  
None offered all the things we could get  
here in Park City.”

*What brought you to Park City?*

“I ran out of gas while travelling cross-country in 1977. I got a job and never left.”

*What brought you to Park City?*

“We stopped for the night on our way to Yellowstone and fell in love with the town.”

*What brought you to Park City?*

“I was just out of college and found a place  
where I could ski and work.  
Seemed perfect for me.”

*What brought you to Park City?*

“I came here to live and work in the 1980s.  
Now I can only afford to work here. I got priced  
out of the market and I commute.”

*What keeps you here?*

“The same things that brought me here in the first place: the community, the skiing, the natural beauty.”

*What keeps you here?*

“It’s a first name town that’s also a first class town. That’s a unique combination.”

*What keeps you here?*

“People care. People know each other.”

*What keeps you here?*

“People here are approachable, diverse,  
and well-educated. There’s a little something  
for everyone.”

*What keeps you here?*

“We’re not afraid to be ourselves—and let others be themselves. Live and let live.”

*What keeps you here?*

“Quality of life—it’s great!”

*What keeps you here?*

“Great friends, snowy winters and beautiful summers. So much to do—great events.”

*What keeps you here?*

“Local color and nice residents. I know somebody everywhere I go in town.”

*What would make you leave?*

“Death.”

*What would make you leave?*

“If we continue to grow too much  
and if traffic keeps getting worse.”

*What would make you leave?*

“When the gap between the ‘haves’ and ‘have-nots’ gets too big to be comfortable.”

*What would make you leave?*

“I already had to leave. After 37 years, I couldn’t afford it anymore. Now I commute.”

*What would make you leave?*

“If we become too snooty and exclusive or opulent and ostentatious. Like Aspen or Vail.”

*What would make you leave?*

“If we lose our heart & soul...  
or our dorkiness...if we stop feeling  
like a community.”

*What would make you leave?*

“If we get too many more gigantic resorts and developments that will bring too many outsiders. That’s not the Park City I chose to live in.”

*What would make you leave?*

“If we don’t put our money where our mouth is—if we don’t stand up for what we believe in.”

*What would make you leave?*

“When I stop seeing people  
I know at the grocery store—and when  
I don’t recognize the people I do see.”

*What would make you leave?*

“When I can no longer afford to live here—  
it will be sad, but then I’d have to leave.”

*What would make you leave?*

“If we get too big and Park City stops feeling like my small town.”

*When were you proud of Park City?*

“Every time we come together as a community  
to achieve something or overcome a hardship.  
That’s when we shine.”

*When were you proud of Park City?*

“When we are willing and able to laugh  
at ourselves—like at the follies.”

*When were you proud of Park City?*

“Fourth of July parades. Miner’s Day parades.  
All the events that bring our community  
together.”

*When were you proud of Park City?*

“When we look out for each other and do what’s right for the community.”

*When were you proud of Park City?*

“When we make the tough calls and sacrifices required to preserve Park City’s natural beauty and open spaces.”

*When were you proud of Park City?*

“When we passed the Open Space bonds—it showed people were willing to pay more taxes to preserve what’s here.”

*When were you proud of Park City?*

“When we sat down and figured out how to do the Hispanic outreach program.”

*When were you proud of Park City?*

“Our commitment to non-profits  
and helping each other.”

*When were you proud of Park City?*

“When we host Sundance and other events—  
with flawless execution, graciousness  
and hospitality.”

*When were you proud of Park City?*

“The Olympics—we showed the world—and ourselves—just what we could do!”

*When have you been disappointed in Park City?*

“When we give in to developers.”

*When have you been disappointed in Park City?*

“We say we’re diverse. But we’re not.”

*When have you been disappointed in Park City?*

“We’re only green until it’s inconvenient—  
until it hits the pocketbook...”

*When have you been disappointed in Park City?*

“We don’t recycle like we should. We commit to the environment in big ways—but not always in the important, small, and everyday ways.”

*When have you been disappointed in Park City?*

“When we let in Best Buy and WalMart\*”

\*Although Best Buy and WalMart aren't within the city limits, people have strong emotions about big box retailers and hold the community responsible for their presence.

*When have you been disappointed in Park City?*

“We are no longer a community.  
We’ve become a small city.”

*When have you been disappointed in Park City?*

“We try to please everyone all the time.  
That leads to nobody being happy.”

*When have you been disappointed in Park City?*

“When we’re all talk and no action.  
Sometimes City government needs  
to step in and legislate.”

*What do you hope Park City will be like in 20 years?*

“I hope many different people can afford to live and work in Park City. I hope we are diverse—it’s a big part of what makes us different from other towns—like Vail or Aspen.”

*What do you hope Park City will be like in 20 years?*

“I hope my kids can afford to stay here  
and be part of this community.”

*What do you hope Park City will be like in 20 years?*

“I hope we’re still a tight community where people still wave, stop by, and hang out with their neighbors.”

*What do you hope Park City will be like in 20 years?*

“I hope we never take ourselves too seriously.”

*What do you hope Park City will be like in 20 years?*

“I hope the City and Chamber will continue to keep front and center the balance between being a resort town and what the residents need and want.”

*What do you hope Park City will be like in 20 years?*

“That we stay this size and continue to have excellent arts, culture and recreation.”

*What do you hope Park City will be like in 20 years?*

“Green. Fun. Prosperous. Honest. Diverse.  
Internationally Respected. Well Managed.  
No Leash Laws. Snowy. Tolerant. Friendly.  
Seceded from Utah.”

*What do you hope Park City will be like in 20 years?*

“A friendly, beautiful town with great skiing, golfing, hiking trails and lots of fun things to do outdoors.

Oh wait, that’s what it’s like now!”

*What do you hope Park City will be like in 20 years?*

“I hope that we continue to set an example for what’s possible—that we’re sustainable, innovative, a strong and diverse community.”

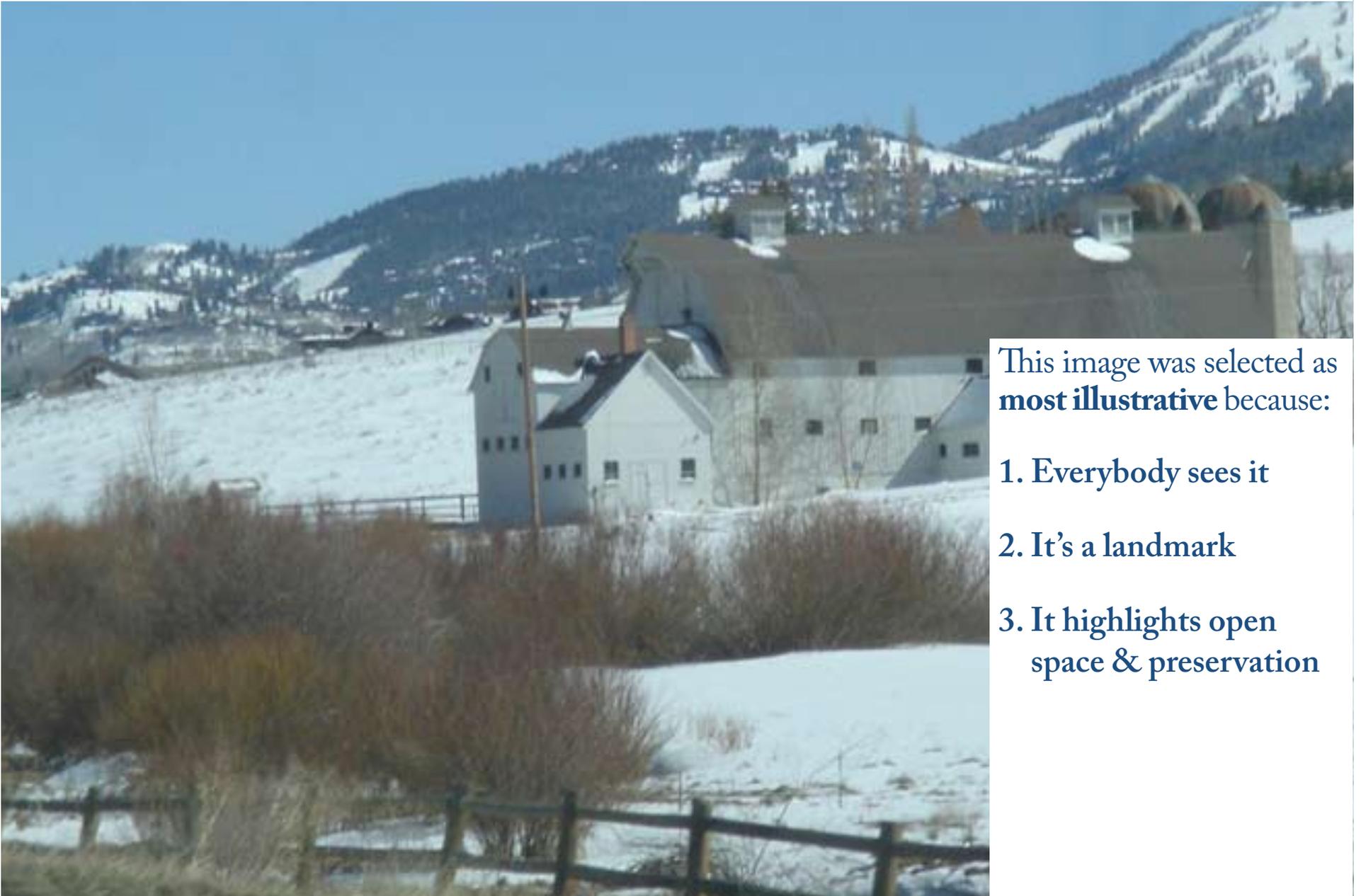
*What do you hope Park City will be like in 20 years?*

“I hope Park City is one of the ten best cities to live in, the ten greenest cities, and the ten most sustainable cities.”

People love it.

*They want to be able to afford it.  
They don't want it to get screwed up.*

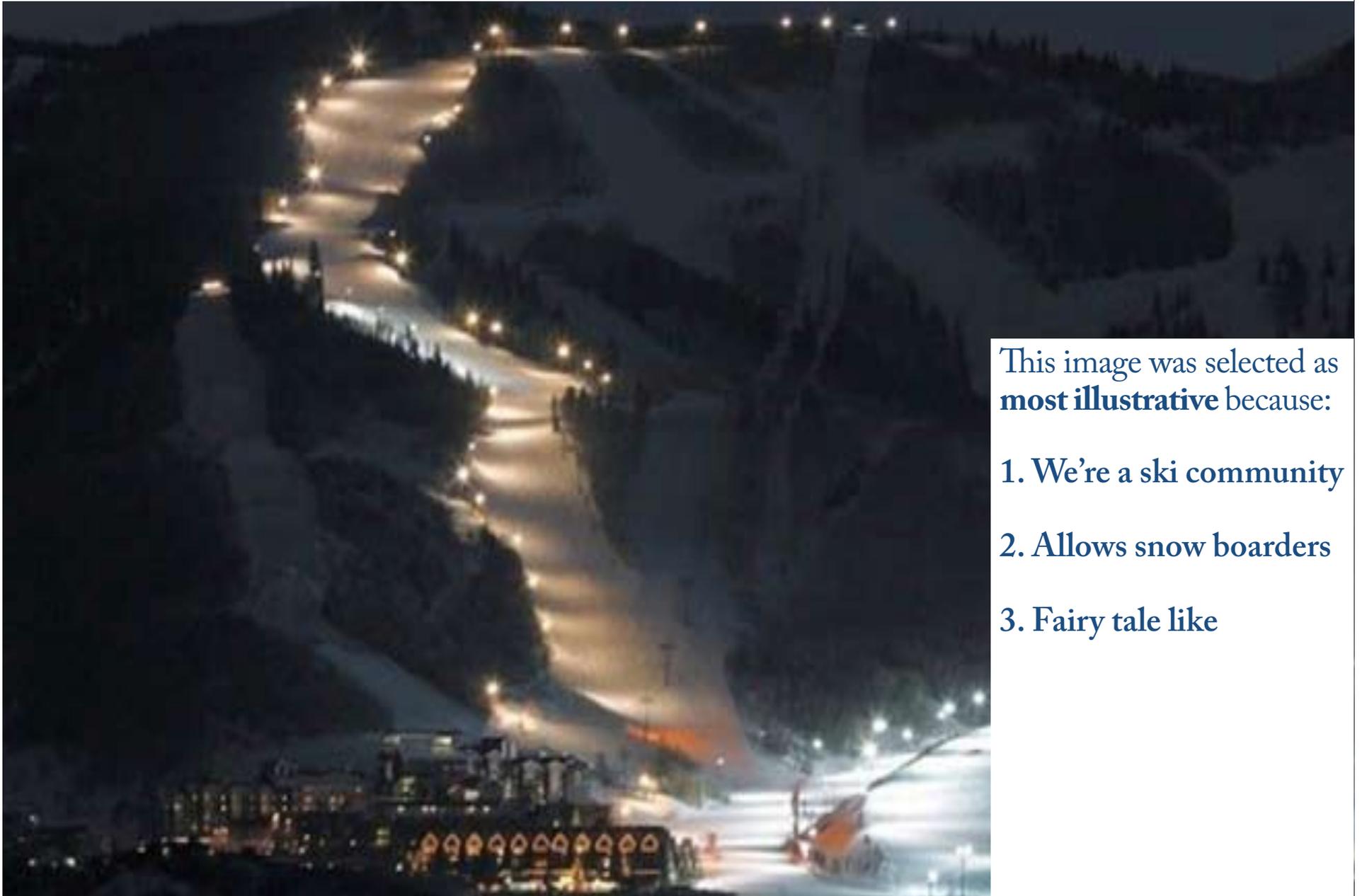
# Most illustrative



This image was selected as **most illustrative** because:

1. Everybody sees it
2. It's a landmark
3. It highlights open space & preservation

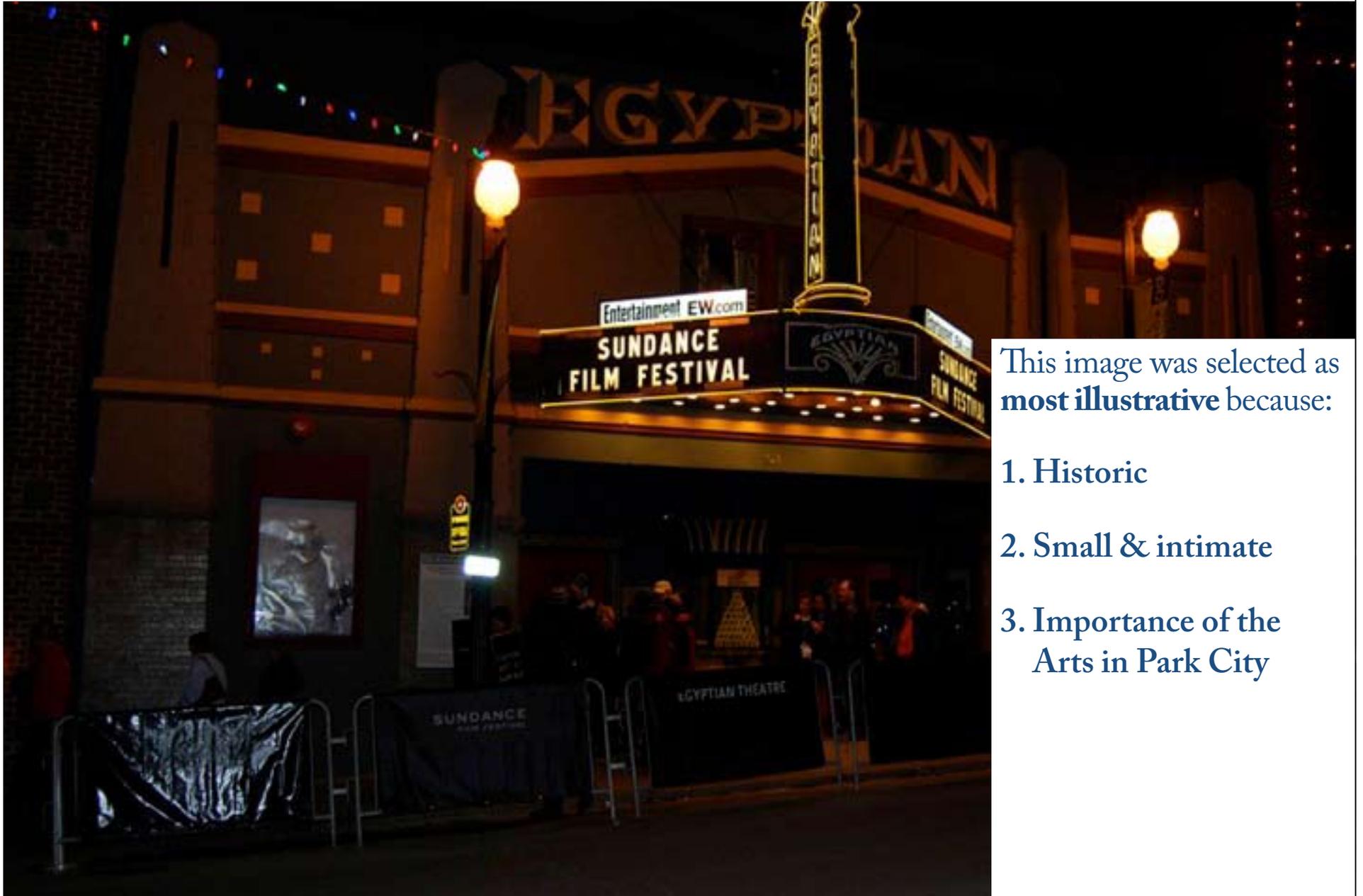
# Most illustrative



This image was selected as **most illustrative** because:

1. We're a ski community
2. Allows snow boarders
3. Fairy tale like

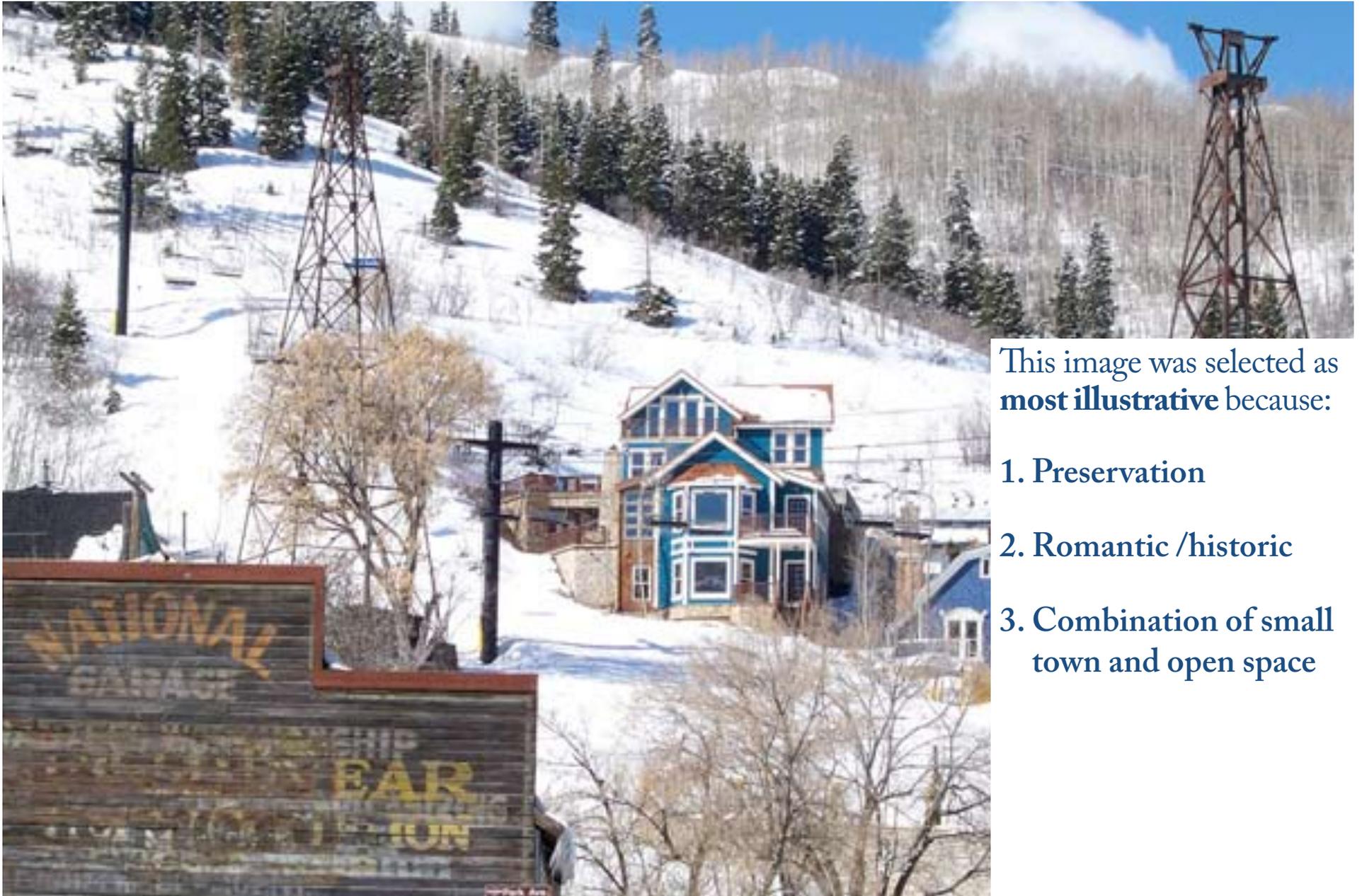
# Most illustrative



This image was selected as **most illustrative** because:

1. Historic
2. Small & intimate
3. Importance of the Arts in Park City

# Most illustrative



This image was selected as **most illustrative** because:

1. Preservation
2. Romantic /historic
3. Combination of small town and open space

# Most treasured



This image was selected as **most treasured** because:

1. Ski town
2. It's core to who we are
3. Quality of skiing

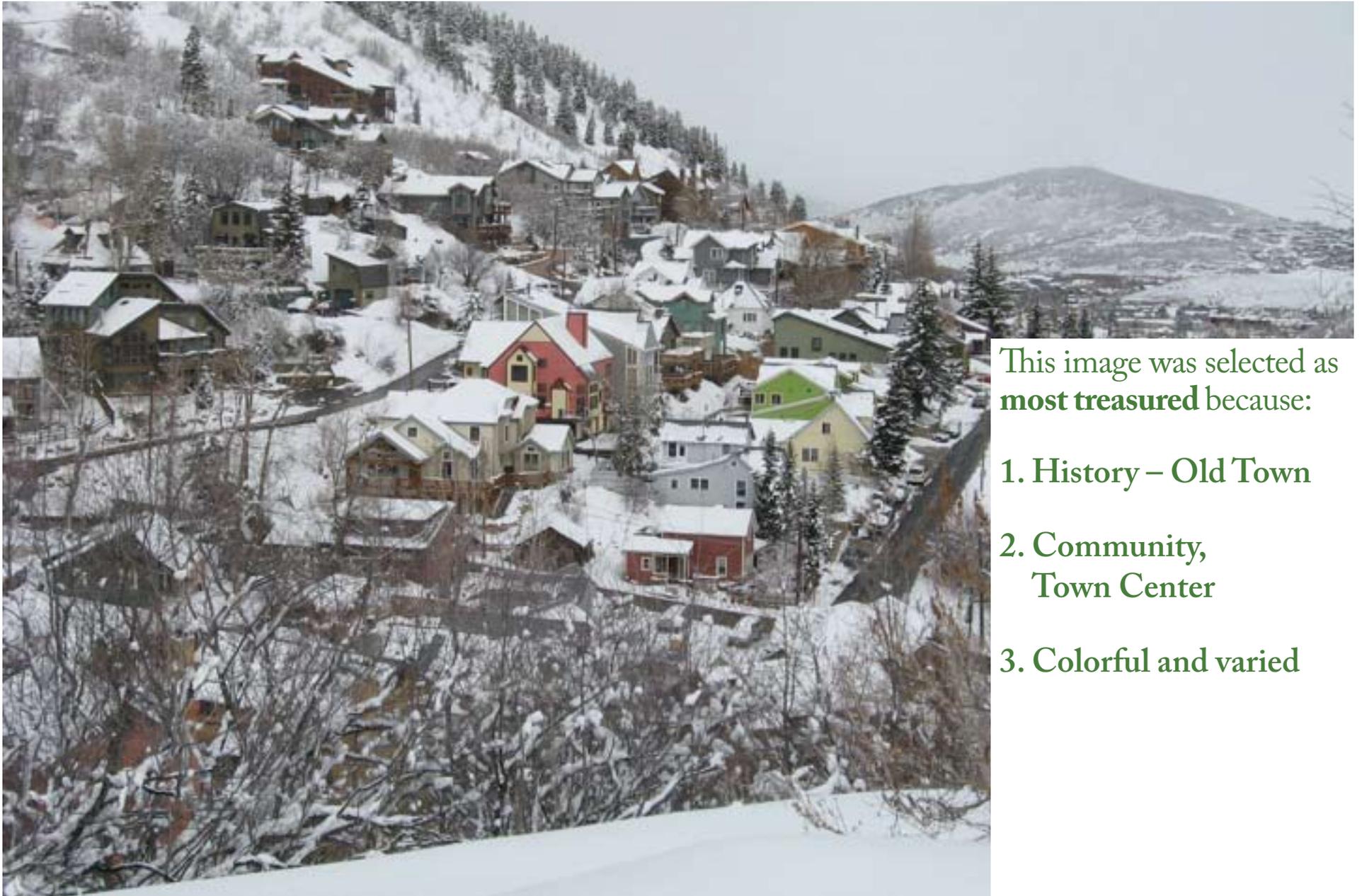
# Most treasured



This image was selected as **most treasured** because:

1. History
2. Open space
3. An icon that greets and welcomes people to Park City

# Most treasured



This image was selected as **most treasured** because:

1. History – Old Town
2. Community, Town Center
3. Colorful and varied

# Most at risk



These images were selected because:

*if...*



It shows what we could lose **if we are not careful in how we plan and develop.**

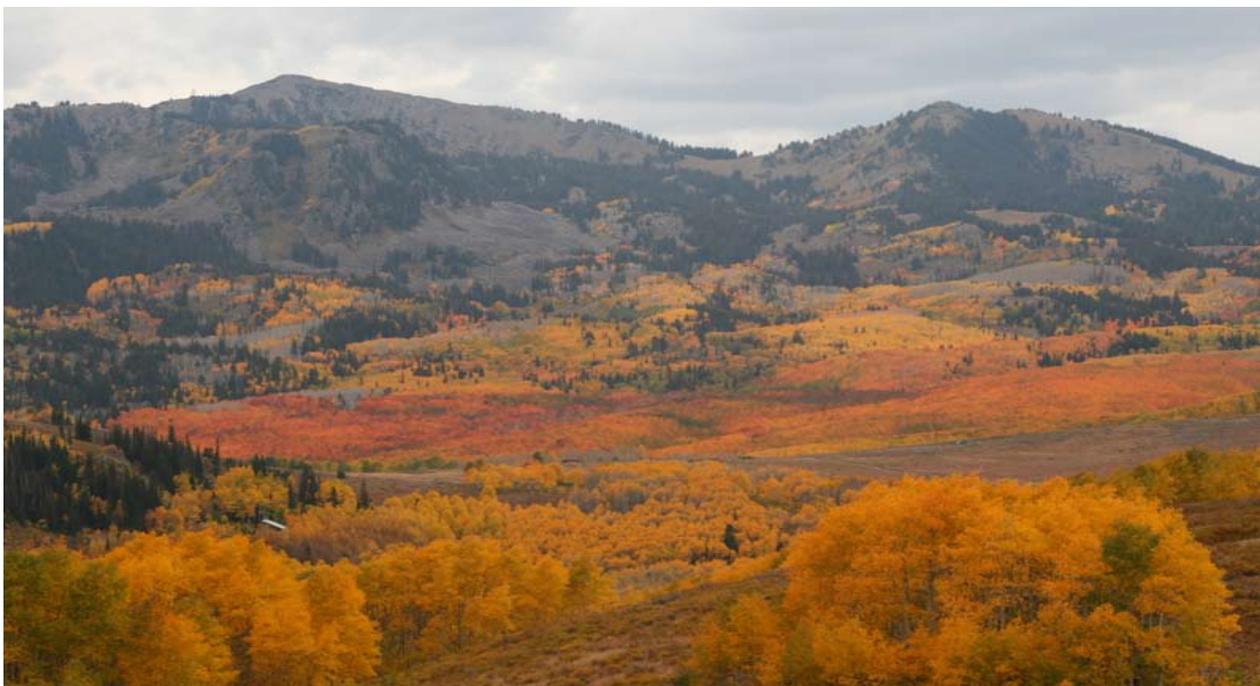
# Most at risk



These images were selected as **most at risk** because of:

1. Scale
2. Overdevelopment
3. Lack of proper zoning

# Most at risk



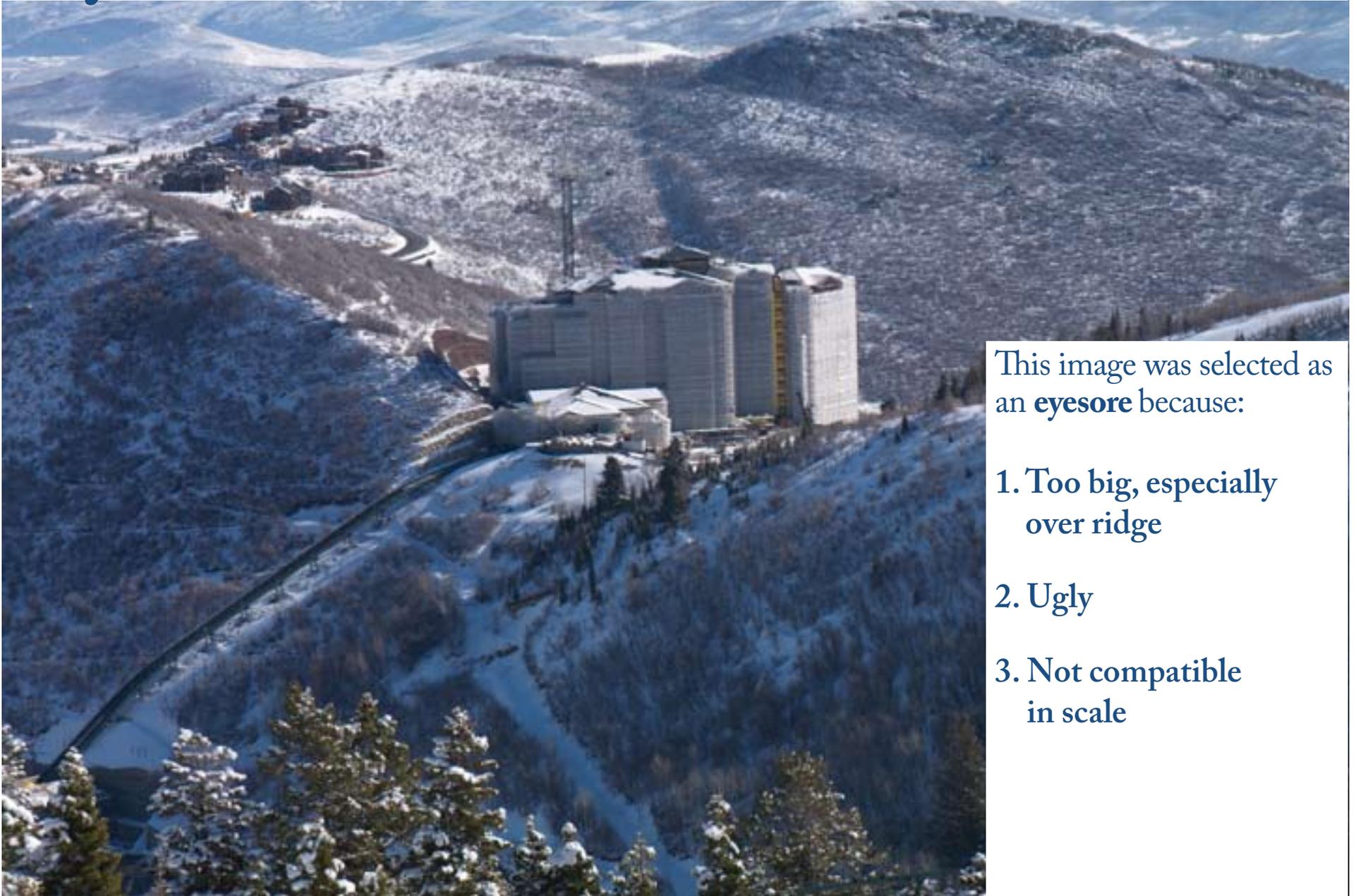
These images were selected as **most at risk** because of:

Development pressures

vs.

Natural resources and water quality and quantity

# Eyesores



This image was selected as an **eyesore** because:

1. Too big, especially over ridge
2. Ugly
3. Not compatible in scale

# Eyesores

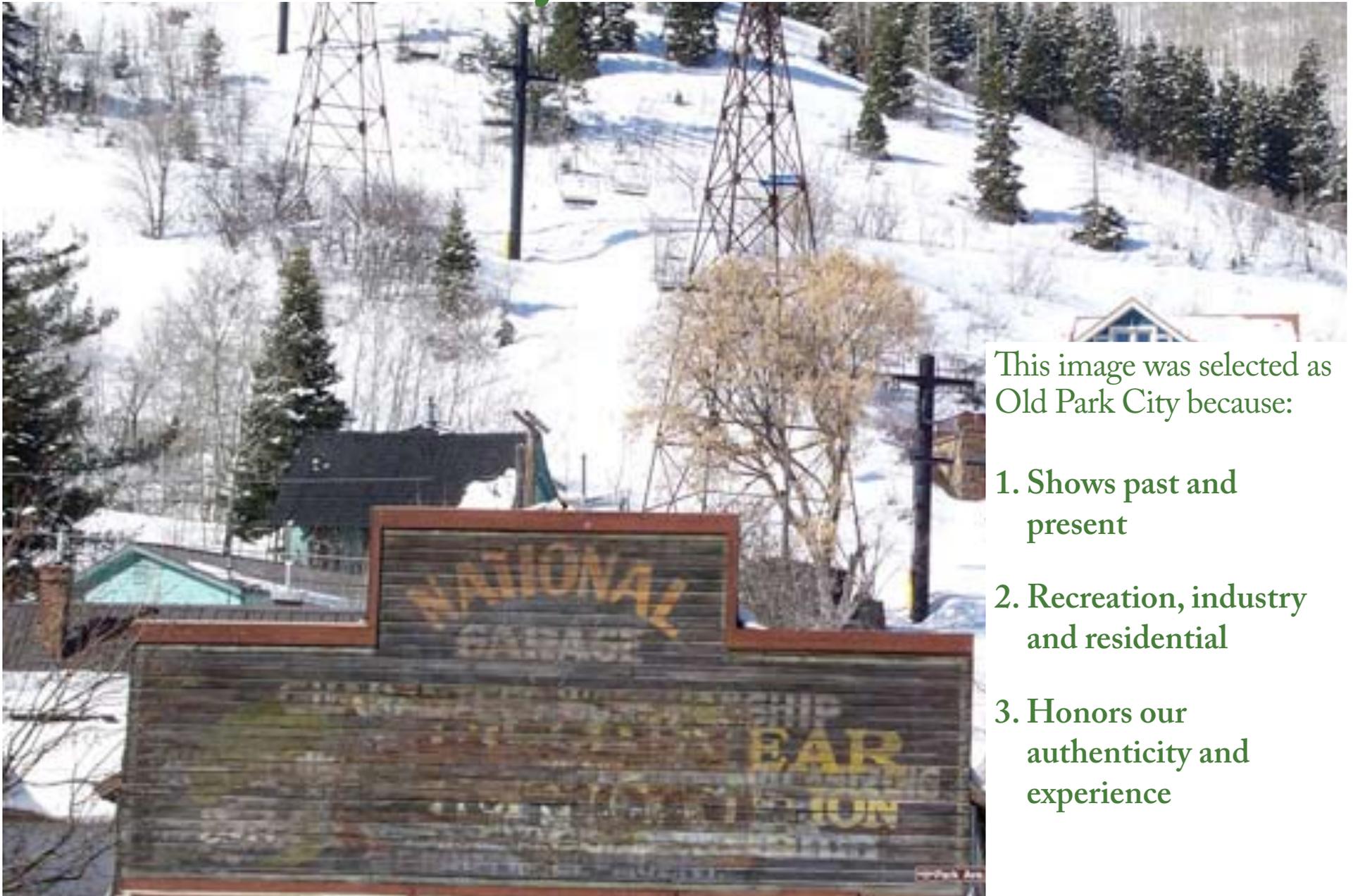


These images were selected as **eyesores** because:

1. Construction mess/ disorderly
2. House too large
3. Ongoing, never-ending construction



# Old Park City



This image was selected as Old Park City because:

1. Shows past and present
2. Recreation, industry and residential
3. Honors our authenticity and experience

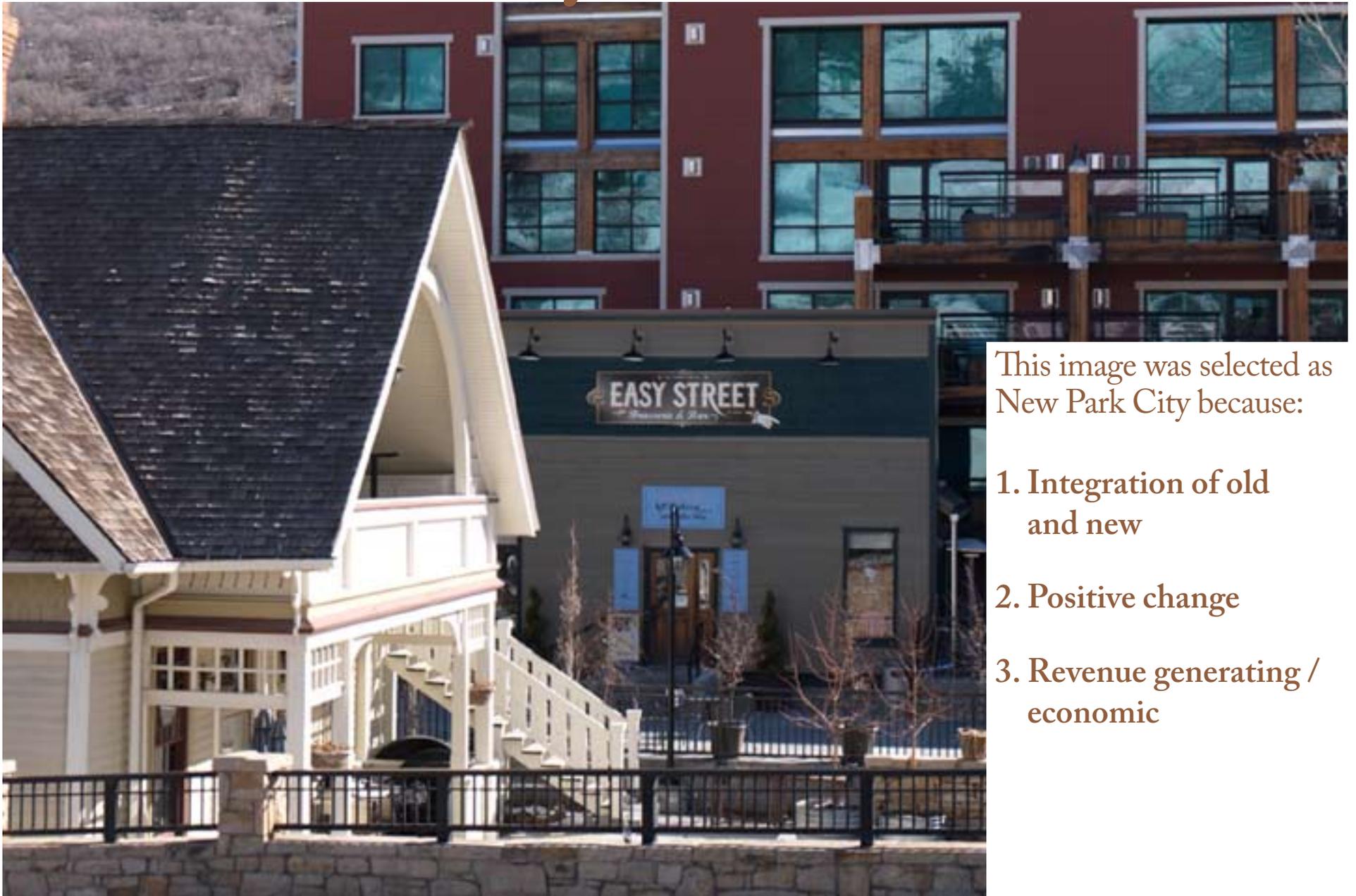
# Old Park City



This image was selected as Old Park City because:

1. It represents community
2. Adaptive re-use
3. Sensitive restoration

# New Park City



This image was selected as New Park City because:

1. Integration of old and new
2. Positive change
3. Revenue generating / economic

# *Not an example of* New Park City



This image does not depict New Park City because:

1. Exclusivity
2. Obtrusive
3. Money-driven

# *Not an example of* New Park City



This image does not depict New Park City because:

1. Sprawl
2. Inexpensive
3. Generic

# What works



This image was selected as what works because:

## Outdoor events:

1. Bring people together and build community on equal footing
2. Fun & kid-friendly
3. Arts & culture (good music)

# Park City funk



This image was selected as Park City funk because:

1. Community
2. Fun
3. Eclectic

# What we need more of



This image was selected as what we need more of because:

1. Open space
2. Co-existing with the natural world
3. Environmental quality of life

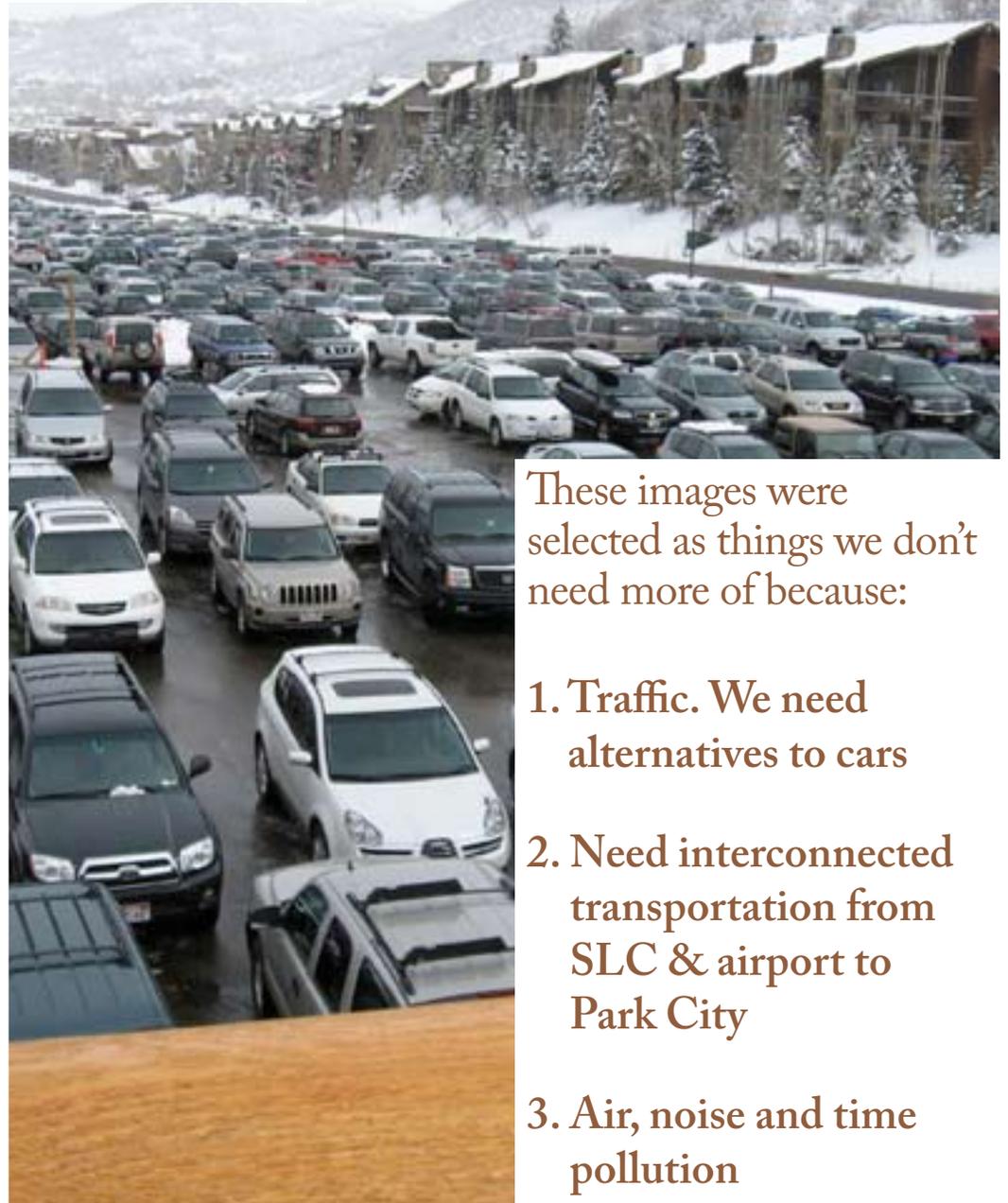
# What we need more of



This image was selected as what we need more of because:

1. Sustains cultural diversity
2. Reduced commute
3. Promotes viable workforce

# Don't need more of



These images were selected as things we don't need more of because:

1. Traffic. We need alternatives to cars
2. Need interconnected transportation from SLC & airport to Park City
3. Air, noise and time pollution

# Don't need more of



This image was selected as things we don't need more of because:

1. Strip malls encourage driving and traffic
2. Bad aesthetics
3. Not sustainable

# Don't need more of



These images were selected as things we don't need more of because:

1. McMansions don't belong in Old Town
2. Changing the historical character of Old Town
3. Houses should reflect the town's heritage

People love it.

*They want to be able to afford it.  
They don't want it to get screwed up.*

# Analysis

# What makes Park City great? We do. It's who we are.



## **We're a small town...**

And although we're small in scale, we have done—and will do—things many bigger towns can only dream of.

Small town



## **...with a beautiful natural setting that few places in the world can rival.**

Our natural setting sets us apart—it's what brought, and keeps many of us here.

Natural setting



## **But it's our sense of community that unites us and makes Park City special.**

We're not all the same, but we are all Parkites, united in our desire to preserve the sense of community that makes Park City special.

Sense of community

Who we are:  
A great small town...  
in a beautiful natural setting...  
with a sense of community that  
makes Park City special.

These assets and attributes form  
the core of what makes Park City  
a highly desirable place to live.

Sense of  
community

Small town

Natural setting



We're a small town...



...in a beautiful natural setting.



With a sense of community that makes  
Park City special.

But there's more than who we are that makes Park City unique, it's also what we offer.



**World-class skiing**

Park City's terrain, ski conditions and supporting infrastructure make our town a ski destination for skiers from around the world.

World-class skiing  
and outdoor  
recreation



**Incomparable arts and culture**

Park City is more than just a great ski town—we're a town that values and promotes arts and culture—and has the know-how to host some of the world's most famous festivals.

Incomparable  
arts and culture



**Unparalleled property ownership opportunities**

Property ownership in Park City is more than a smart investment—it's an opportunity to be part of a unique community and way of life.

Unparalleled  
property  
ownership  
opportunities

## What we offer:

- *World-class skiing and outdoor recreation*
- *Incomparable arts and culture*
- *Unparalleled property ownership opportunities*

The things we offer and the quality way we're able to deliver them sets Park City apart from other ski and resort towns—for both visitors and residents alike.

World-class skiing  
and outdoor  
recreation

Incomparable  
arts and culture

Unparalleled  
property  
ownership  
opportunities



**World-class skiing and outdoor recreation**

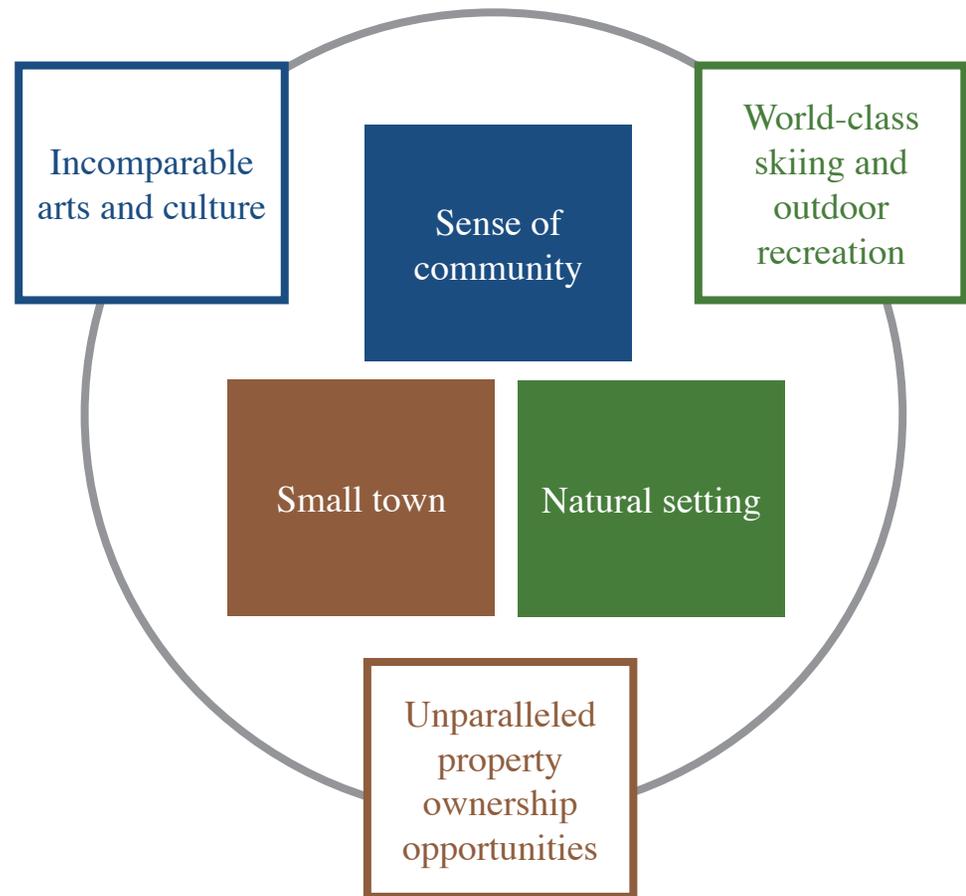


**Incomparable arts and culture**



**Unparalleled property ownership opportunities**

When we balance and optimize these assets—who we are as a community, and what we offer to both residents and visitors—we make Park City a unique and highly desirable place to live and vacation.

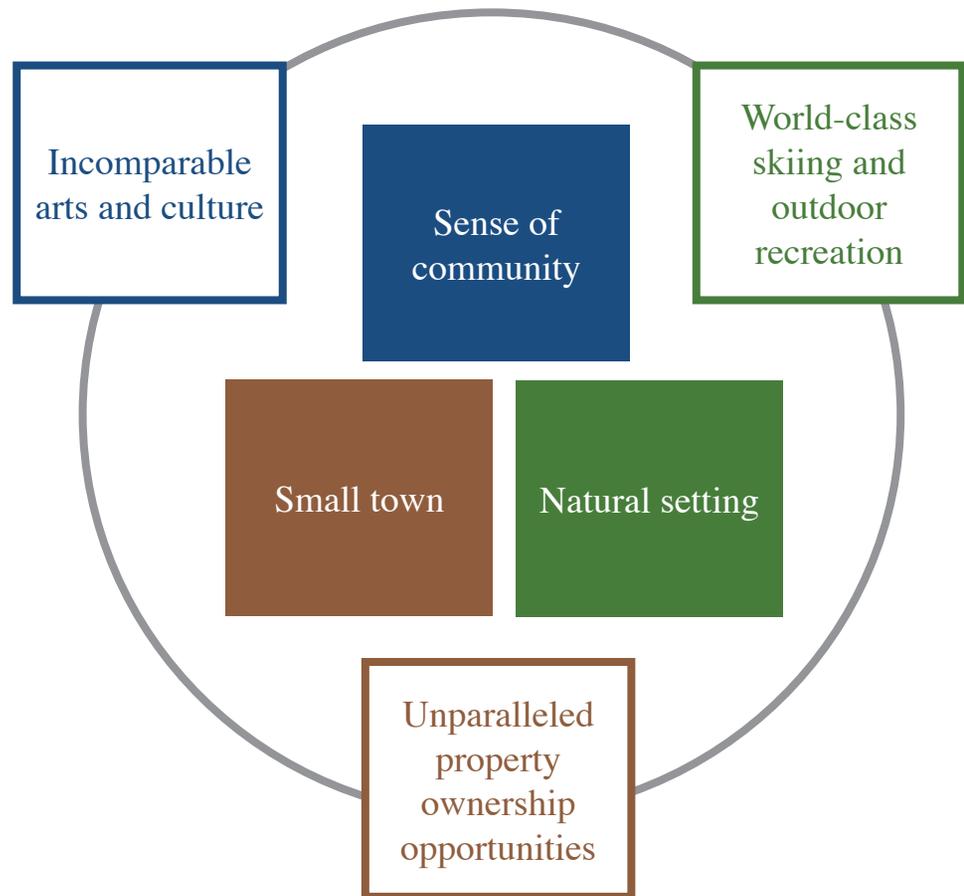


But it's not easy to keep this system in balance.

Over time, all towns and cities naturally change, grow, and develop.

Done well, it's part of what keeps a place vibrant, prosperous and a 'good place to live'.

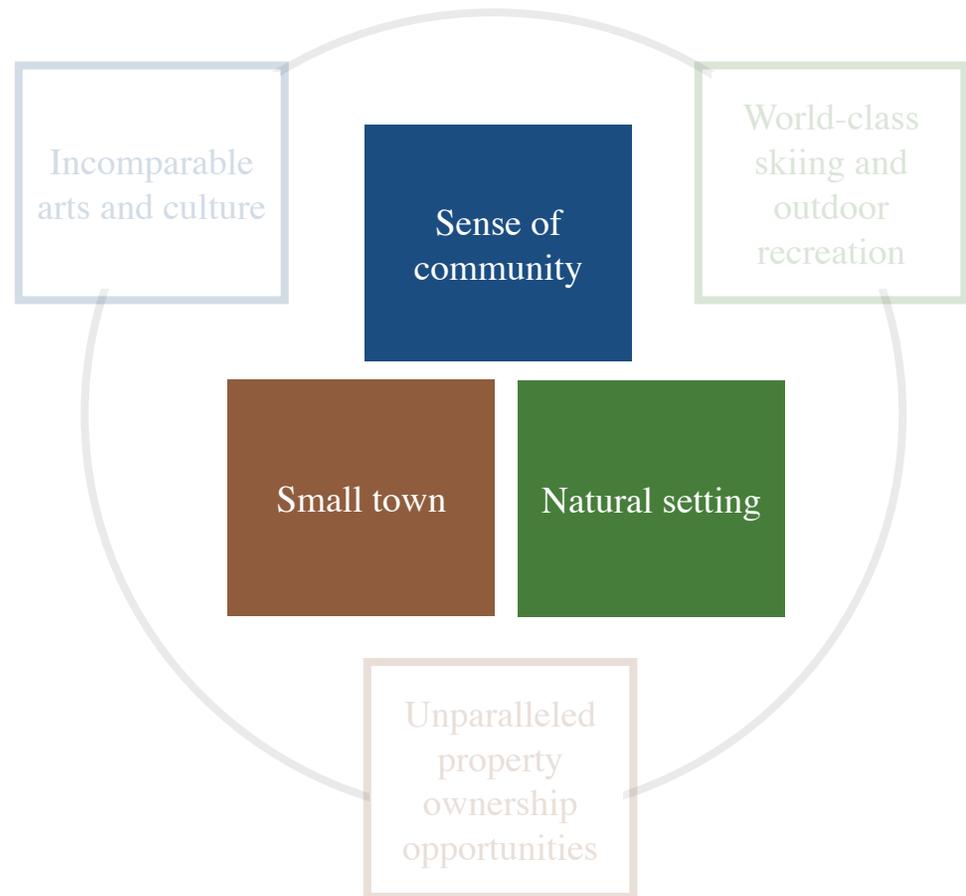
Done less optimally and those changes can jeopardize the city's core elements that make it unique and loved by its residents.



When a people in a community feel that their city's core is at risk, it means that change has begun to threaten the identity of a place they strongly identify with.

In the case of Park City, this feeling is even more pronounced: a majority of residents have chosen to live in Park City, and as a result are even more invested in the future of their community.

When they feel that the core of their chosen place is shifting or at risk, it's extremely personal.

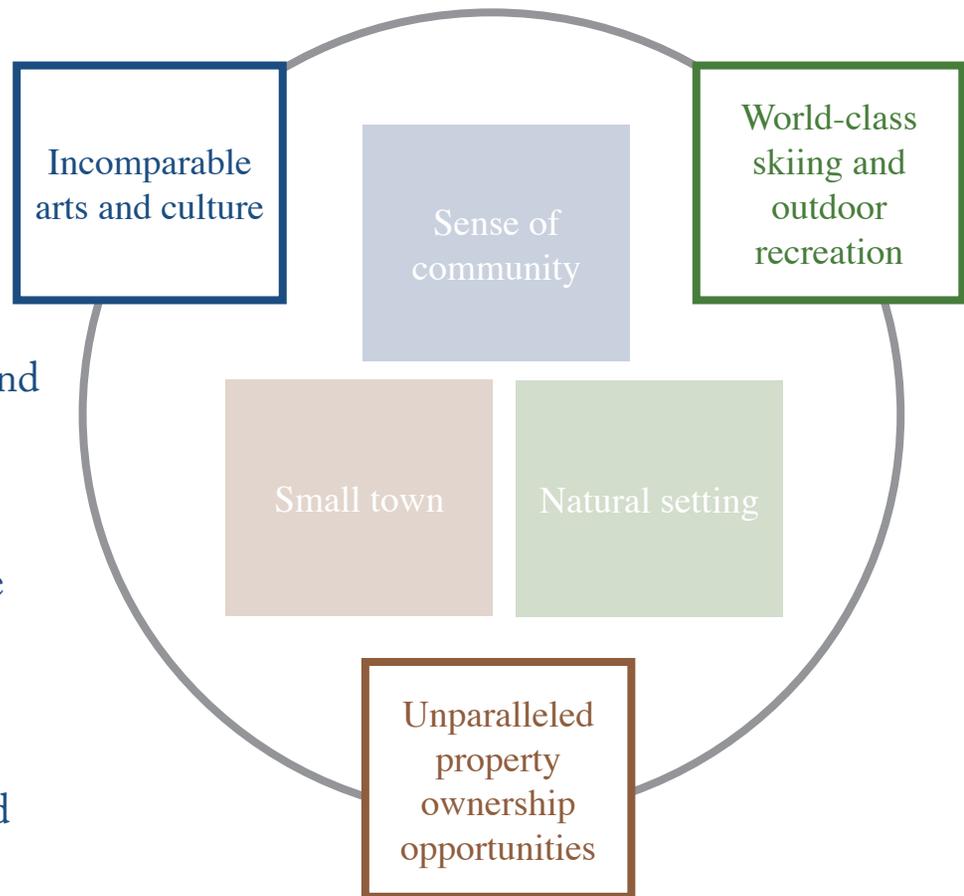


# What changes can cause the core to feel out of balance?

Often what causes the core and ecosystem to feel out of balance are the things that made the place successful in the first place.

For example:

- Skiing and outdoor recreation attracts skiers and vacationers. This increases pressure to develop resorts and attract tourists. This drives up real-estate values, increasing prices. This decreases Park City’s affordability. This then changes the city’s sense of community, small town feeling, and natural setting.
- Setting aside land for preservation in response to development pressure itself puts unintended pressure on the system: land set aside for preservation diminishes the amount available for development making the land available for development even more expensive.



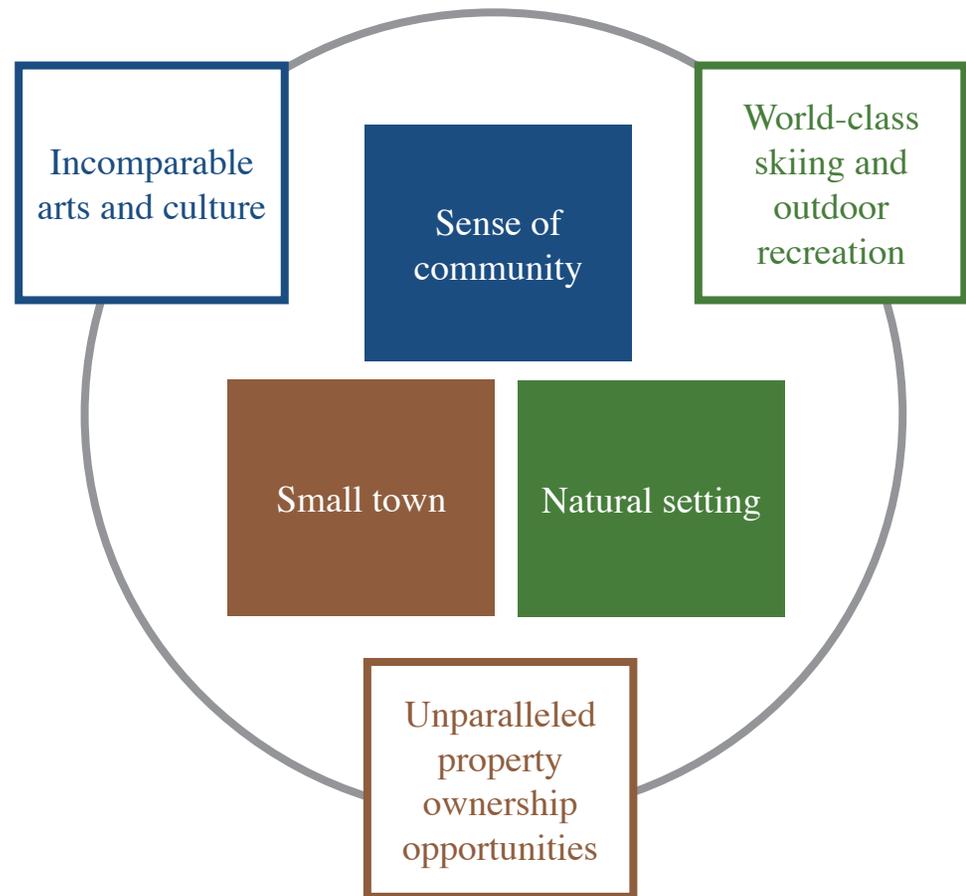
# Leading the way

You have a track record of pioneering success.

You originally pioneered as miners. Then you led the way in defining what a destination ski resort could be. You ensured that arts and culture were fostered and supported.

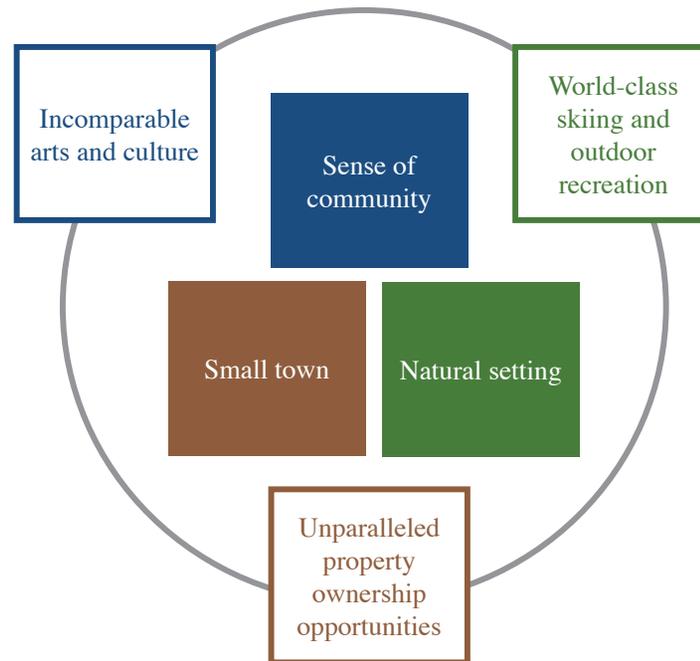
You appear dedicated to being more sustainable, to preserving your natural setting, and to making sure that Park City remains socially and economically diverse.

To deliver on this promise and continue to lead, you must keep this system in balance and be conscious of how each new project, development or initiative impacts the whole.



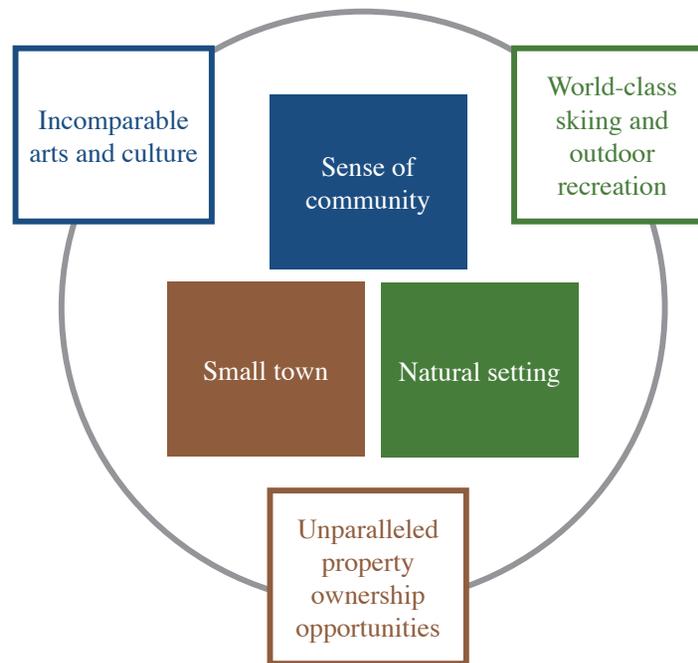
# Four Levers

When considering how a project or initiative will impact Park City, there are four levers to consider.



# Lever #1: Economic impact

If this project is approved, how  
will it impact the Park City economy?



## Economic impact

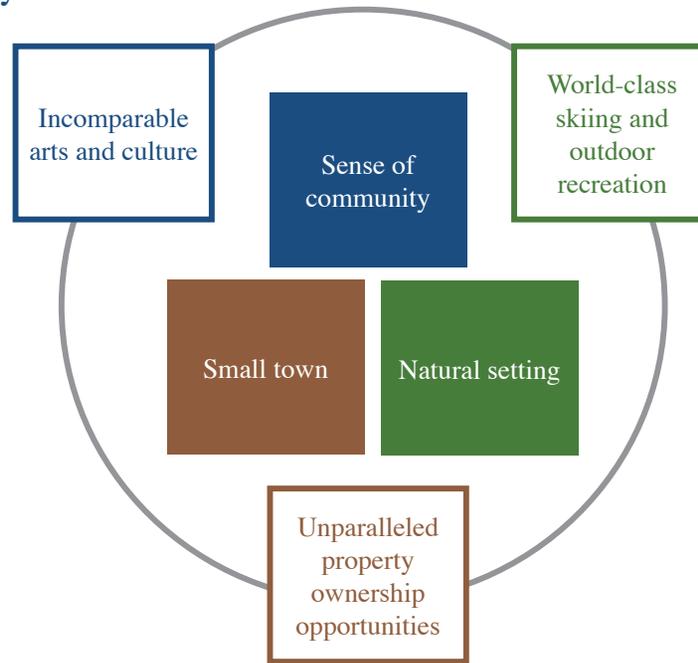
*How will it bring revenue into Park City? For example:*

- What kind of jobs will it provide
- Sales taxes and profits returned to the community
- Increase in property values

## Lever #2:

### Quality of life impact

If this project is approved, how will it improve or negatively impact the quality of life in Park City?



### Quality of life impact

*How does it 'make Park City 'Park City'?*

*For example:*

- Serves the local market
- Is at an appropriate scale for Park City
- Is aesthetically appealing
- Will keep traffic low
- Enhances arts and culture
- Enhances outdoor recreation
- Is a 'good fit' for Park City
- Fits in with our cultural heritage
- Creates a more efficient infrastructure

### Economic impact

*How will it bring revenue into Park City? For example:*

- What kind of jobs will it provide
- Sales taxes and profits returned to the community
- Increase in property values

# Lever #3: Environmental impact

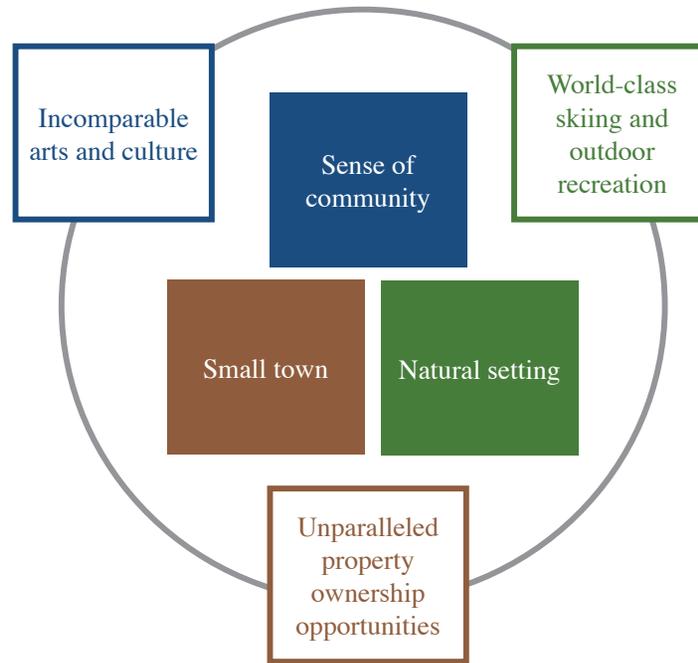
If this project is approved,  
how will it impact our  
environmental stewardship?

## Environmental impact

*Are we practicing responsible environmental stewardship?*

*For example:*

- Preserves open space
- Conserves resources
- Minimizes pollution
- Impacts are within carrying capacity



## Quality of life impact

*How does it 'make Park City 'Park City'?*

*For example:*

- Serves the local market
- Is at an appropriate scale for Park City
- Is Aesthetically appealing
- Will keep traffic low
- Enhances arts and culture
- Enhances outdoor recreation
- Is a 'good fit' for Park City
- Fits in with our cultural heritage
- Creates a more efficient infrastructure

## Economic impact

*How will it bring revenue into Park City? For example:*

- What kind of jobs will it provide
- Sales taxes and profits returned to the community
- Increase in property values

# Lever #4: Impact on equity

What's the impact on economic diversity?

## Environmental impact

*Are we practicing responsible environmental stewardship?*

*For example:*

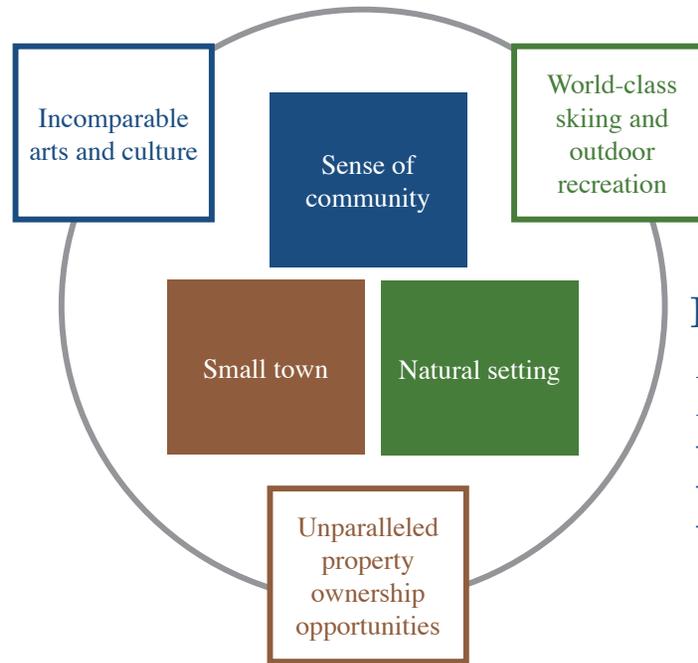
- Preserves open space
- Conserves resources
- Minimizes pollution
- Impacts are within carrying capacity

## Quality of life impact

*How does it 'make Park City 'Park City'?*

*For example:*

- Serves the local market
- Is at an appropriate scale for Park City
- Is Aesthetically appealing
- Will keep traffic low
- Enhances arts and culture
- Enhances outdoor recreation
- Is a 'good fit' for Park City
- Fits in with our cultural heritage
- Creates a more efficient infrastructure



## Impact on equity

*Does it add or subtract from economic diversity?*

*For example:*

- Impact on affordable housing?
- Provides affordable goods and services
- Enables people to live near their workplace

## Economic impact

*How will it bring revenue into Park City? For example:*

- What kind of jobs will it provide
- Sales taxes and profits returned to the community
- Increase in property values

# Using the model to assess our decisions and measure results

## Environmental impact

*Are we practicing responsible environmental stewardship?*

- + Preserves open space
- + Conserves resources
- + Minimizes pollution
- + Impacts are within carrying capacity

## Quality of life impact

*How does it 'make Park City 'Park City'?*

- + Serves the local market
- + Is at an appropriate scale for Park City
- + Is Aesthetically appealing
- + Will keep traffic low
- + Enhances arts and culture
- + Enhances outdoor recreation
- + Is a 'good fit' for Park City
- + Fits in with our cultural heritage
- + Creates a more efficient infrastructure



## Impact on equity

*Does it add or subtract from economic diversity?*

- + Impact on affordable housing?
- + Provides affordable goods and services
- + Enables people to live near workplace

## Economic impact

*How will it bring revenue into Park City?*

- + What kind of jobs will it provide
- + Sales taxes and profits returned to the community
- + Increase in property values