



Position Papers

Adopted: February 20, 2024

HPCA Board Trustee Code of Conduct

Composition: The board should be composed of Trustees who are personally committed to the mission of the HPCA and possess the desire and time to lend their support. The authorized voting Trustees up to dues paying members consisting of a fair and balanced representation of businesses in the historic district.

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

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

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

Conduct:

- Board members shall maintain the confidentiality of the details and dynamics of Board discussions, as well as those items designated as confidential.
- Regardless of their personal viewpoint, Board members shall not speak against, or in any way undermine, Board solidarity once a Board decision has been made.
- Trustees shall avoid, in fact and in perception, conflicts of interest and disclose to the board, in a timely manner, any possible conflicts.
- Trustees' contributions to discussions and decision-making shall be positive and constructive.
- Trustees' interactions in meetings shall be courteous and respectful.
- Board members are expected to attend all Board meetings.
- Trustees shall be prepared for meetings, having read pre-circulated material in advance.
- Directors are encouraged to participate in ways other than attending Board meetings.

The Board must represent the majority, and to do so, the Board must endeavor to communicate with—and seek more input from—the membership.

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

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

Conflict-of-Interest Policy

This Conflict-of-Interest Policy for the Historic Park City Alliance (Organization): (1) defines conflict of interest; (2) identifies classes of individuals within the organization covered by this policy; (3) facilitates disclosure of information that may help identify conflicts of interest; and (4) specifies procedures to be followed in managing conflicts of interest.

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

Position Statement: Political Representation

The HPCA is a not-for-profit organization comprised of businesses within the Historic District comprised of, Heber Avenue, Park Avenue and Swede Alley (“District”). The mission of the HPCA is to “promote, enhance and encourage an atmosphere that is beneficial to the businesses of Historic Park City while informing and building consensus among property owners, merchants, governmental agencies and the community at-large (abridged)”.

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

The HPCA agrees upon the following:

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

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

Recommendations: HPCA will collect and compile economic data to support objective decision making. HPCA will continue to survey/poll the membership/businesses within the District on important matters and will use the majority of survey respondents as a guideline. HPCA will consider it detrimental to the membership if 20% or more of the businesses are adversely affected by a policy change or event.

Challenges: The businesses operating within the Main Street corridor opened under set assumptions of parking, vehicle access, and overall services in the area. City policies can change the dynamics by which businesses operate within the District. We request the City to include the HPCA’s input in a timely manner as part of the process in decisions that impact the District.

Position Statement: Parking Management

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

The HPCA agrees upon the following:

Adequate and convenient parking and transportation options are essential to a positive visitor experience and economic vitality of the Historic District.

We are concerned about the number of days that parking demand exceeds capacity and would like to work with the PCMC and our resort partners to find creative solutions to increase supply.

The HPCA Parking Management Committee (PMC) will continue to work with the City to re-examine the current parking management offer recommendations, consider long term strategies and institute visitor friendly policies. The primary objective should be to encourage a healthy traffic flow, not to discourage visitation. Enforcement should be a judiciously used tool, not a reliable source of revenue.

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

Position Statement: Infrastructure

Historic Main Street is the Heart of Park City for visitors and locals. The Historic District plays a vital role in the Park City economy, through sales and property tax revenues as well as the visitor experience. Smart infrastructure, that supports both car and pedestrian traffic, is essential to fostering an alluring and navigable environment. Our District should encourage visitors to linger, circulate and explore throughout the District.

Main Street Closure (Pedestrianization)

At this time, the HPCA is opposed to the closure of Main Street to a pedestrian only corridor. Based on local experience and national research we believe this would be detrimental to the overall economic welfare of the District.

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

Recommendations: While many of the objectives set out in the 2011 Historic Park City Improvement Plan have been met, due to competing city budget priorities and the 2021 COVID disruption, much work remains. The HPCA supports the Park City Municipal Corporation in the formation of a Historic District small area plan that can review past efforts and look to the future. The HPCA believes it is important to preserve the unique historic character and authentic feel of Historic Park City while positioning it to compete with growing competition from surrounding developments.

Position Statement: Events & Street Closures

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

1. Major (complete or significant) street closures should be limited to 12 days/year.
2. Events requiring street closures must attract a minimum of 1,000 persons. High impact events should draw from the entire region.
3. Events should look to work with other existing events to maximize the activities on the entire street.
4. Events must be inclusive, fun and lively.
5. Events should be required to market HPCA as their host and promote our brand message.
6. Event organizers must notify the HPCA of their events consistent with application time frame of City.
7. The HPCA will request a copy of the City matrix, by which they quantify and evaluate events, pre- and post.
8. Merchants should be surveyed after each event to collect input and determine adjustments.
9. We recommend events should conclude on Main Street to encourage attendees to linger.
10. Events should be encouraged to use HPCA vendors.
11. Reoccurring events that take place only on a portion of Main Street should look to alternate the closure to the opposite end of the district at a frequency to benefit the entire length of the street.

Main Street Closure (Pedestrianization)

At this time, the HPCA is opposed to the closure of Main Street to a pedestrian only corridor. Based on local experience and national research we believe this would be detrimental to the overall economic welfare of the District.

Recommendations: The committee is empowered by the Board to make decisions on the membership's behalf, within the framework outlined above. This committee should be involved in new events from their application, to implementation, and until their final evaluation.

Position Statement: Creative Strategy -- Historic Park City

Objective: Give budget constraints, the HPCA strives to target regional visitors and locals to Historic Park City and make their experience fun, friendly and memorable.

Product Description: Formerly the hub of a booming mining town, Main Street is the heart of Park City and a world-class cultural destination and the focal point of our year-round resort town. It is comprised of unique businesses, including retail, restaurants, bars, galleries, lodging, and offices. It is known for its quaint historic charm but also as host to international events such as the 2002 Winter Olympics and the Sundance Film Festival. It has a reputation for lively nightlife, music, art, events, dining, and boutique establishments.

Challenges: Local businesses are concerned that new commercial expansion—in outlying areas—will drain business and dilute the Park City brand.

Objective: The HPCA wishes to continue promote its brand to maintain a long-term competitive advantage.

Approach: The HPCA will continue to utilize PR, their website, limited print advertising, and event partners to further reinforce the Historic Park City message.

Target Audience: Historic Park City's target audience is all residents of, and visitors to, greater Park City. The draw is both geographic (central location) and cultural, but the HPCA wishes to maintain its prominence as bed-base expands away from the center of Park City. Local support is considered critical, both economically and to reinforce the HPCA's appeal as a destination. Additionally, Historic Park City hopes to capitalize on their partners' marketing efforts.

Desired Perception:

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

Communication Strategy: The HPCA will lobby its partners to reinforce the 'Historic Park City' brand in their marketing. Hosted events will also be required to promote this brand message. Community outreach and promoting our role in the community is a priority. Other communication tools to be incorporated are social media, website, updated assets, and local-specific promotions.

Competitive Analysis: Historic Park City's main competitors are modern mall-style developments such as Prospector, The Canyons Village, Kimball Junction, existing resort base facilities and on the horizon, Mayflower development. Historic Park City has a geographic advantage—with its proximity and physical connections to PCM and DV—and an established reputation as Park City's cultural destination. However, Historic Park City also fights the perceived barriers of access, parking, and high prices.

Competitive Positioning: A concerted promotion of Historic Park City's unique character and offerings will continue to differentiate it from the competition.

Position Statement: Outdoor Dining Decks located in Public Parking

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

The HPCA agrees upon the following:

- The outdoor dining decks, located in public parking spaces, bring a vibrancy and positive atmosphere to the District.
- The outdoor dining decks, located in public parking spaces, may not have measurably increased traffic to the District, but continuing and expanding the program will help to maintain HPCA's vibrancy, competitiveness, and overall economic health.
- That the outdoor dining program should be managed in a proactive manner to ensure that it is consistent with all our efforts to improve the district to promote our objective. The HPCA believes that the decks are a positive addition and supports their continuation. The HPCA will continue to closely monitor (and annually review) their effect on public parking, site lines, events, and pedestrian flow.

Recommendations:

- There shall be no more than 12 outdoor dining decks.
- Participating Restaurants must be located at street level or receive annual permission from the street level business owners if the business is located on an upper or lower floor of the building.
- Maximum length of any deck is 40', but in no case can the deck be longer than the width of the building.
- Decks should have consistency in construction but be decorated to match the building.
- Restaurants must have two-meal service 7-days a week.
- Decks cannot be enclosed in any sort of way, including a tent.
- Height should be limited to maintain visual corridors.
- Restaurants should be assessed a user fee for use of public parking spaces. The user fee should be similar to the business license and take into account the 6-months use of this space.
- With regards to events, such as the Arts Festival, the HPCA supports all decks remaining.

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

Position Statement: Trash and Recycling

It is the objective of the HPCA to assist the City in facilitating the trash and recycling removal from the district in a manner that provides a convenient service, at a reasonable cost, businesses in the District.

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

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

Recycled Materials

The Mobile Recycling Drop-off is available for use by all merchants. They accept sorted cardboard, paper, plastic, aluminum, metal, polystyrene, and glass (wine box size amount) from any business in Park City's Business Improvement District.

Service Schedule: Service is provided Monday, Wednesday, and Friday. Service may be increased as needed throughout the year.

Actions: HPCA will request during the business license process, businesses are required to show proof they have established trash service with Republic Services who holds the contract for service of the District.

Position Statement: Park Silly Sunday Market

It is the objective of the HPCA to promote Historic Park City as a fun, friendly and vibrant destination. We are in favor of events that reinforce this brand image.

The HPCA supports the changes that City Council adopted in 2023 as follows:

- The number of markets was reduced 11 total.
- The Farmers Markets at the Post Offices was moved back down below Heber Avenue, keeping the Market footprint below Heber Avenue with no activation on upper Main.

With this event taking place on lower Main Street, the HPCA feels an obligation to continue to evaluate impacts to upper Main Street businesses and as needed, explore ways to move visitors to the top of Main Street during the Market.