



**PARK CITY COUNCIL MEETING  
SUMMIT COUNTY, UTAH  
August 11, 2016**

PUBLIC NOTICE IS HEREBY GIVEN that the City Council of Park City, Utah will hold its regularly scheduled meeting at the Marsac Municipal Building, City Council Chambers, 445 Marsac Avenue, Park City, Utah for the purposes and at the times as described below on Thursday, August 11, 2016.

**CLOSED SESSION**

2:00 p.m. To Discuss Property

**WORK SESSION**

4:05 p.m. Council Questions and Comments

4:20 p.m. Discuss Proposed 2016 Short Range Transit Development Plan, a Planning Document to be Used by Park City Transit and Summit County **PAGE 3**

5:20 p.m. Main Street Plaza Design Update **PAGE 129**

**REGULAR MEETING**

6:00 p.m.

**I. ROLL CALL**

**II. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF**

**Staff Communications Reports:**

- Community Fishing Program **PAGE 138**

**III. PUBLIC INPUT (ANY MATTER OF CITY BUSINESS NOT SCHEDULED ON THE AGENDA)**

**IV. CONSIDERATION OF MINUTES**

Consideration to Approve the City Council Meeting Minutes from August 1, 2016 **PAGE 151**

**V. CONSENT AGENDA**

1. Request to Authorize the City Manager to Execute a Professional Service Agreement, in a Form Approved by the City Attorney, with Louis A. Roser Company for the Replacement of the Evaporative Condenser at the Park City Ice Arena for an Amount Not to Exceed \$62,230 **PAGE 153**

2. Request to Authorize the City Manager to Sign a UDOT Consultant Services Agreement with AECOM for Engineering/Environmental Services Related to the Design of Prospector Avenue in the Amount of \$253,461 **PAGE 158**

## **VI. NEW BUSINESS**

1. Consideration to Approve Resolution No. 18-2016, a Resolution Supporting Summit County and Park City Transportation Initiatives **PAGE 185**

(A) Public Hearing (B) Action

2. Consideration to Approve Bonanza Flats GO Bond Open Space Resolution No. 19-2016, A Resolution Providing for the Holding of a Bond Election in Park City, Utah for the Purpose of Submitting to Voters the Question of the Issuance of \$25,000,000 General Obligation Bonds to Purchase and Preserve Land in Bonanza Flats in Wasatch County, If Such Land is Available to Purchase by the City **PAGE 195**

(A) Public Hearing (B) Action

3. Request to Authorize the City Manager to Execute a Professional Services Agreement, in a Form Approved by the City Attorney, with RNL Design, Inc., for the Public Utilities Facility Architectural Services in an Amount Not to Exceed \$245,000 **PAGE 216**

4. Consideration to Approve the Proposed 2016 Kimball Art Festival Supplemental Plan to allow use of China Bridge Level 4 (top) as UBER staging and pick-up area **PAGE 237**

(A) Public Hearing (B) Action

## **VII. ADJOURNMENT**

A majority of City Council members may meet socially after the meeting. If so, the location will be announced by the Mayor. City business will not be conducted. Pursuant to the Americans with Disabilities Act, individuals needing special accommodations during the meeting should notify the City Recorder at 435-615-5007 at least 24 hours prior to the meeting. Wireless internet service is available in the Marsac Building on Wednesdays and Thursdays from 4:00 p.m. to 9:00 p.m.

Posted: See: [www.parkcity.org](http://www.parkcity.org)



**DATE: August 11, 2016**

**TO HONORABLE MAYOR AND COUNCIL**

**Executive Summary**

The current Short Range Transit Development Plan was last updated in 2011. Many of the recommendations of the update were implemented over the past five years. The Short Range Transit Development Plan provides the City with the direction and data needed to help the transit system meet the needs for the upcoming seven-year period FY 2016 through FY 2022 for operations and capital planning.

The new 2016 draft final plan is the culmination of almost a year of effort by the consultant, City Staff, County Staff, and the Joint Transportation Advisory Board.

The new plan encompasses Western Summit County including Park City and the Snyderville Basin. It also encompasses nearby areas (towns in North and South Summit County including Kamas and Coalville, western Wasatch County including Heber City, and Salt Lake City) to the extent of evaluating inter-city transit issues.

**Respectfully:**

Blake Fannesbeck, Public Works Director



## City Council Staff Report

**Subject: 2016 Short Range Transit Development Plan**  
**Author: Blake Fannesbeck, Transit & Public Works Director**  
**Department: Public Works**  
**Date: August 11, 2016**  
**Type of Item: Discussion**

### Summary Recommendation

City Council should discuss placing a resolution on the August 25, 2016 regular City Council Meeting agenda to adopt the final 2016 Short Range Transit Development Plan submitted by KFH Consulting as a planning document to be used by Park City Transit and Summit County for the next five to seven years.

### Executive Summary

The current Short Range Transit Development Plan was last updated in 2011. Many of the recommendations of the update were implemented over the past five years. The Short Range Transit Development Plan provides the City with the direction and data needed to help the transit system meet the needs for the upcoming seven-year period FY 2016 through FY 2022 for operations and capital planning.

The new 2016 draft final plan is the culmination of almost a year of effort by the consultant, City Staff, County staff, and the Joint Transportation Advisory Board.

The new plan encompasses western Summit County including Park City and the Snyderville Basin. It also encompasses nearby areas (towns in North and South Summit County including Kamas and Coalville, western Wasatch County including Heber City, and Salt Lake City) to the extent of evaluating inter-city transit issues.

### The Opportunity

The Short Range Transit Development Plan is a tool that is used to define the needs of the Transit system over the next five to seven years. The document and data provide the basis for grant funding requests for capital equipment and facilities. Examples of items that were implemented from the last short range transit plan are the need for the Avail real time bus tracking system, route changes and options for bus routing, and the PC Connect service from Salt Lake City. Some recommendations from the current short range plan were delayed due to the previous slowdown in the economy were a Shoppers Shuttle in Kimball Junction and the Kimball Junction Transit Center (currently under construction to be completed by November 18, 2016). The new plan addresses the relevant alternatives that were not completed in the current plan along with cutting edge and proactive viable transit solutions for the next seven years.

This new Short Range Transit Development Plan comes at a critical juncture in the transit system considering the City Council's high priority placed on Transportation. Growth and demand on the transportation system will require an increased focus on

improving the current transit system. This plan addresses current and future ridership, existing and new routes, and infrastructure needed for the 2016 to 2022 time frame. With the recommendations from this new plan we will be able to have the background, data, and tools needed to apply for additional grant funding required to advance the transit system.

## Background

- The consultant KFH Consulting started on the Short Range Transit Development Plan in August 2015. As part of their scope of work to develop the plan they originally met with the Joint Transit Advisory Board along with City and County transit staff to get a true feel for the concerns and challenges that face Park City Transit moving forward.
- Initially in October and later in November there were four public open houses to gain public input. Of these public meetings one was held in Park City, two in the Snyderville basin area, and one in Kamas.
- Both Park City and Summit County staff worked together to ensure the consultant understood the current transit system along with future transit growth concerns and considerations.
- In April 2016 another round of public open houses were held, one each in Park City and the County where KFH presented the draft plan alternatives to the public for additional comment.
- During May and June 2016 the combined City/County transit staff worked through the recommended alternative to ensure they met the needs of the public and transit system.
- August 2, 2016 the Short Range Transit Development Plan – Draft Final Report was presented to the Joint Transit Advisory Board. The Joint Transit Advisory board recommended that the plan after a few minor revisions be presented to both the City and County Councils for approval.
- The draft final plan will be presented to the City Council during the August 11, 2016 City Council work session meeting. With a resolution to adopt the final plan presented to the City Council during the August 25, 2016 regular meeting agenda.
- The draft final plan will be presented to the County Council during the August 17, 2016 County Council work session meeting. With a resolution to adopt the final plan presented to the County Council during the August 24, 2016 regular meeting agenda.

## Alternatives for City Council to Consider

- 1. Recommended Alternative:** Consider putting a resolution to adopt the 2016 Final Short Range Transit Development Plan on the August 25, 2016 regular meeting agenda.

### Pros

- a. This will allow the City Council an opportunity to adopt the final Short Range Transit Development Plan which will provide guidance and priorities for Park City Transit for the next seven years.
- b. The adoption of the Final Plan will not only continue to keep Park City Transit moving forward in a positive manner to meet the transit needs for the next seven years but further cement a strong relationship between the City and County in regards to future transportation needs.
- c. The City and County will have the ability to move forward in a very proactive and responsive timeline to reduce impacts of single occupant vehicles on traffic congestion by providing viable transit solutions for residents, commuters, and visitors alike.

### Cons

- a. There are no immediate impacts to considering the resolution on August 25, 2016.
- b. **Null Alternative:** The current 2011 Short Range Transportation Development Plan has reached the end of its useful life and will no longer be relevant. Without a new plan the Transit system will not be eligible for future Federal funding as new projects will not be justified or vetted, showing a lack of responsible and proactive future planning.
- c. **Other Alternatives?** Alternatives that will delay adoption of the plan on August 25, 016 will push back the timeline of the plan due to budgeting as the County is on a calendar year budget and are beginning their budget process soon for January 2017.

## How the Short Range Transit Plan furthers the goals of the General Plan

Goal three of the General Plan states “Park City will encourage alternative modes of transportation on a regional and local scale to maintain our small town character.” The Short Range Transit plan is critical to the achievement of this goal and, more specifically, the achievement of the following two Objectives under goal three:

3B Prioritize efficient public transportation over widening of roads to maintain the Small town experience of narrow roads, modest traffic, and Complete Streets.

3C Public transportation routes should be designed to increase efficiency of passenger trips and capture increased ridership of visitors and locals.

## Department Review

This report has been reviewed by Transit; Public Works; City Manager; Transportation Planning; and the City Attorney's office. Any comments received have been implemented into this report.

**Funding Source**

Funding for the completion of the Short Range Transit Development Plan is 80% Federal Funding, 20% Transit Fund for a total not to exceed \$78,680.

**Attachments**

Draft Final Short Range Transit Development Plan

# Park City and Summit County Short Range Transit Development Plan

Draft Final Report



*July, 2016*

Prepared for  
Park City Municipal Corporation



and  
Summit County, Utah



By  
KFH Group, Inc  
Austin, Texas

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# Chapter 1

## Introduction

Transit is vibrant in Park City, Utah. Park City Transit is a robust transit system that makes a difference in the community. The system is poised to continue to improve and expand and that effort will be guided by this Park City, Summit County Short Range Transit Development Plan. This plan is steered by the commitment to ensuring that the overall public transportation system continues to improve and remain accessible, interconnected, sustainable and multimodal, serving both local residents and visitors.

### THE COMMITMENT TO TRANSIT

The city and county's commitment to transit are best expressed through a review of the most recent plans for Park City and Summit County, the latter specifically focusing on Snyderville Basin where the vast majority of population resides and the most significant traffic issues occur along SR 224 and SR 248 during the winter.



### City Needs

The city's broad goals in its General Plan<sup>1</sup> call for maintaining:

- The small town nature
- The natural setting
- A sense of community
- The historic character



Transit in Park City has a role in maintaining broad community goals. A theme throughout the General Plan includes expanding public transit presence in order to reduce auto traffic, vital to the city's goals. Expanded transit is critical to each goal and nowhere is it more evident than where it serves to support affordable housing goals and as part of the solution to parking. Goal 3 of the General Plan focuses on

transit.

**Goal 3:** Speaks to the need for continued and expanded transit: "Park City will encourage alternative modes of transportation on a regional and local scale to maintain the small town character." The goal calls for:

<sup>1</sup> Park City General Plan, 2014

*“A major focus of transportation decisions is the end user. There are competing end-user interests in Park City between visitors and local residents. In order to effectuate a paradigm shift in preference of public transportation over the single-occupancy vehicle, the public transportation system must function to attract both the visitor and the local alike.”*

**Goal 3- B:** *Prioritize efficient public transportation over widening of roads to maintain the Small Town experience of narrow roads, modest traffic, and Complete Streets.*

**Goal 3-C:** *Public transportation routes should be designed to increase efficiency of passenger trips and capture increased ridership of visitors and locals.*

## County Needs

The emphasis of this analysis is western Summit County, specifically Snyderville Basin and the SR 224 corridor, where the most severe traffic exists. Traffic on SR 224 is mounting as a result of growth in the area and the large influx of day trippers and longer term visitors going through the Kimball Junction area.



Snyderville Basin General Plan (2015) calls for addressing regional trips through mass transit as well as developing mass transit along the SR 224 corridor. The Snyderville Basin Transportation Plan<sup>2</sup> calls for infrastructure and service improvements, and multimodal and express service (with infrastructure improvements) on SR 224, with an emphasis on service at the Canyons.

*“The draft Short Range Transportation Plan by Park City and Summit County for the Snyderville Basin considered services outside the area to improve services within the Basin. This includes options to service Eastern Summit County as well as potential connections to Salt Lake and Heber. In general, unless a service meets adopted transit service polices of 10 riders per hour, it is not recommended.”*

Eastern Summit County Master Transportation Plan (2013) pays little attention to transit in its predominantly rural jurisdictions. As a result of this high threshold (in essence a performance measure more suited to Park City or Salt Lake City than rural Summit County), the plan only recommended winter transit/commuter service to Kamas and no service to Coalville.

<sup>2</sup> Snyderville Basin Long Range Transportation Plan: Summary of Existing Conditions and Short Term Needs Identification, August 2014

## A Commitment to Transit

Park City and Summit County are committed to transit as part of the solution to maintaining quality of life for residents and visitors. The peer review demonstrates that Park City Transit operates a high volume service. This combination of city and county will go a long way toward ensuring the system continues to grow and evolve as the area grows and changes.

Park City Transit has made a difference in parking and traffic issues that inevitably arise as visitor's numbers reach their peak in the winter season. As much as transit has helped in reducing auto traffic, new practical service designs have been recommended. They include intercepting day tripper auto traffic at Interstate 80 and U.S. 40 with park and ride lots and some form of express service and exclusive right of way for transit to major destinations. This would eliminate additional traffic, while gaining both priority and rapid transit service. Most importantly this fast comfortable service can attract new riders to the system.

## THE PLANNING PROCESS

This plan was developed over the past eight months and comprised a wide range of efforts including the review of existing services, analysis of demographics, land uses and needs, meetings with staff and management, public meetings, field observations, riding of each bus route twice and interviews with stakeholders. The process included the methodical development of a series of technical memoranda that provide extensive detail. They include:

- Appendix A - Technical Memorandum 1: Demographics, Land Uses and Travel Patterns
- Appendix B - Technical Memorandum 2: Review of Existing Services
- Appendix C - Technical Memorandum 3: Transit Demand Analysis
- Appendix D - Technical Memorandum 4: Development of Alternatives

These memoranda are summarized in the following chapters. For readers interested in the full detailed analysis, the consultants recommend reviewing these technical memoranda.

This plan includes the following chapters:

- Chapter 1: Introduction
- Chapter 2: Review of Demographics and Land Uses
- Chapter 3: Review of Existing Services
- Chapter 4: Transit Demand Analysis
- Chapter 5: Development of Service and Organizational Alternatives
- Chapter 6: Short Range Plan Activities
- Chapter 7: Seven Year Financial Analysis and Projections

## Key Themes and Goals

Subsequent to outreach efforts, analysis of services and demographics it became evident that a variety of themes resonated throughout the process.

1. **Ensure Park City Transit is operating at maximum efficiency** – Peak season sees high usage of transit. It is important to ensure service is as efficient and effective as possible.
2. **Ensure connectivity with bicycle and pedestrian modes** - Transit, pedestrians and bicyclists go hand-in-hand. All bus riders are pedestrians or cyclists. Transit enhances both cycling and walking by allowing people to travel longer distances. It is important to ensure connectivity between pedestrian and bicycle pathways.
3. **Review and make recommendations for each route** - The main focus of this effort was on reviewing routes and identifying low performers.
4. **Review potential for enhanced express or bus rapid transit corridors** - Enhanced transit service, with increased frequencies in the SR 224 corridor from Kimball Junction.
5. **Environmental justice** - Transit needs to reach low income residents and those with limited English skills and otherwise disadvantaged through compliance with Title VI of the Civil Rights Act, and Limited English Proficiency (LEP) requirements.
6. **Infrastructure needs** - Facilities and bus stops were reviewed and there should be a need to upgrade some stops and shelters. Planned park and ride lots should be required to support a more frequent Kimball Junction to Park City express service.
7. **Staffing - Preparing for future growth** - Peak season demands on service require adding new and returning drivers and training operators to proficiency. Marketing and joint marketing with the private sector is another area that needs professional staff as this position can pay for itself.
8. **Addressing Transportation Demand Management (TDM)** - Approaches to reduce the use of cars through strong transit, parking constraints in Park City and expanded parking on the outskirts of town. These activities should determine the utility of service from Kimball Junction.
9. **Provide extensive outreach** - Outreach is done through interviews, meetings and riding buses. Stakeholders include community, political, business leaders, human service agency advocates as well as other interested persons/organizations.

10. **Highlight transit successes in Park City and Summit County** - Park City Transit is a vibrant system that compares very favorably to peer systems.

## Chapter 2

# Demographics, Land Uses and Travel Patterns

### INTRODUCTION

This chapter describes demographic transit attributes of the study area which consists of Park City, Summit County and Heber City in Wasatch County. The intent is to identify areas in need of transit as either origins or destinations. The analysis includes the study and service area demographic profile, service area characteristics including major destinations and land uses, local travel patterns, and a summary of economic conditions and future growth. For further details related to this analysis, see Appendix A.

Summit County, Utah is located in the Wasatch Mountains, roughly 30 miles east of Salt Lake City. The area, particularly Park City, is famous for its skiing opportunities and is becoming increasingly known for a variety of other recreational, cultural and historical resources and events. Park City and Snyderville Basin are dominated by resort and destination based areas including two distinct ski resorts with three base areas, a historic downtown as well as housing and lodging to accommodate these destinations. Figures 2-1 and 2-2 illustrate the study area and current service area.

As a major seasonal tourism destination, there is considerable fluctuation in population, activity, and travel patterns throughout the year. According to the Park City Chamber of Commerce 2015 Park City and Summit County Economic Profile, peak winter season (mid-December – mid April) sees over 40% of the total overnight visitors in the area for the year. This impact, coupled with day trip skiers from the Salt Lake area, creates a substantial traffic burden on major service area corridors.

Figure 2-1: Short Range Transit Development Plan Study Area

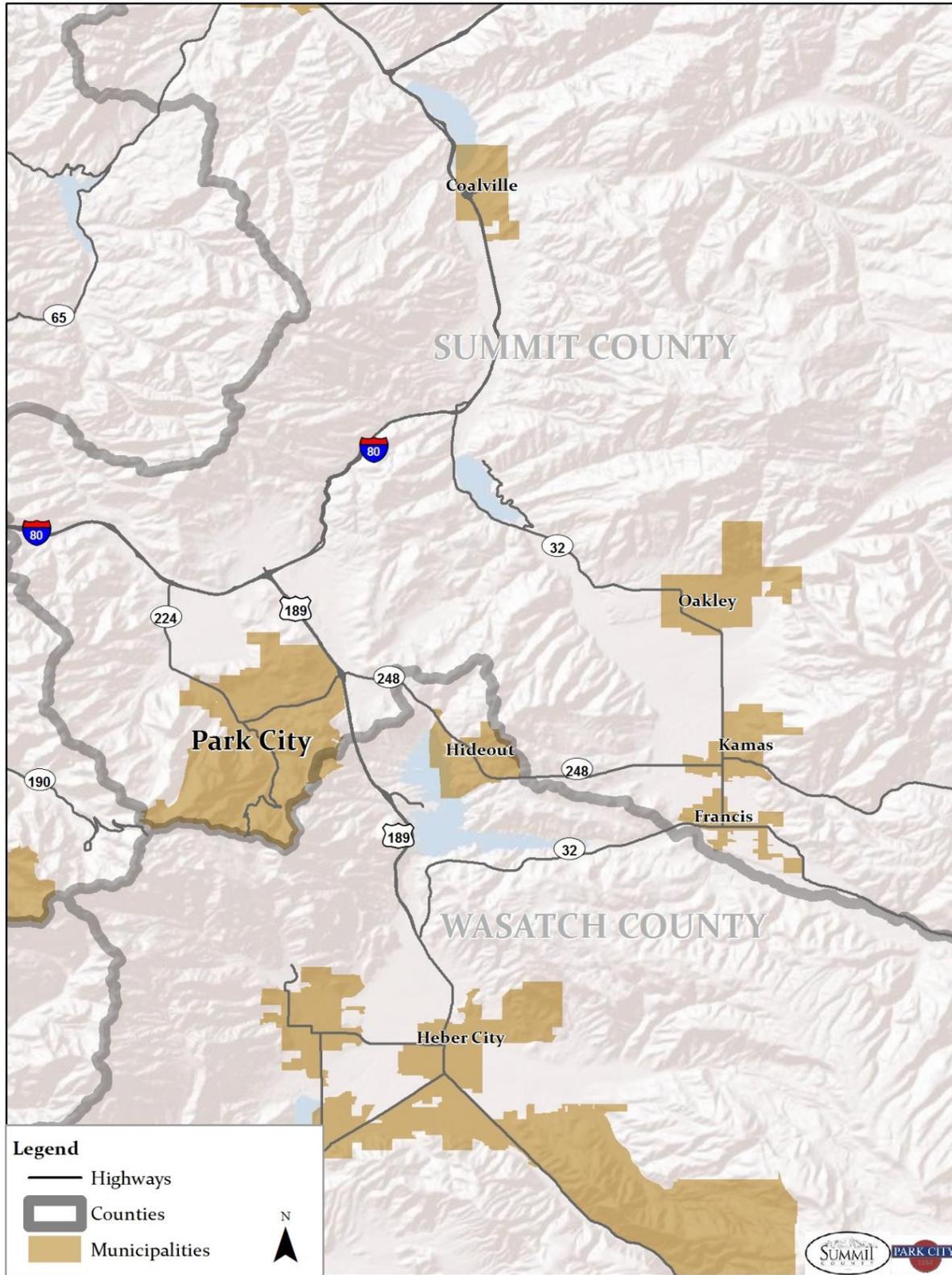
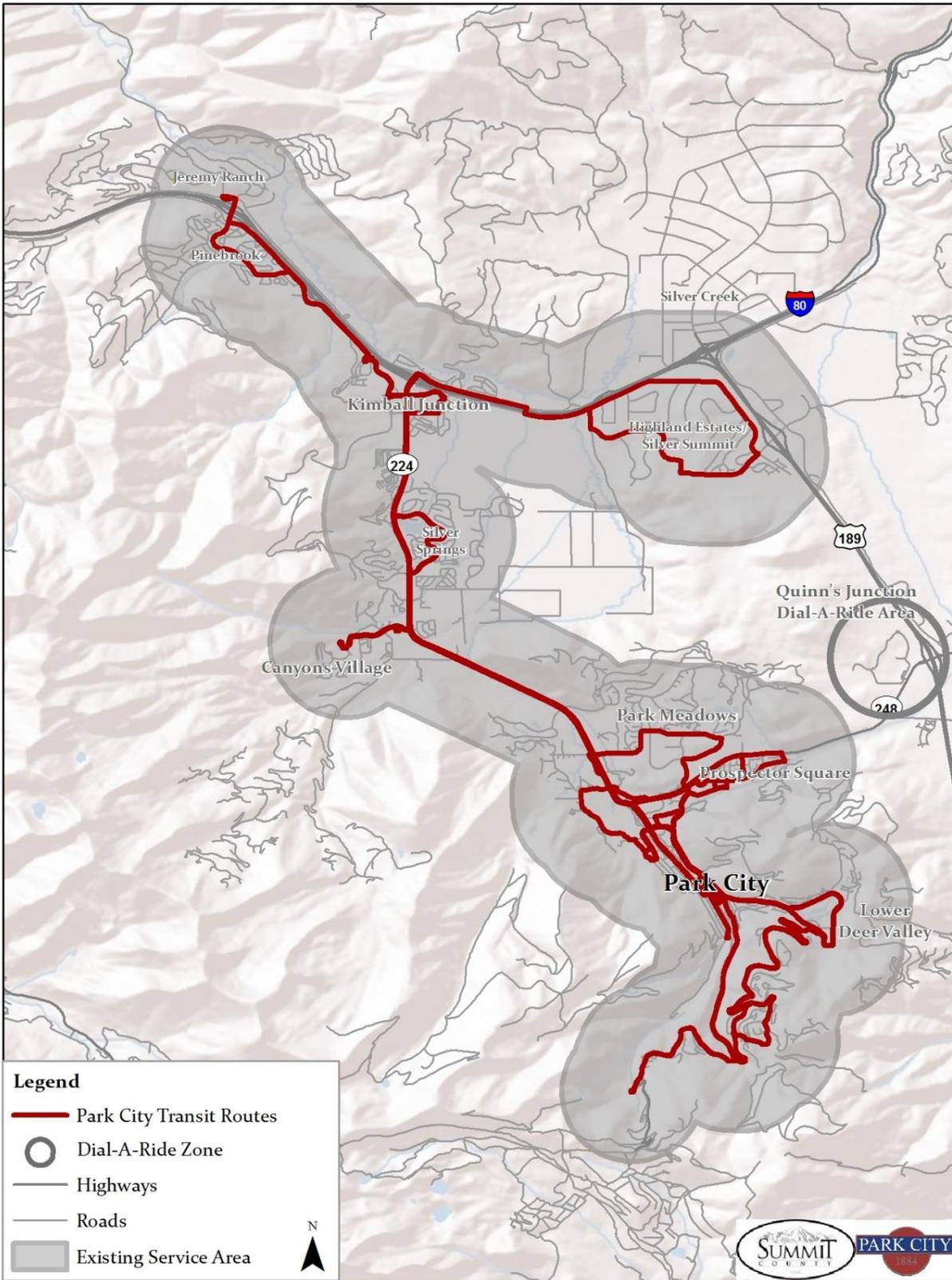


Figure 2-2: Park City and Summit County Transit Service Area



## DEMOGRAPHICS

This section includes a review of the population of the study area, an analysis of population density by season and the transit dependent and Title VI analyses.

### Population

For Park City and Summit County there are two distinct population groups that are essential to account for in a transit demographic analysis. Transit serves the local resident population. Transit is also an essential service for the visitor population. Table 2-1 depicts the local resident population. As shown in the table, approximately 24,000 people live in the service area (Park City and the Snyderville Basin), comprising 66% of Summit County population. The population has grown by less than one percent in Summit County over the last four years. However, Park City has seen six percent growth in population since 2010.

The service area population varies significantly by season. The winter season is far busier than other seasons and requires additional transit service from December to mid-April. Service also sees a significant increase during prime vacation days and the Sundance Film Festival. The summer season from June to September sees a significant number of overnight visitors. Shoulder seasons, Mid-April until June and September to December, have the lowest overnight visitor population.

**Table 2-1: Summit County Resident Population**

Population	2014	2010
Park City	8,058	7,558
Snyderville Basin	16,500	16,000
<b>Total Service Area</b>	<b>24,558</b>	<b>23,558</b>
Summit County	36,483	36,324

Source: US Census American Fact Finder

Table 2-2 shows the Park City overnight visitor population related to the local resident population. During peak winter and summer seasons, visitors outnumber residents. This influx of visitors has significant impacts on the population profile of the service area. Many areas in which large hotels are located have very few full time residents. The population density profile, when including visitors and winter employees, looks markedly different during the off-peak season compared to peak seasons.

**Table 2-2: 2014 Park City Overnight Visitor Population Data**

Visitor Data	2014 Visitors per Day	Park City Population	2014 Population Including Visitors (visitor + residents)	Overnight Visitors Percent of Total Population
<b>Annual Average</b>	<b>9,656</b>	<b>7,962</b>	<b>17,618</b>	<b>55%</b>
Winter (Dec-April)	13,783	7,962	21,745	63%
Summer (June-Sep)	10,113	7,962	18,075	56%
Shoulders (April-June, Sep-Dec)	6,081	7,962	14,043	43%

Source: Park City Chamber of Commerce. 2015 Park City and Summit County Economic Profile

## Population Density

Population density is an important indicator for transit service. As a general rule, areas with over 1,000 people per square mile (or major trip destinations) can support fixed route transit service. Population density in the Park City area varies by season. Figure 2-3 shows resident population density, which can be considered off-peak season density.

Figure 2-4 depicts population density taking into account overnight visitor population during peak season. The differences in population density are striking and reflect where overnight visitors tend to “reside” while in the area.

## Transit Dependence Index

Transit Dependence Index (TDI) is an aggregate measure that may be associated with mapping software to effectively display relative concentrations of transit dependent populations (youth, elderly, persons with disabilities and zero car households) within a study area. Figure 2-5 depicts the TDI for the study area for 2014. Areas with the highest need for public transit based on the concentration of transit dependent cohorts consists of Heber City and Park City. Figure 2-6 shows the TDI for the service area. The Kearns Boulevard Corridor, Silver Springs and Pinebrook show the highest public transit need based on transit dependent populations.

## Title VI Analysis

The Title VI analysis identifies the location of low income individuals, locations of minorities, and locations of households with limited English proficiency. Data comes from the 2013 American Community Survey five year estimates. This analysis should assist in ensuring that vulnerable groups are not disproportionately impacted by service adjustments. Figure 2-7 depicts the concentration of households below the poverty line within the study area. As

Figure 2-3: Service Area Density - Population per Square Mile (Residents Only)

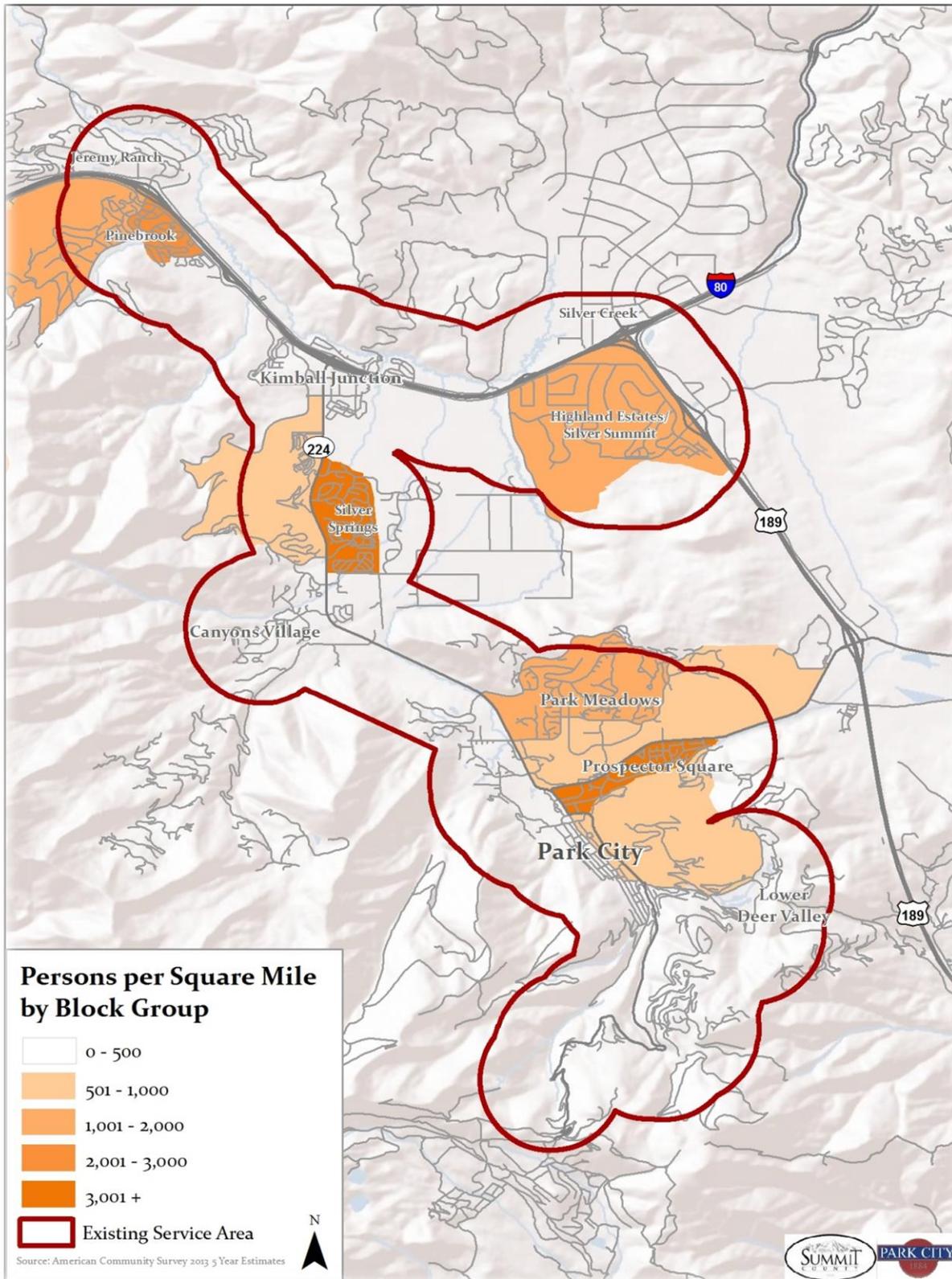


Figure 2-4: Service Area Peak Season Population Density (Residents and Overnight Visitors)

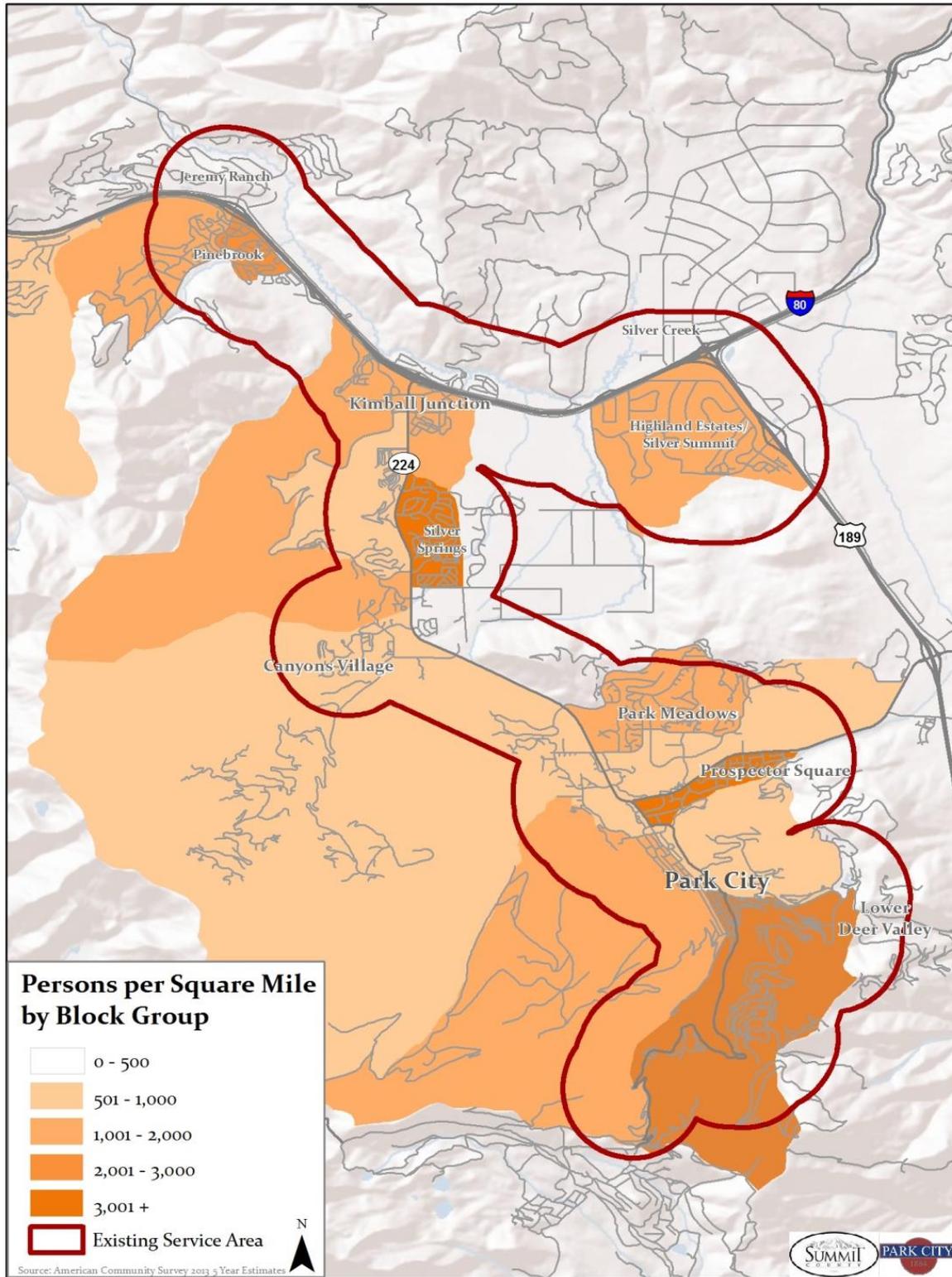


Figure 2-5: Study Area Transit Dependence Index

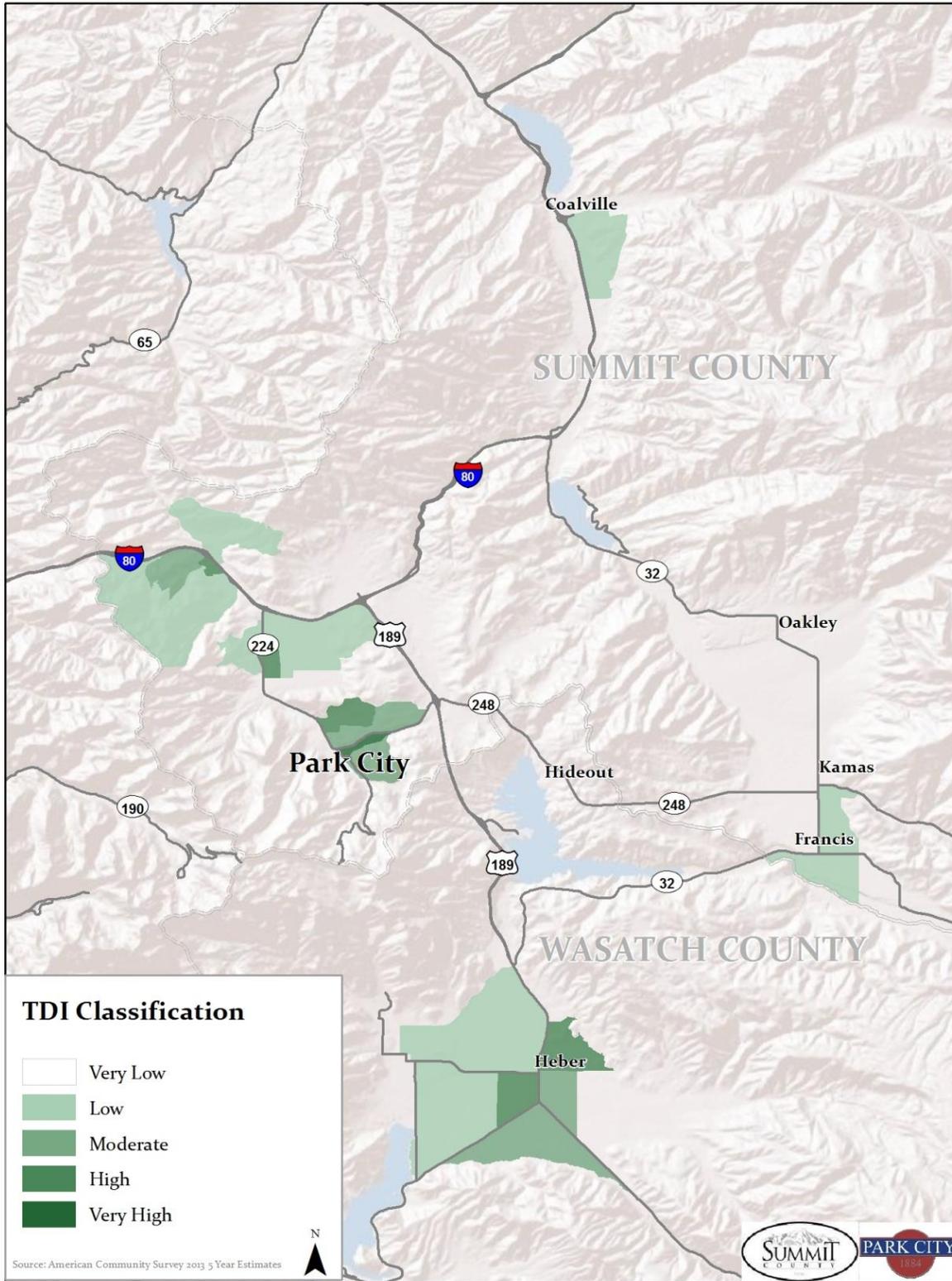


Figure 2-6: Service Area Transit Dependence Index

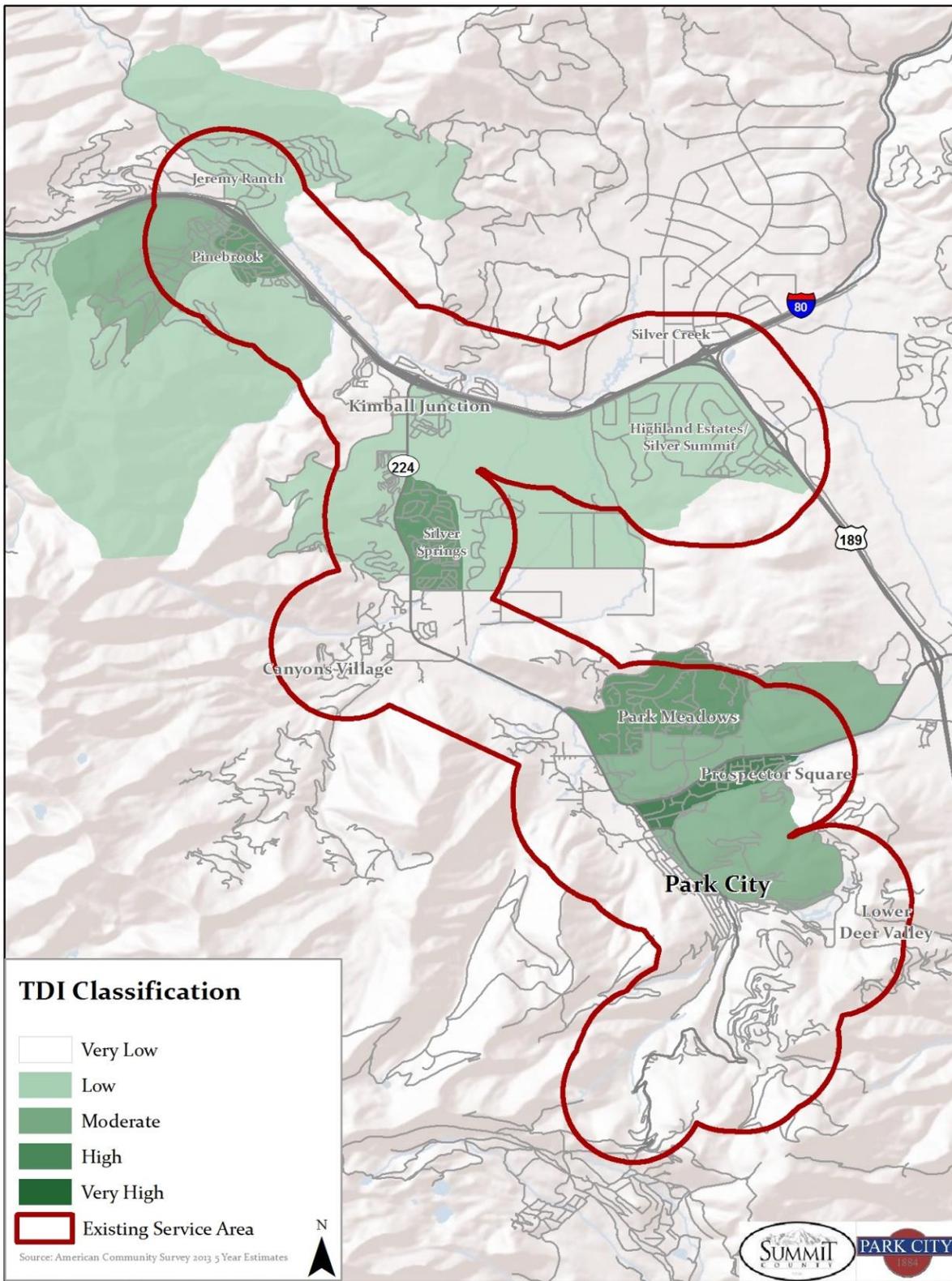
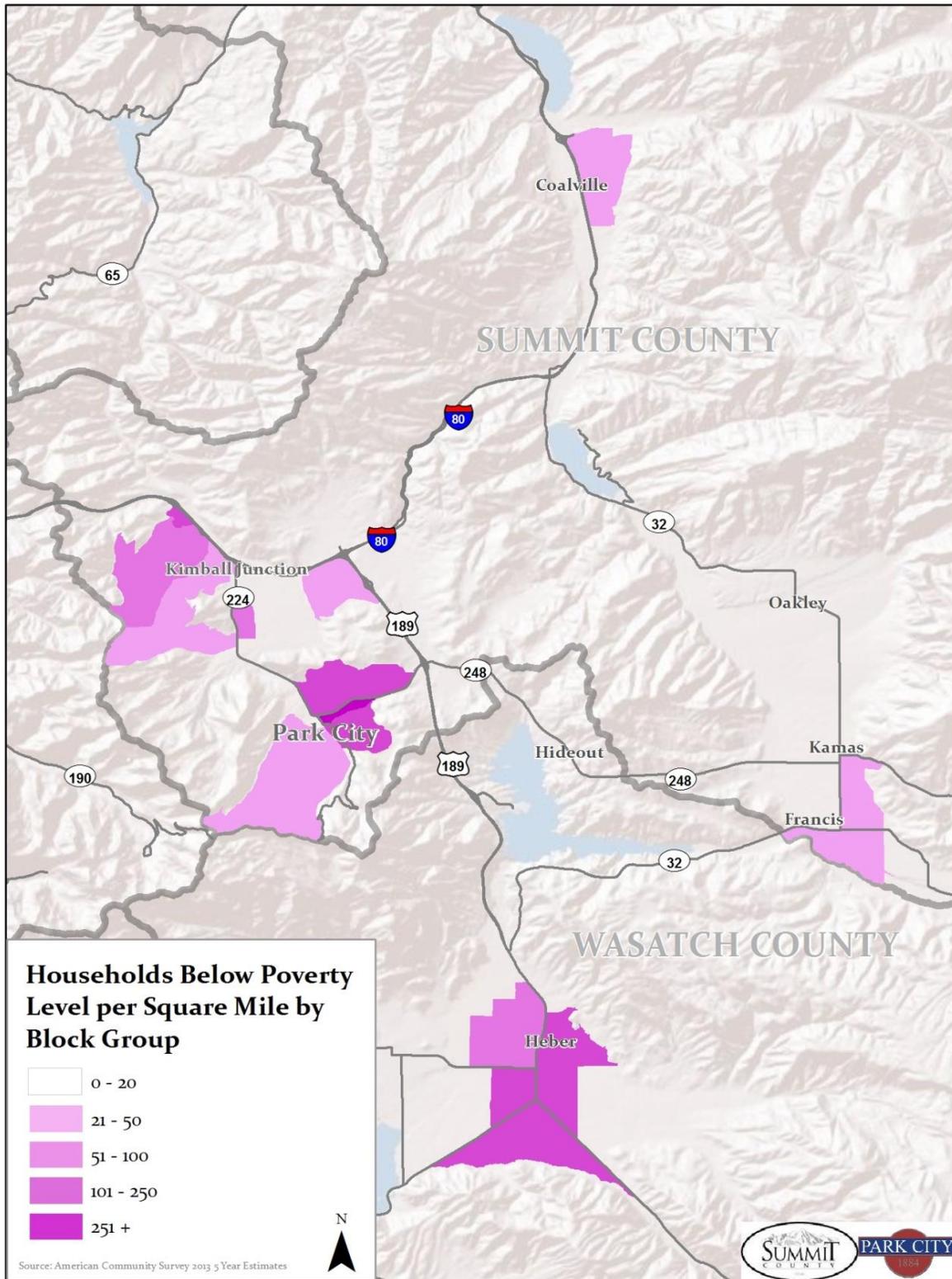


Figure 2-7: Study Area Households Below the Poverty Level per Square Mile



shown, Park City and Heber City have the highest concentrations of households below the poverty line. Figure 2-8 shows the number of minorities per square mile in the study area. Park City and Heber City show the highest minority populations per square mile.

Figure 2-9 shows the highest concentrations of people who have limited English proficiency. This represents less than 5% of the study area population and yet has the highest concentration in Central Park City and Heber City.

## Special Events

Park City is home to many special events that attract visitors from around the world. Special events are extremely important to Park City Transit service. They produce significant demand and ridership for the system and require additional planning, operations and staffing during major events. Park City Transit provides increased levels of service during major events in order to provide a high level experience to visitors and offset traffic and parking issues.

Many events create significant demand for transit services and require extensive operations planning and preparation. Due to limited parking in the Old Town area of Park City many single day events and parades (Miner's Day and Independence Day) require event goers to park in remote lots and use transit to access the event.

## Demographic Needs Summary

Within the service area, several patterns emerge from the demographic needs assessment. Areas that showed high population densities such as Kearns Boulevard and areas with a high percentage of residents that are transit dependent include:

- Kearns Boulevard Corridor
- Pinebrook
- Silver Springs
- Kimball Junction
- Silver Summit/Highland Estates
- Park Meadows

In regards to visitor populations, Deer Valley, Park City Resort base area and Canyons Village have the highest number of lodging and visitor visits. Park City Transit has developed a system that serves all of these geographic areas.

Park City has the most expensive housing in Summit County. As a result, many workers in Park City commute from other areas within the study area. The analysis shows the highest concentration of people and transit dependent populations outside of Park City area include Heber City, Coalville and Kamas, which show moderate need.

Figure 2-8: Study Area Minority Population per Square Mile

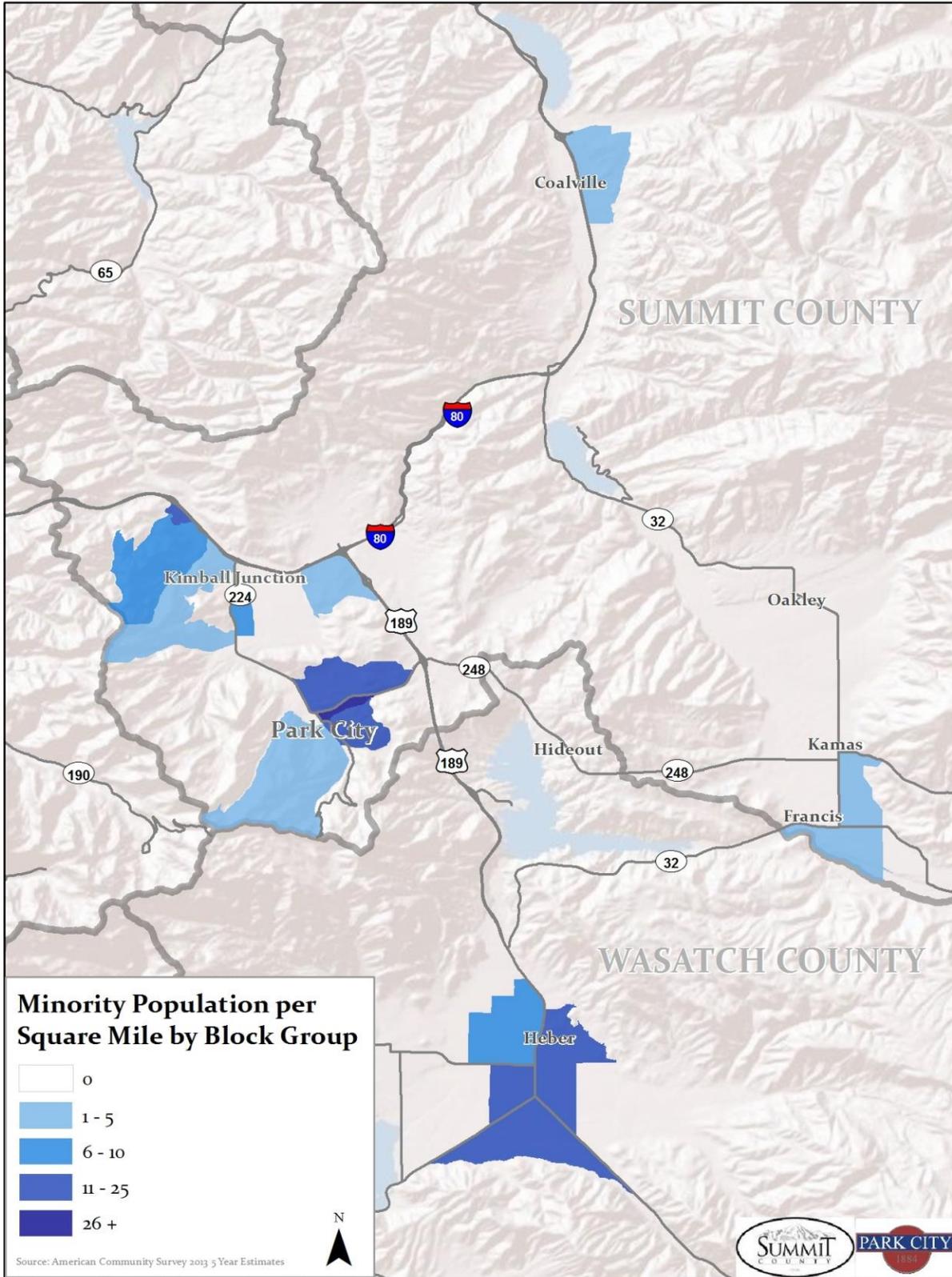
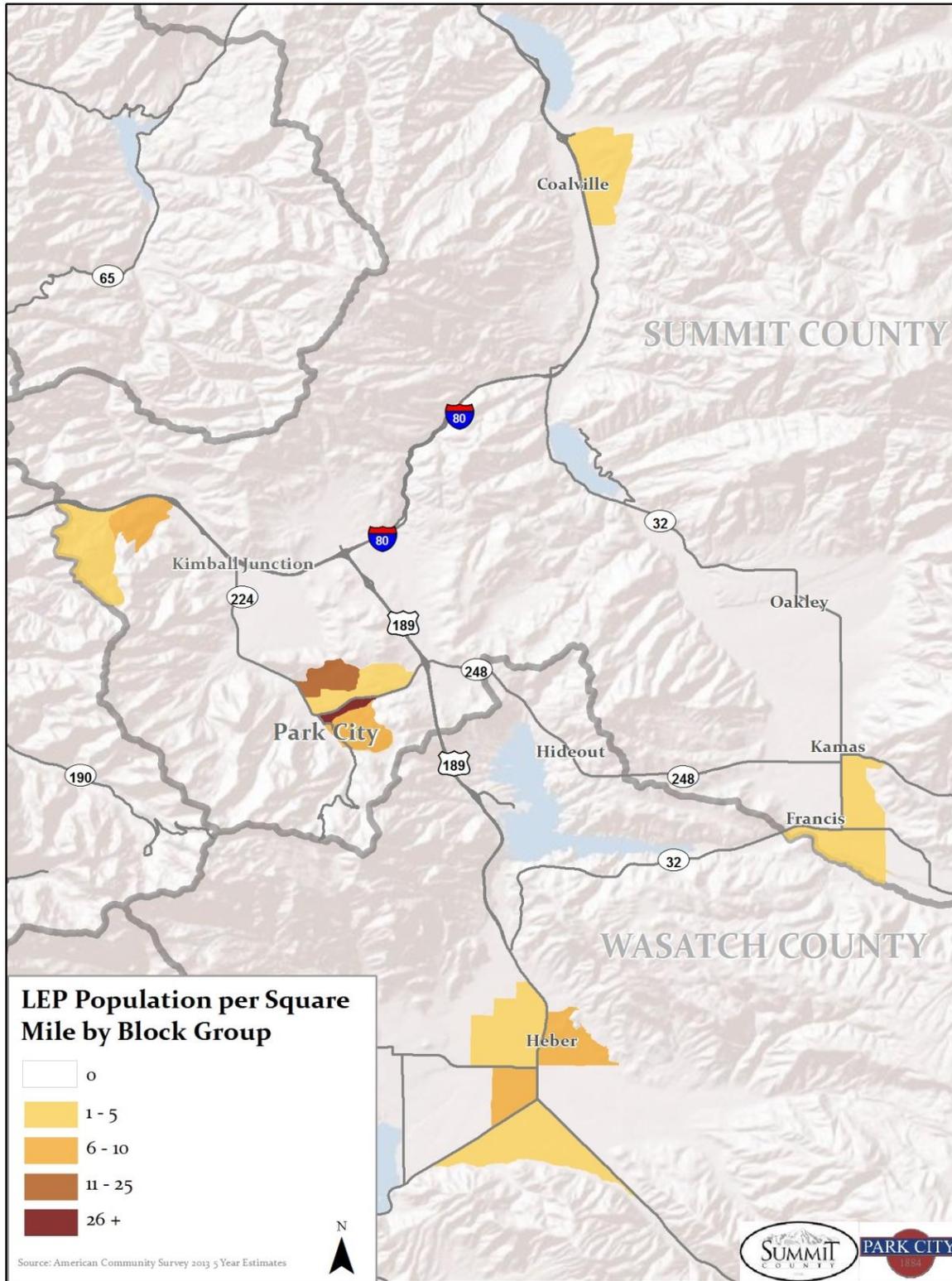


Figure 2-9: Study Area Population with Limited English Proficiency per Square Mile



## LAND USES

Major land uses are identified as origins, from which a concentrated transit demand is generated, and destinations, to which both transit dependent persons and choice riders are attracted (Figure 2-10). They include major attractions/tourism locations, educational facilities, human service agencies, medical facilities, schools, and major shopping destinations.

## TRAVEL PATTERNS

Park City has unique seasonal travel patterns due to the abundance of destinations and proximity to Salt Lake City. Many residents, workers and visitors travel in and out of the service area frequently. According to the recent SR 224 Corridor Study, during peak visitor seasons SR 224 can be at capacity and I-80 can see significant traffic volumes between Park City and Salt Lake City. The Existing Conditions section of the 2015 Park City Transportation Demand Management Study reveals local travel patterns to major employment areas from residential areas in Silver Springs, Kimball Junction, Silver Summit/Highland Estates and Park City, which can create a traffic burden on major arterials.

### Regional Travel Patterns

Summit County is a major visitor destination and subsequently a major employment destination. Everyday thousands of workers from outside the study area come to work in Summit County.

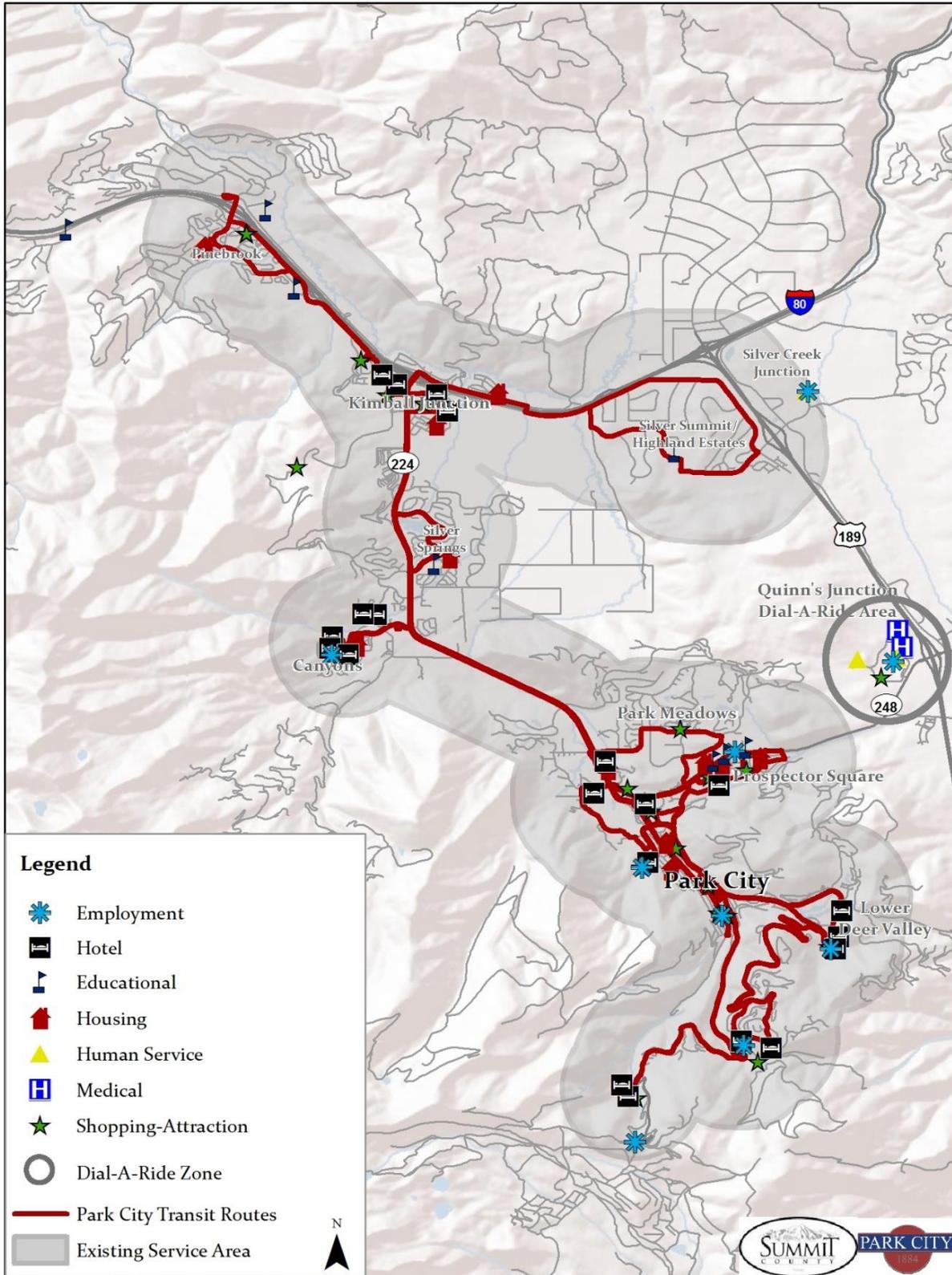
Table 2-3 shows where people live who work in Summit County. As shown, 60 percent of employees who work in Summit County live outside Summit County. This is a very significant percentage adding significant daily traffic. Of all out-of-county commuters coming into Summit County, 51% come from Salt Lake County, 33% from Wasatch County and 16% from other counties.

**Table 2-3: Where People Live Who Work in Summit County**

Summit County Employees	Percentage
Live in Summit County	40%
Live Outside Summit County	60%
Other Summit County Employees	
Live in Salt Lake County	51%
Live in Wasatch County	33%
Live in Other Counties	16%
<b>Total Number of Employees</b>	<b>22,604</b>

Source: Park City Chamber of Commerce. 2015 Park City and Summit County Economic Profile

Figure 2-10: Service Area Local Trip Generators and Fixed Route Coverage



## Chapter 3

# Review of Existing Transit Services

### INTRODUCTION

All transit systems should regularly seek a system review to determine if the transit system is operating:

- **Efficiently** – Defined as doing things right: Is Park City Transit operating efficiently compared to peers and more importantly to itself over time?
- **Effectively** – Defined as doing the right things: Is Park City Transit serving customers in need, local residents, visitors and commuters? Is the service appropriate?

This chapter is a summary of existing services. For greater detail, see Appendix B - Technical Memorandum 2: Review of Existing Services. Included in this appendix are detailed route profiles for all routes.



### General Overview – Park City Transit

Park City Transit offers a robust level of service for a community of its size. This is indicative of a locale that attracts many visitors throughout much of the year. Park City Transit operates fixed route and ADA paratransit within Park City and parts of Summit County, depicted in Figure 3-1. Park City Transit operates about 73,602 hours and 1,096,171 miles of fixed route and special events service annually (using 2014 data).

Approximately 67% of annual service hours are operated within the Park City limits and 33% of service hours are within the county.<sup>3</sup> The service level shifts multiple times over the year to meet the specific needs of each season. Tables 3-1 through Table 3-3 detail seasonal performance by route. Most notable is the winter season from early December to mid-April. Winter is by far the busiest season, putting a strain on the system as it is also the most difficult operating environment due to cold temperatures, snow and ice. This combination of factors makes Park City a very difficult operating environment in the winter.

<sup>3</sup> Source: Park City Municipal Corporation Miles-Hours-Ridership by Route. FY 2014 Summary

Figure 3-1: Park City Transit Service Area

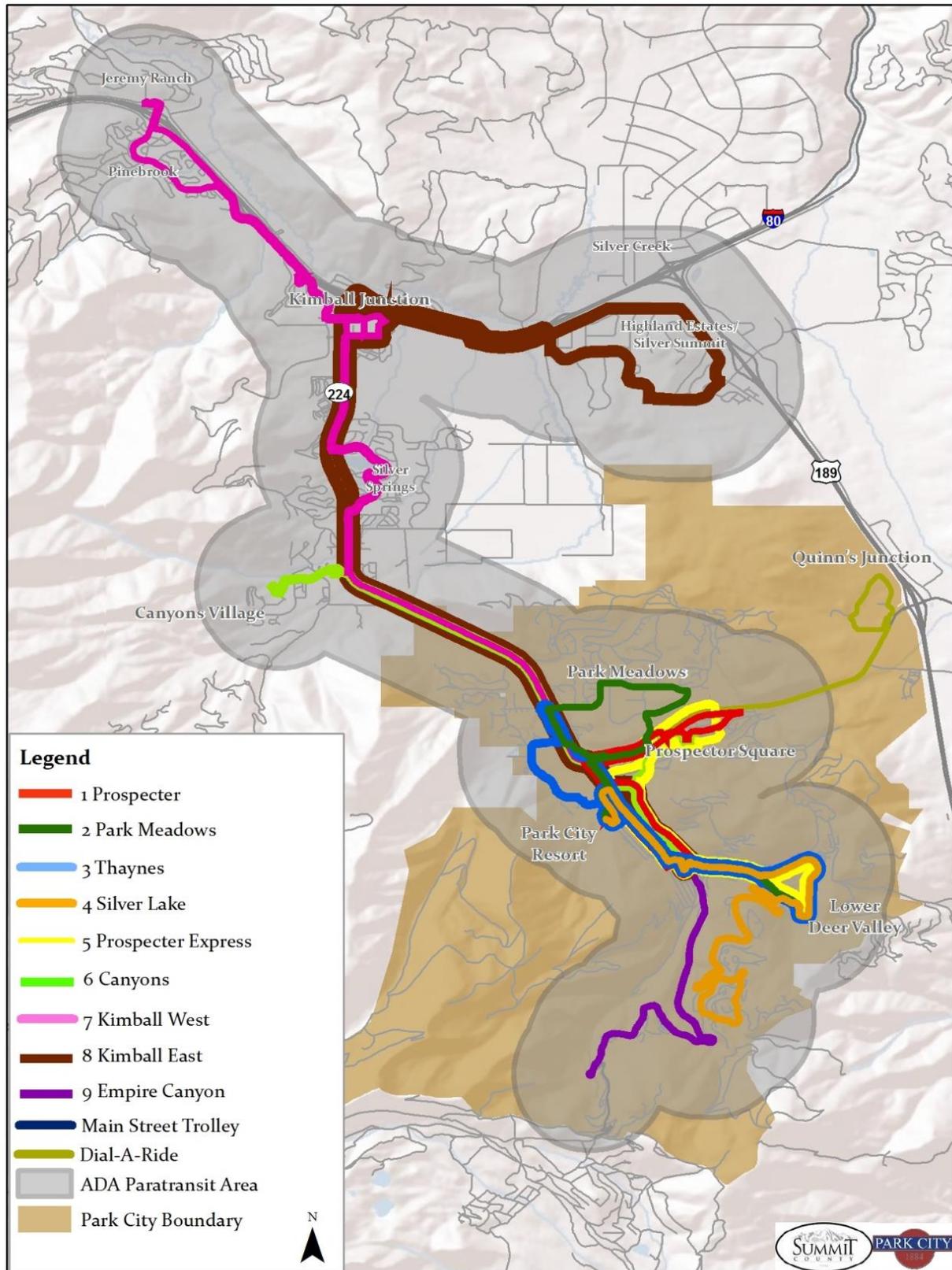


Table 3-1: 2014 Winter Fixed Route Data and Performance

Winter Peak (December 12 - April 12)	Ridership	One-Way Trips per Day	Service Hours	Service Miles	One-Way Trips per Service Hour	Round Trip Miles	Peak Vehicles	Scheduled Running Times	Headways
1 Red - Prospector Square	145,356	1,191.44	4,113	50,685	35.34	9	2	7:25 am-11:45 pm	20 Minute
2 Green - Park Meadows	162,564	1,332.49	5,714	63,351	28.45	9	3	7:38 am-11:15 pm	20 Minute
3 Blue - Thaynes Canyon	143,961	1,180.01	3,861	48,797	37.29	8.7	2	7-28 am-11:48 pm	20 Minute
4 Orange - Silver Lake	85,174	698.15	2,460	32,296	34.62	11.6	2	6:15 am-6:15 pm	30 Minute
5 Yellow - Prospector Express	104,268	854.66	3,796	43,886	27.47	7.5	2	7:43 am-10:43 pm	20 Minute
6 Lime – Canyons	71,938	589.66	2,737	34,531	26.28	13.4	2	6:24 am-5:15 pm	30 Minute
7 Pink - Kimball West	196,049	1,606.96	6,118	100,361	32.04	25	3	5:40 am-10:40 pm	30 Minute
8 Brown - Kimball East	54,201	444.27	2,128	50,880	25.47	22.8	1	6:30 am-11:59 pm	60 Minute
9 Purple - Empire Express	35,148	288.10	2,013	33,178	17.46	7.5	1	6:28 am-10:28 pm	30 Minute
Main Street Trolley	26,613	218.14	1,586	15,335	16.78	2.1	1	10:00 am-11:00 pm	N/A
Sundance	67,658	6,765.80	813	11,111	83.22	-	5	-	N/A
Tripper Bus*	-	-	-	-	-	-	2	-	N/A
Paratransit/Dial-a-Ride	-	-	-	-	-	-	3	-	N/A
<b>Park City Transit Total</b>	<b>1,092,930</b>	<b>8,958.44</b>	<b>35,339</b>	<b>484,411</b>	<b>30.93</b>	<b>-</b>	<b>29</b>	<b>-</b>	<b>-</b>
UTA PC-SLC Connect	24,847	205.35	1,455	24,156	17.08	66	3	3 am/pm round trips	N/A

Source: Park City Municipal Corporation 2014 Service Data

\*Tripper miles, hours and ridership are included in the routes they support.

Table 3-2: 2014 Summer Fixed Route Data and Performance

Summer (June 5 - September 1)	Ridership	One-Way Trips per Day	Service Hours	Service Miles	One-Way Trips per Service Hour	Round Trip Miles	Peak Vehicles	Scheduled Running Times	Headways
1 Red - Prospector Square	96,457	1,083.79	2,410	35,718	40.02	9	2	7:14 am-11:53 pm	20 Minute
2 Green - Park Meadows	66,778	750.31	3,327	43,655	20.07	9.1	2	7:13 am-11:51 pm	20 Minute
4 Orange - Silver Lake	13,466	151.30	712	8,409	18.91	7.8	1	10:00 am-6:00 pm	30 Minute
6 Lime – Canyons	13,520	151.91	838	15,931	16.13	13.1	1	7:30 am-5:05 pm	40 Minute
7 Pink - Kimball West	85,563	961.38	3,500	60,701	24.45	25	3	7:00 am-10:15 pm	30 Minute
8 Brown - Kimball East	31,673	355.88	1,357	17,396	23.34	22.8	1	7:05 am-10:00 pm	60 Minute
9 Purple - Empire Express	11,178	125.60	759	12,313	14.73	7.5	1	7:43 am-4:13 pm	30 Minute
Main Street Trolley	25,416	285.57	1,052	10,154	24.16	2.1	1	10:00 am-10:00 pm	N/A
Tripper Bus*	-	-	-	-	-	-	2	-	N/A
Paratransit/Dial-a-Ride	-	-	-	-	-	-	3	-	N/A
<b>Park City Transit Total</b>	<b>344,051</b>	<b>3,865.74</b>	<b>13,955</b>	<b>204,27</b>	<b>24.65</b>	-	<b>17</b>	-	-
UTA PC-SLC Connect	5,788	89.05	672	11,748	8.61	66	2	3 am/pm one way	N/A

Source: Park City Municipal Corporation 2014 Service Data

\*Tripper miles, hours and ridership are included in the routes they support.

Table 3-3: 2014 Shoulder Season Fixed Route Data and Performance

Shoulders (September 2 - December 11, and April 13 - June 4)	Ridership	One-Way Trips per Day	Service Hours	Service Miles	One-Way Trips per Service Hour	Round Trip Miles	Peak Vehicles	Headways
1 Red - Prospector Square	94,756	615.30	3,682	59,172	25.7	9	2	20 Minute
2 Green Park Meadows	65,600	425.97	5,758	72,322	11.3	9.1	2	20 Minute
4 Orange - Silver Lake*	3,079	146.62	229	3,153	13.4	7.8	1	30 Minute
6 Lime – Canyons	14,116	91.66	3,991	29,939	3.54	13.1	1	40 Minute
7 Pink - Kimball West	96,243	624.95	6,240	105,442	15.4	25	3	30 Minute
8 Brown - Kimball East	36,147	234.72	2,321	55,037	15.5	22.8	1	60 Minute
9 Purple - Empire Express*	1,362	64.86	231	3,640	5.90	7.5	1	30 Minute
Main Street Trolley	18,964	#DIV/0!	1,851	17,801	10.2	2.1	1	N/A
Tripper Bus**	-	-	-	-	-	-	2	N/A
Paratransit/Dial-a-Ride	-	-	-	-	-	-	3	N/A
<b>Park City Transit Total</b>	<b>330,267</b>	<b>2,144.59</b>	<b>24,303</b>	<b>346,506</b>	<b>13.5</b>	<b>-</b>	<b>17</b>	<b>-</b>
UTA PC-SLC Connect	10,646	93.39	1,526	20,328	6.98	66	2	N/A

Source: Park City Municipal Corporation 2014 Service Data

\* These routes only operate at the end of the fall shoulder season

\*\*Tripper miles, hours and ridership are included in the routes they support.

The service is primarily fixed route in nature including Americans with Disabilities Act (ADA) complementary paratransit. One route is a hybrid fixed route requiring a phone call to activate. Customers must get to a bus stop to be picked up. This is termed a “dial-a-ride” but is unlike other dial a ride services which pick people up at their origin point (unlike the bus stop at Park City). Commuter service to Salt Lake City is operated through Utah Transit Authority (UTA).

There is one basic route structure with notable route-by-route changes between seasons – winter, summer and shoulders. These seasonal changes include headway/frequency changes during peak and shoulder seasons, route modifications, and some route suspensions. Summer routes are illustrated in Figure 3-2. Winter routes are depicted in Figure 3-3, demonstrating the coverage area differences.

## EXISTING SERVICE

Park City is a mountain resort community with high volume ridership during the winter. There are only a handful of these systems across the country, making each one unique. Some unique operating features of Park City Transit include:

- A service designed for minimal transfers between routes and modes
- Current operation on shoulders of SR 224 in winter season during specified hours
- True commitment to transit among the local governments, businesses, visitors and residents
- Major seasonal changes necessitated by population fluctuations
- Special events such as Sundance Film Festival that raise service level significantly

### Overall Performance

Review of overall performance is tied to two factors. The consultants look at peer transit systems to determine if Park City Transit is operating within “normal parameters.” Normal parameters are defined for these purposes as within the range of peer systems as determined below. Once it is established that Park City Transit is not an outlier and is operating within a “normal” range, the focus becomes one of comparing Park City Transit to itself over time.

### Peer Review

Park City Transit’s performance measures and other characteristics were reviewed in the context of comparable ski oriented mountain transit systems of similar size. Five “peer” systems in Colorado, California, Nevada and Idaho were selected which share some characteristics with Park City (Table 3-4). Peer reviews necessitate consistent data and performance measures. For

Figure 3-2: Park City Transit Summer Routes

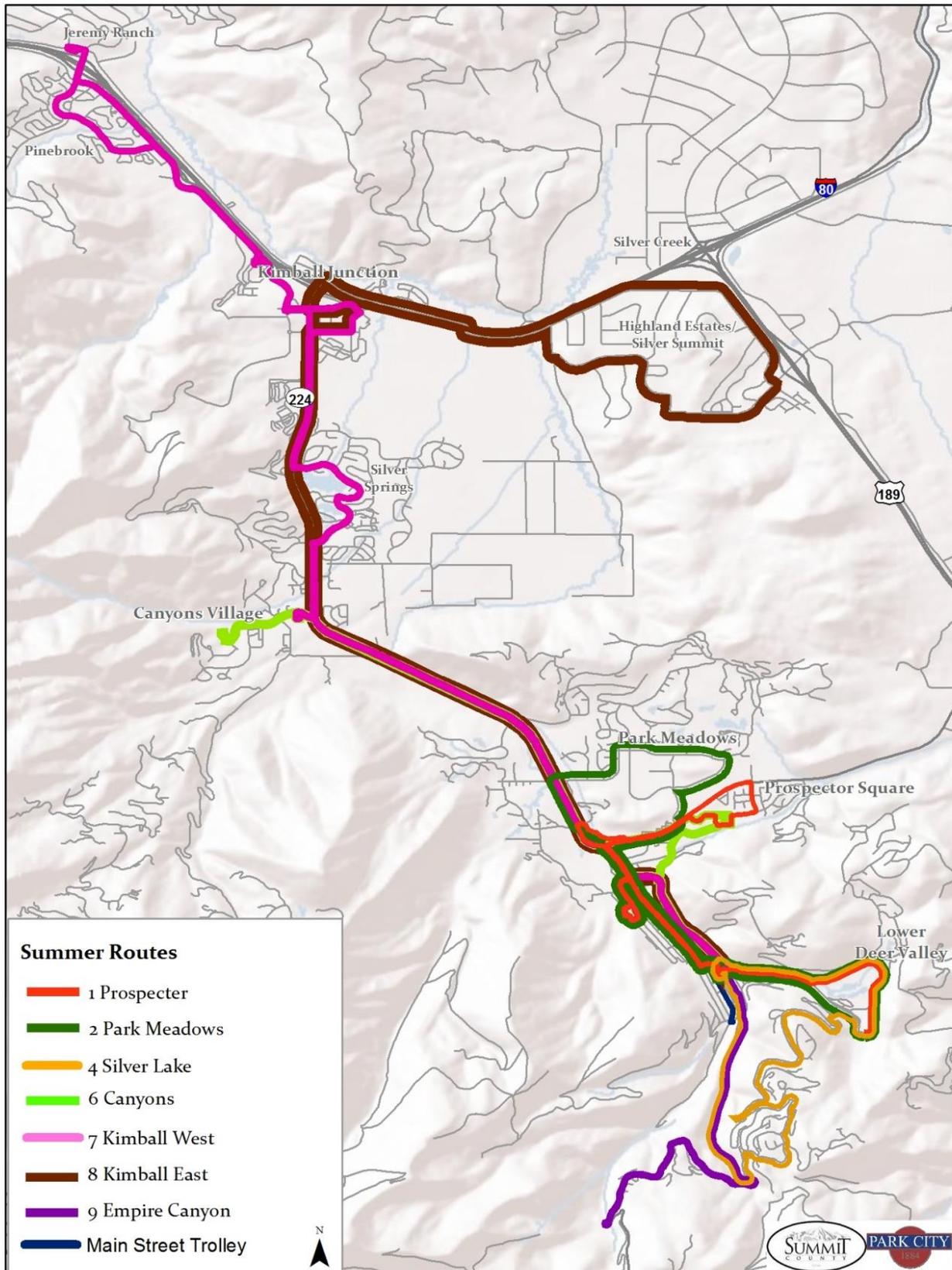
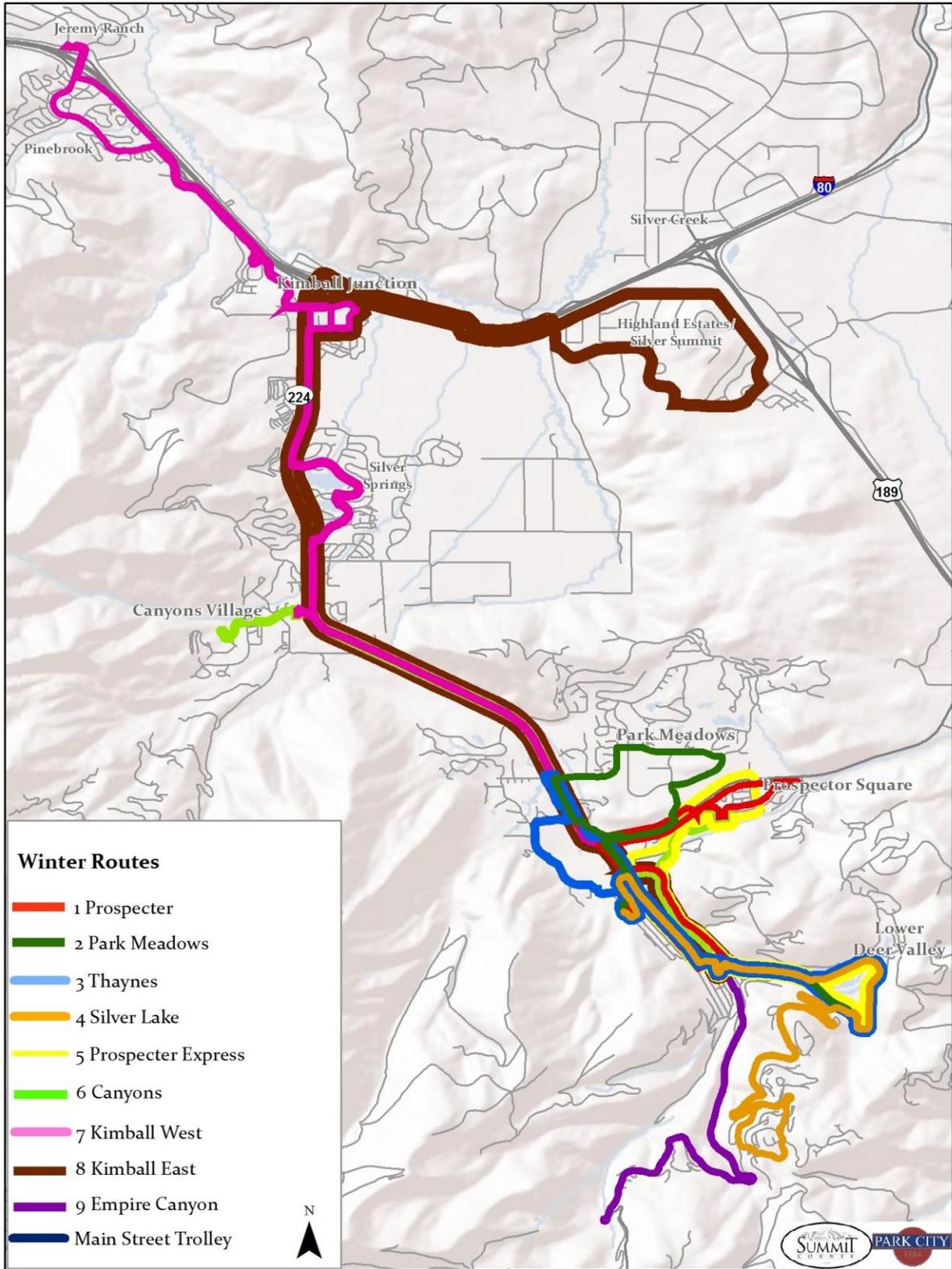


Figure 3-3: Park City Transit Winter Routes



these purposes the consultants used National Transportation Database (NTD) data for each system. 2013 is the most up to date data available at this time.

**Table 3-4 2013 Peer Service Area Populations and Operations Funding Levels**

Area	Service Area Population	Revenue Sources				
		Federal	Local	Fare Box	Contract	Total
Summit County	28,649	\$59,600	\$9,506,401	\$30,442	\$581,463	\$10,177,9
Town of Vail	5,311	\$0	\$4,200,000	\$0	\$0	\$4,200,00
Roaring Fork Transportation Authority	58,470	\$890,000	\$10,877,348	\$4,002,475	\$7,705,536	\$23,475,359
Tahoe Transportation District	50,289	\$1,597,736	\$2,600,090	\$737,212	\$0	\$4,935,038
Mountain Rides (Sun Valley)	14,414	\$598,012	\$1,213,373	\$356,875	\$0	\$2,168,260
<b>Park City Transit</b>	<b>24,558</b>	<b>\$1,462,300</b>	<b>\$7,249,843</b>	<b>\$36,243</b>	<b>\$70,827</b>	<b>\$8,819,21</b>

Source: National Transit Database 2013 Rural Data Summary and Vail Public Works Department

### Peer Review Summary

Table 3-5 depicts the National Transit Database data for all peer systems and Park City Transit for 2013. With the exception of Vail and its small service area, Park City Transit is a top performer amongst its peers with 26 one-way trips per service hour. Overall, Park City Transit performs well compared to peers and is comfortably within the “normal” range of peers.



### Historical Perspective

Park City Transit has maintained relatively stable ridership over the past 5 years as depicted in Table 3-6. Ridership (fixed route not including special events) went from a high of 1,791,066 in 2013 to a low in 2012 of 1,725,412 with a total variance of 3.7 percent over 4 years. In essence, stable ridership. Productivity closely mirrored ridership as did costs. Ridership generally reflects visitor numbers and gross receipts. To some extent ridership is correlated to the numbers of visitors in any given year which is dependent on many uncontrollable factors such as weather and the economy. Visitor nights were their highest in 2011 and lowest in 2012 correlating with the fluctuations in ridership.

**Table 3-5: Peer Review System Data**

System	One-Way Trips	Service Hours	Service Miles	Fare	Operational Expenditures	One-Way Trips per Service Hour	Service MPH	Reported Cost per Service Hour	Cost per One Way Trip
Summit County CO	2,484,799	111,389	1,579,828	Free	\$10,177,906	22	14	\$91.37	\$4.10
Summit Stage	1,870,374	80,591	1,335,000	Free	\$8,643,722	23	17	\$107.25	\$4.62
Town of Breckenridge	614,425	30,798	244,828	Free	\$1,534,184	20	8	\$49.81	\$2.50
Town of Vail	3,200,000	62,000	640,000	Free	\$4,200,000	52	10	\$67.74	\$1.31
Roaring Fork Transportation Authority	3,868,195	176,796	3,293,374	Local Service - Free. Regional service \$1 - \$10	\$23,475,359	22	19	\$132.78	\$6.07
Tahoe Transportation District	795,298	55,574	821,004	Free - \$4 Depending on Route	\$4,935,038	14	15	\$88.80	\$6.21
Mountain Rides (Sun Valley)	483,892	40,402	901,241	Local Service - Free. Regional service \$4 - \$6	\$2,168,260	12	22	\$53.67	\$4.48
<b>Park City Transit</b>	<b>1,929,659</b>	<b>73,202</b>	<b>1,074,753</b>	<b>Free</b>	<b>\$7,044,620</b>	<b>26</b>	<b>15</b>	<b>\$96.24</b>	<b>\$3.65</b>

Source: National Transit Database 2013 Rural Data Summary and Vail Public Works Department and Park City Transit  
 \*Includes facility development costs

Table 3-6: Park City Transit: Fixed Route System Performance 2011 – 2014

Season		One-Way Trips	Service Hours	Service Miles	One-Way Trips Per Service Hour	Service MPH
2011	Spring	117,720	8,952	142,408	13.15	15.91
	Summer	258,580	12,809	202,811	20.19	15.83
	Fall	176,708	12,492	198,304	14.15	15.87
	Winter	1,229,215	36,977	509,831	33.24	13.79
	<b>2011 Subtotal</b>	<b>1,782,223</b>	<b>71,229</b>	<b>1,053,354</b>	<b>25.02</b>	<b>14.79</b>
	Sundance	94,118	813	11,111	115.77	13.67
	Event Tripper	92,592	1,138	24,410	81.36	21.45
<b>Total</b>		<b>1,968,933</b>	<b>73,180</b>	<b>1,088,875</b>	<b>26.91</b>	<b>14.88</b>
2012	Spring	115,400	8,263	130,411	13.97	15.78
	Summer	251,409	12,491	198,354	20.13	15.88
	Fall	184,113	13,982	220,684	13.17	15.78
	Winter	1,174,490	38,445	525,329	30.55	13.66
	<b>2012 Subtotal</b>	<b>1,725,412</b>	<b>73,181</b>	<b>1,074,778</b>	<b>23.58</b>	<b>14.69</b>
	Sundance	65,192	813	11,111	80.19	13.67
	Event Tripper	89,629	1,174	25,310	76.34	21.56
<b>Total</b>		<b>1,880,233</b>	<b>75,168</b>	<b>1,111,199</b>	<b>25.01</b>	<b>14.78</b>
<b>Percent Change</b>		<b>-4.50%</b>	<b>2.72%</b>	<b>2.05%</b>	<b>-7.03%</b>	<b>-0.65%</b>
2013	Spring	77,631	6,473	102,155	11.99	15.78
	Summer	400,962	14,454	229,894	27.74	15.91
	Fall	187,805	13,583	214,618	13.83	15.80
	Winter	1,124,668	37,197	514,354	30.24	13.83
	<b>2013 Subtotal</b>	<b>1,791,066</b>	<b>71,707</b>	<b>1,061,021</b>	<b>30.24</b>	<b>14.80</b>
	Sundance	74,462	813	11,111	91.59	13.67
	Event Tripper	64,131	1,169	27,702	54.86	23.70
<b>Total</b>		<b>1,929,659</b>	<b>73,689</b>	<b>1,099,834</b>	<b>26.19</b>	<b>14.93</b>
<b>Percent Change</b>		<b>2.63%</b>	<b>-1.97%</b>	<b>-1.02%</b>	<b>4.69%</b>	<b>0.96%</b>
2014	Spring	100,886	7,264	114,792	13.89	15.80
	Summer	322,787	14,062	220,692	22.95	15.69
	Fall	226,651	15,160	235,224	14.95	15.52
	Winter	1,075,178	35,134	486,650	30.60	13.85
	<b>2014 Subtotal</b>	<b>1,725,502</b>	<b>71,620</b>	<b>1,057,358</b>	<b>24.09</b>	<b>14.76</b>
	Sundance	67,658	813	11,111	83.22	13.67
	Event Tripper	39,000	1,169	27,702	33.36	23.70
<b>Total</b>		<b>1,832,160</b>	<b>73,602</b>	<b>1,096,171</b>	<b>24.89</b>	<b>14.89</b>
<b>Percent Change</b>		<b>-5.05%</b>	<b>-0.12%</b>	<b>-0.33%</b>	<b>-4.94%</b>	<b>-0.22%</b>

Source: Park City Municipal Corporation

## Seasonal Performance

To understand Park City Transit's operation and operating environment, it is essential to discuss seasonal changes and how those changes affect the operation of service. One of the unique and demanding aspects of Park City Transit service is that it operates in three different seasons – winter (mid-December to mid-April), summer (June to mid-September), and shoulder seasons (mid- April to June and mid-September to mid-December).

It is important to understand the issues revolving around seasonal changes and operating challenges posed in this tourist environment. Few systems face these challenges. These challenges include:

- Major seasonal route changes due to shifts in ridership and needs. This affects staffing, marketing/brochures and the scheduling of maintenance.
- Seasonal staffing changes make recruitment and retention of vehicle operators a major function of management.
- Winter poses other unique challenges:
  - Traffic becomes a challenge and the use of shoulder lanes from Kimball Junction is an excellent start toward a bus rapid transit (BRT) service.
  - The sheer volume of riders throughout the winter is punctuated by special events producing extremely high ridership.
  - Slower operating speeds in the winter. Snow and ice combined with heavy passenger loads pose significant challenges, for the operation of vehicles and access to buses and bus stops by customers.
  - Many riders carry skis, posing potential hazards inside the vehicle.
  - Experienced and well-trained vehicle operators are required. For safe winter driving, there is no substitute for experienced vehicle operators. This makes the task of recruitment and retention more important than in most other operating environments.
- Fluctuations based on the economy are typical for tourist areas and often the reverse of non-tourist based cities. Ridership typically increases in most locales during poor economic times, but in cities such as Park City a poor economy keeps visitors home and ridership is suppressed.



Detailed route profiles are found in Appendix No. B.

## Main Street Trolley

The Main Street Trolley is a local circulator flag stop service that travels the length of Main Street and connects to Old Town Transit Center. Service runs from 10:00 a.m. to 11:00 p.m. on approximately 15 minute headways. According to Park City Transit, the trolley provided 70,993 one-way trips in 2014. Average annual productivity is 15.8 one-way trips per service hour, with highest productivity and ridership in the summer at 25 one-way trips per hour, followed by winter at 17 trips per hour and shoulders at 10 trips per hour.



## Dial-a-Ride

Quinn's Junction Dial a Ride provides service to the growing Quinn's Junction area which includes a number of employment, medical and recreational destinations. This service is not a dial a ride using any contemporary definition of the term<sup>4</sup>. Quinn's Junction Dial a Ride follows a fixed route that must be activated by a telephone call and scheduled through dispatch. The customer must also make their way to a bus stop as they would in fixed route. The service can be scheduled on the same day of travel. Table 3-7 details Quinn's Junction Dial a Ride over the past three years. Since 2013 the service performance has remained steady at approximately 1.6 one-way trips per hour.

**Table 3-7: Quinn's Junction Dial a Ride Ridership and Performance**

Quins Junction Dial-A-Ride	2013	2014	2015
One-Way Trips	7,416	7,834	7,465
One-Way Trips per Hour	1.6	1.7	1.6

Source: Park City Municipal Corporation – 2014 Data

## ADA Complementary Paratransit

ADA paratransit operates within  $\frac{3}{4}$  mile of fixed route service (depicted in Figure 3-1). Ridership is similar to comparable active lifestyle communities. Approximately 30 one-way trips are taken per weekday (Table 3-8). Customers are typically local residents, with occasional visitors with disabilities that would qualify for ADA. Staff state that they do not turn down any valid requests (zero denials).

<sup>4</sup> The American Public Transit Association, the Transportation Research Board, the Federal Transit Administration and others all define dial a ride as an origin to destination (curb to curb) service. Park City Transit's dial a ride requires riders to get to a bus stop.

**Table 3-8: ADA Complementary Paratransit Performance**

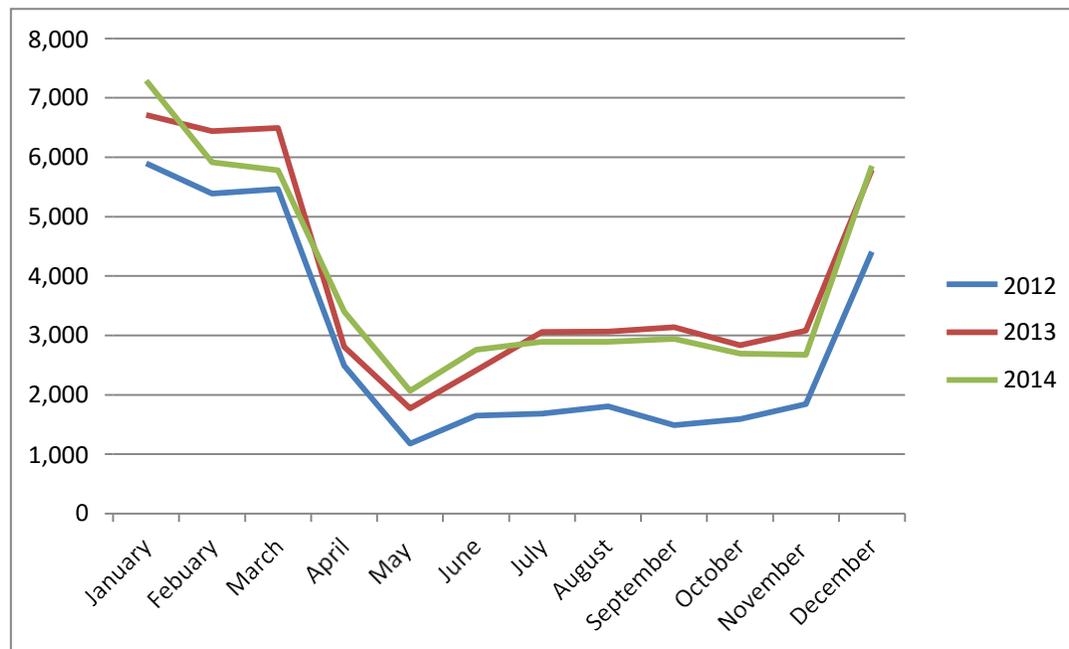
ADA Paratransit	2013	2014	2015
One-Way Trips	7,238	6,389	7,729
Service Hours	7,476	7,009	7,126
Service Miles	60,463	55,693	65,332
One-Way Trips per Hour	0.97	0.91	1.08
MPH	8.09	7.95	9.17

Source: Park City Municipal Corporation

## Commuter Service

In conjunction with Park City Transit, Utah Transportation Authority (UTA) operates commuter service to and from Salt Lake City on weekdays. Ridership is highest during the winter season as employment needs increase in Park City. The service operates three morning and evening round trips and carries approximately 17 one-way trips per hour in the winter and eight in the summer. Figure 3-4 depicts the monthly ridership trends.

**Figure 3-4: UTA SLC-PC Connect Ridership Trends**



Source: Park City Municipal Corporation

## Meeting City and County Needs

City and county needs are best expressed through a review of the most recent plans for Park City and Summit County defined in their general and transportation plans, the latter specifically focusing on the Snyderville Basin where the vast majority of the population resides and the most significant traffic issues occur during the winter.

## City Needs

The city's broad goals in its General Plan call for maintaining:

- The small town nature
- The natural setting
- A sense of community
- The historic character

Transit in Park City has a significant role in maintaining the goals of the General Plan. A theme throughout the plan includes expanding public transit presence in order to reduce auto traffic, so vital to the city's goals.

Expanded transit is critical to each of the other goals and nowhere is it more evident than where it serves to support affordable housing goals and serves as part of the solution to parking issues. Peak season parking lots should be essential to a successful BRT.

## County Needs

The emphasis of this analysis is western Summit County, specifically Snyderville Basin and the SR 224 corridor, where the most severe traffic exists. Traffic on SR 224 is mounting as a result of growth in the area and the large influx of day trippers and longer term visitors going through the Kimball Junction area.

Snyderville Basin General Plan calls for addressing regional trips through mass transit as well as developing mass transit along the SR 224 corridor. The Snyderville Basin Transportation Plan calls for infrastructure and service improvements, and multimodal and express service (with infrastructure improvements) on SR 224 with an emphasis on service at the Canyons.

## Organizational Structure

Park City Transit as part of Park City is managed and directly operated by Park City Transit staff and is supported by other city departments and staff. Park City has a contractual relationship to operate service within Summit County beyond the Park City municipal limits.

Park City Transit is recognized as a rural transit system by the Federal Transit Administration (FTA) (Section 5311 rural funding) and receives some funding from the Federal Government. What makes Park City Transit, and other systems like it, successful is the local government(s) commitment to transit through a dedicated funding stream. With a strong management staff, high ridership and a solid funding base, the organizational structure under the city with contractual arrangements with Summit County, is strong. There does not appear to be an operational or financial reason why the overall organizational approach should change.

## Staffing Levels

While the organizational structure of Park City Transit is strong, the demands of seasonal changes require full time staff in the areas of: personnel recruitment/training, marketing, an information technology specialist and an administrative assistant. This is particularly important for recruitment/retention and training which is very challenging in this environment. Without these staff, it may be difficult for Park City Transit to meet the staffing levels for the future.

## Vehicle Review

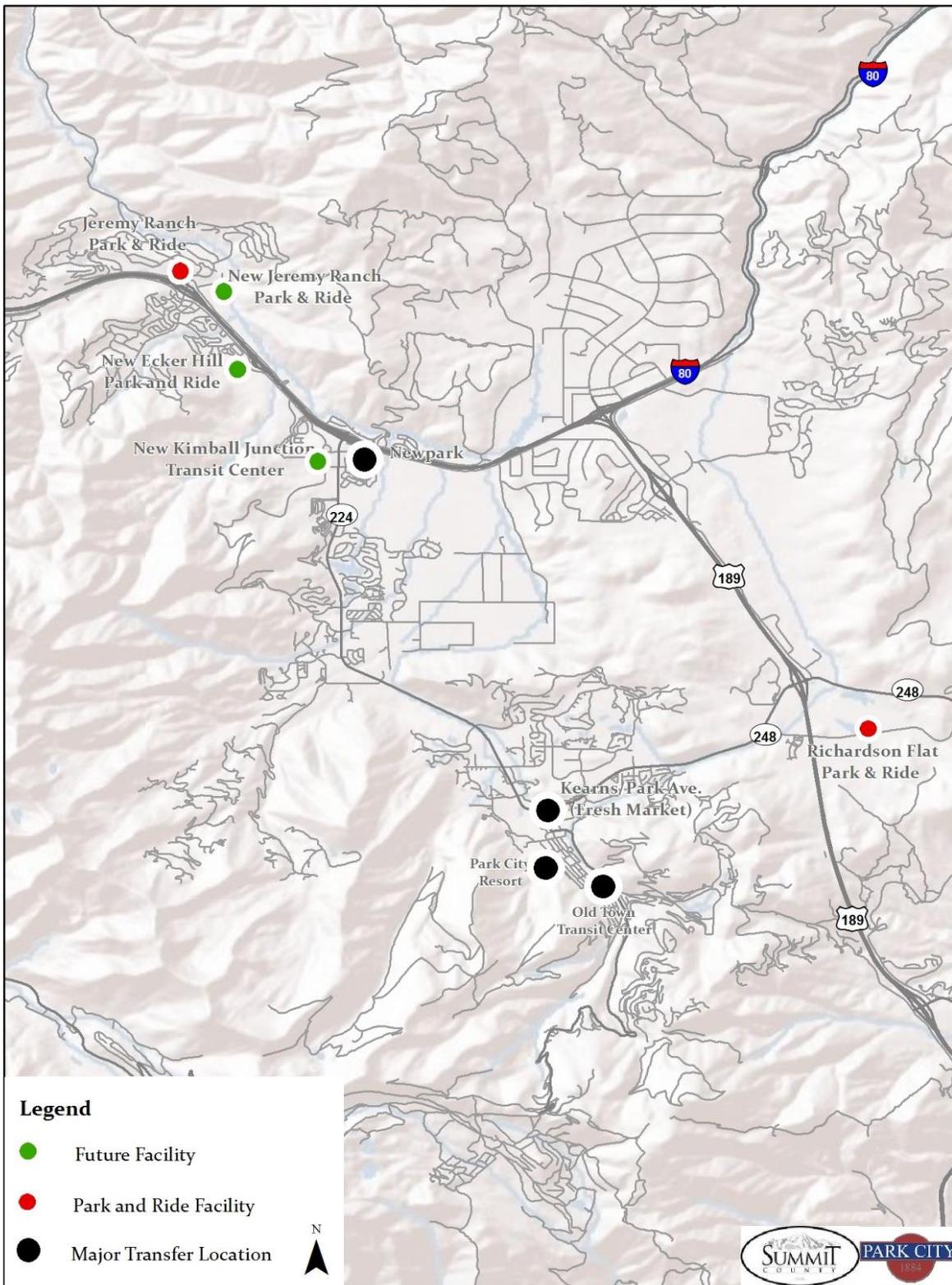
Park City Transit primarily operates 35-foot heavy duty Gillig transit coaches, typically designed for 12 years of service or 400-500,000 miles, depending on the service requirements. Park City Transit at times operates intense levels of service in a difficult environment of heavy passenger loads and severe winter weather. For the most part, the heavy duty Gillig transit coaches are used in fixed route service. There are 29 Gillig transit coaches in the fleet. Many are due for replacement before the end of the planning cycle.

## Operating Facilities

The system has a number of facilities in place, is building a transit center and the city and county are planning other facilities (Figure 3-5). These facilities revolve around:

1. Transit Facilities:
  - Kimball Junction – Currently this stop is east of SR 224 in the Newpark development, on the street. This will be moved to the west side of SR 224 southeast of the Walmart at a purpose built facility.
  - Kearns/Park Ave – An informal transfer point for people wanting to transfer to or from an east-west route and a north-south route
  - Old Town Transit Center – It is well designed to be a transit center with the addition of a protected cross walk for pedestrians to safely cross the bus lanes.
  - Park City Resort – A major stop serves seven routes also in need of pedestrian control.
2. Park and Ride Facilities: Park and Ride facilities are critical to any future BRT type service. Figure 3-5 depicts three proposed facilities in the north and Richardson Flat Park and Ride lot.

Figure 3-5: Current and Proposed Operating Facilities



3. The Richardson Flats facility: Already built has very poor access from U.S. 40 from the east making it difficult to use unless access is improved from U.S. 40 and a traffic light is placed at Richardson Flat Road and SR 248.
4. Shelters: There are 42 shelters throughout the system, most are of one type with varying sizes. Some shelters may not be completely accessible as they do not have room for a person using a wheelchair.
5. Operations Facility: Park City Transit has an operating complex centrally located in Park City. This includes the operations and management offices, maintenance and seasonal driver housing all located together. These facilities may need expansion shortly.

## Review of Current Planning Efforts

As part of this planning process it is important to coordinate with other transportation related planning efforts in the area. This project is coordinated with a Transportation Demand Management Plan and the Bonanza Park/Park Avenue Parking Study.

## FINANCIAL REVIEW

The availability of operating budget data (Table 3-8) supplied by Park City staff is limited to the line items of:

- Personnel – includes Park City Transit staff
- Materials, Supplies and Services
- Inter-fund Transfer – This includes all of the services conducted by non-transit, city staff, including: human resources, accounting, finance, procurement and other services supplied by the city.

Park City Transit is fortunate to have a diverse base of funding. Table 3-9 illustrates this diverse variety of funding sources including two taxes, funds from licenses and fees from the city and the county, Federal funds and other small line items. The city maintains a capital replacement fund. The diversity of funding, dedicated tax and capital fund gives Park City Transit a stable revenue stream, but additional funds will be required to keep up with the community's growth in the coming years.

**Table 3-8: FY 2013 – 2015 Park City Transit Operating and Capital Expenses**

<b>Operating Expenses</b>			
	<b>2013</b>	<b>2014</b>	<b>2015</b>
Personnel	\$3,825,020	\$4,029,019	\$4,117,711
Materials, Supplies, Services	\$792,586	\$853,589	\$1,133,507
Inter-fund Transfer	\$2,425,000	\$2,337,885	\$2,552,082
<b>Total</b>	<b>\$7,044,620</b>	<b>\$7,222,508</b>	<b>\$7,805,314</b>
<b>Capital</b>			
	<b>2013</b>	<b>2014</b>	<b>2015</b>
Expenditures	\$1,369,897	\$2,466,267	\$615,740
Budgeted Amount	(\$2,505,262)	\$3,415,777	\$6,001,258

Source: Park City Municipal Corporation

**Table 3-9: FY 2013 – 2015 Park City Transit Revenue**

<b>Revenue</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Mass Transit Sales Tax	\$2,014,354	\$2,100,451	\$2,166,227
Resort Tax Transportation	\$1,853,909	\$1,918,682	\$1,966,848
Business Licenses	\$805,951	\$811,606	\$905,481
Night Rent License Fee	\$145,526	\$140,107	\$134,533
Federal Assistance (Operating and Capital)	\$1,200,950	\$2,827,961	\$1,630,990
Sale Of Assets	-	-	\$3,420
Fare Revenue (Box Donations)	\$36,243	\$71,978	\$31,078
Bus Advertising	\$70,827	\$55,910	\$49,200
Regional Transit Revenue	\$1,578,128	\$1,479,268	\$1,691,820
Other Donations	\$65,988	\$60,913	\$60,912
Interest Earnings	\$105,732	\$80,657	\$80,000
Other Miscellaneous	\$23,202	\$14,639	\$4,225
Other Contributions -Real Estate Transfer Fee	\$266,456	\$391,814	\$348,059
<b>Total</b>	<b>\$8,167,266</b>	<b>\$9,953,987</b>	<b>\$9,072,793</b>

Source: Park City Municipal Corporation

Table 3-10 details operating costs and cost performance measures, which have remained stable over the past three years. Operating costs have increased due to corresponding increases in hours and miles. The bottom line cost per hour has gone up 5 percent in two years, a modest cost increase.

**Table 3-10: Park City Transit Operating and Cost Performance Measures**

Cost Performance Measure	2013	2014
Operating Costs	\$7,044,620	\$7,222,508
Ridership	1,929,659	1,832,160
Service Hours	73,202	71,423
Service Miles	1,074,753	1,056,676
Cost Per One-Way Trip	\$3.65	\$3.94
Cost Per Hour	\$96.24	\$101.12
Cost Per Mile	\$6.55	\$6.84

Source: Park City Municipal Corporation

## SUMMARY OF EXISTING SERVICES

Park City Transit operates a vibrant system that adapts well to the constant change required of such a service. Highlights of the assessment include:

- **Park City Transit compares well to peers** – In the peer review, Park City Transit does well in terms of performance and costs, being securely within the peer’s range of performance and in many cases performing better than peers.
- **Overall performance is stable** – Ridership is strongly related to the success of the winter season. Ridership has remained stable since the recovery from the Great Recession. The all- important productivity has remained high as well.
- **Unique service design** – Rather than the standard timed transfer approach, Park City Transit minimizes transfers by having many routes going on the same roads for significant period. Due to the desire to minimize transfers, there is considerable duplication of routes throughout much of the service area as routes from various locations all need to go downtown. This is part of the unique design to eliminate transfers.
- **Flexible/diverse funding base** – Park City Transit has a strong and diverse funding base making the system as secure as possible. Funding comes from a variety of sources and like Park City Transit’s peers; most funding comes from the local level.
- **Strong local commitment to transit** – Park City and Summit County have a clear commitment to transit. The desire of the community to retain its small town atmosphere and reduce auto traffic through transit and other tools is clear and focused.

- **Vehicles** – Park City Transit has a number of older buses that will need replacement within the next five years. About 62 percent of the fleet may be eligible for replacement over the next five years.
- **Facilities** – Park City Transit has excellent facilities with a new transit facility being built at Kimball Junction. There are few park and ride facilities at this time. Park and ride lots should be critical to the success of a Bus Rapid Transit (BRT) style service on SR 224.

# Chapter 4

## Transit Demand Analysis

### INTRODUCTION

Transit demand is defined as the potential use of transit given a particular set of services and circumstances. Demand is driven by the infrastructure, parking, demand management policies and the national and state economies. For example (this is for illustrative purposes only), in the winter, demand estimates would be increased with adequate remote/intercept parking and rapid express service on SR 224 and/or additional parking limitations at major destinations.

For the purposes of the identification of unmet needs and understanding demand this chapter reviews demand in a status quo environment, with ridership dependent visitor nights. Demand for specific improvements such as bus lanes and parking limitations are identified in the next Chapter when we present strategies. Following are the tasks that make up the demand estimates:

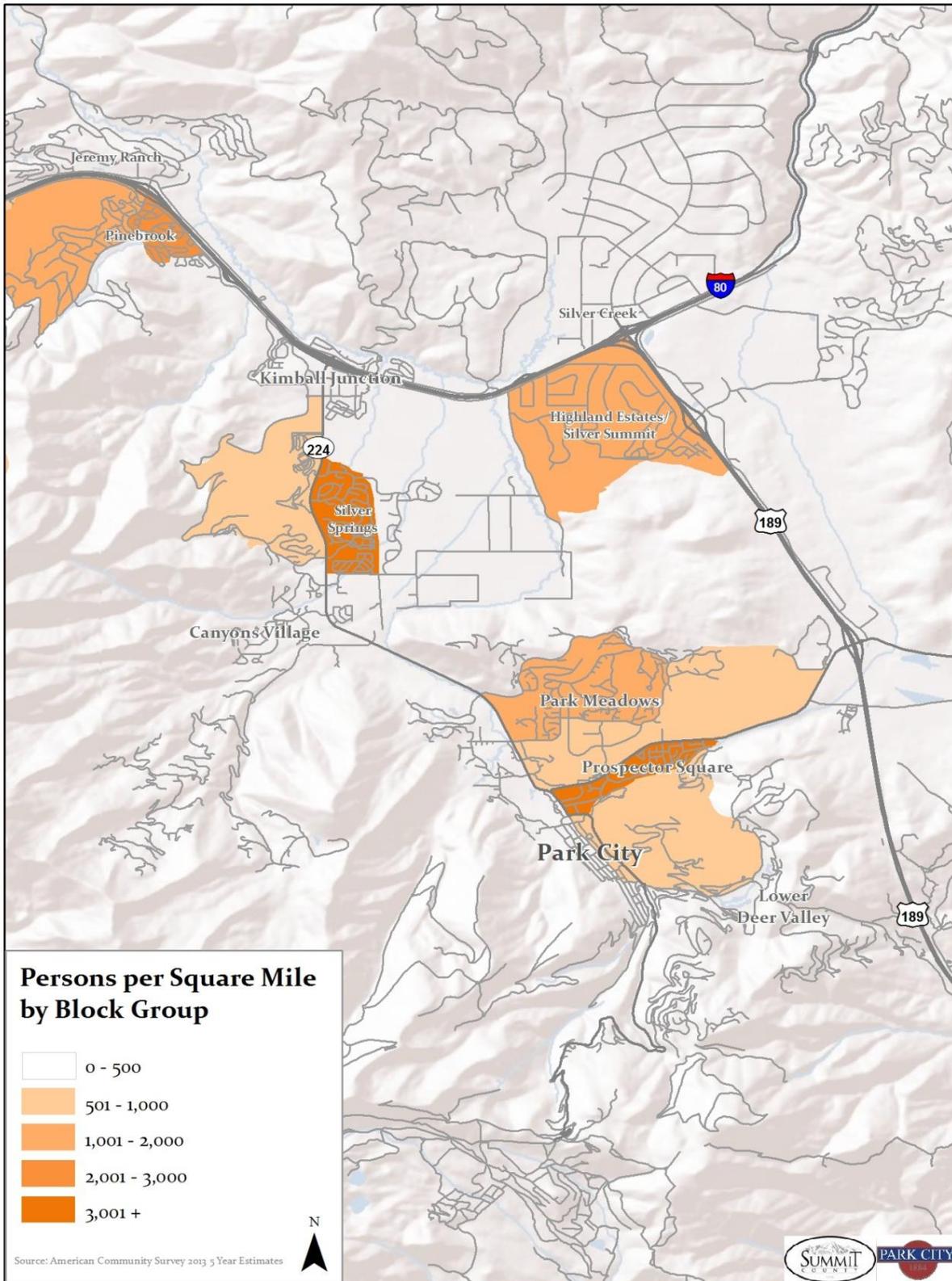
1. **Demographics and Land Uses** – This effort, critical to this demand analysis was completed as part of Technical Memorandum No. 1. It will be summarized as part of this analysis.
2. **Community Assessment of Transit Needs** – The second step in the demand analysis is the review of unmet transit needs. This effort utilizes the demographic and land use analysis coupled with the needs expressed in the outreach efforts.
3. **Potential Unmet Needs** – Based on the review of demographics and land uses, coupled with the community outreach efforts, unmet needs are based on: areas, types of riders and time of day.
4. **Demand Potential** – In this section the consultants review the various market segments and demand estimates for each segment.

As highlighted in the previous chapter, under the current structure, ridership/productivity at Park City Transit is excellent compared to peers. Based on the stress to the system (minimal back up vehicles) in the winter, the current winter season is close to capacity at this time. For a reader that would like greater detail, please see Appendix C – Transit Demand Analysis.

### Population Density and Transit Dependent Index

Population density is an important indicator for transit service. As a general rule, areas with over 1,000 people per square mile (or major trip destinations) can support fixed route transit service. Population density in the greater Park City area varies by season. Figure 4-1 shows the resident population density, which can also be considered off-peak season density. Areas with

Figure 4-1: Park City Population Density



over 1,000 people per square mile include central Park City, including the neighborhoods of Prospector Square and Park Meadows, Silver Springs, Silver Summit/Highland Estates, and Pinebrook. Areas with the highest concentration of people are along Kearns Blvd and in Silver Springs.

The peak overnight visitor per block group depiction (Figure 4-2) was calculated by allocating peak visitors to block groups by the number of lodging units in each area. As a result we see block groups in Kimball Junction, Deer Valley, Park City Resort base area and Canyons Village exceed the 1,000 people per square mile threshold. These tourism based block groups are geographically large relative to other block groups in the service area. While shading of the full block group might lead one to believe that there is significant density throughout, this is not the case. For each overnight visitor based block groups shown, overnight visitor populations are located in close proximity to the SR 224 corridor.

## Demographic Needs Summary

Within the service area, several patterns emerge from the demographic needs assessment. Areas that showed high concentration categories for population and transit dependence include:

- Kearns Boulevard Corridor
- Pinebrook
- Silver Springs
- Kimball Junction
- Silver Summit/Highland Estates
- Park Meadows

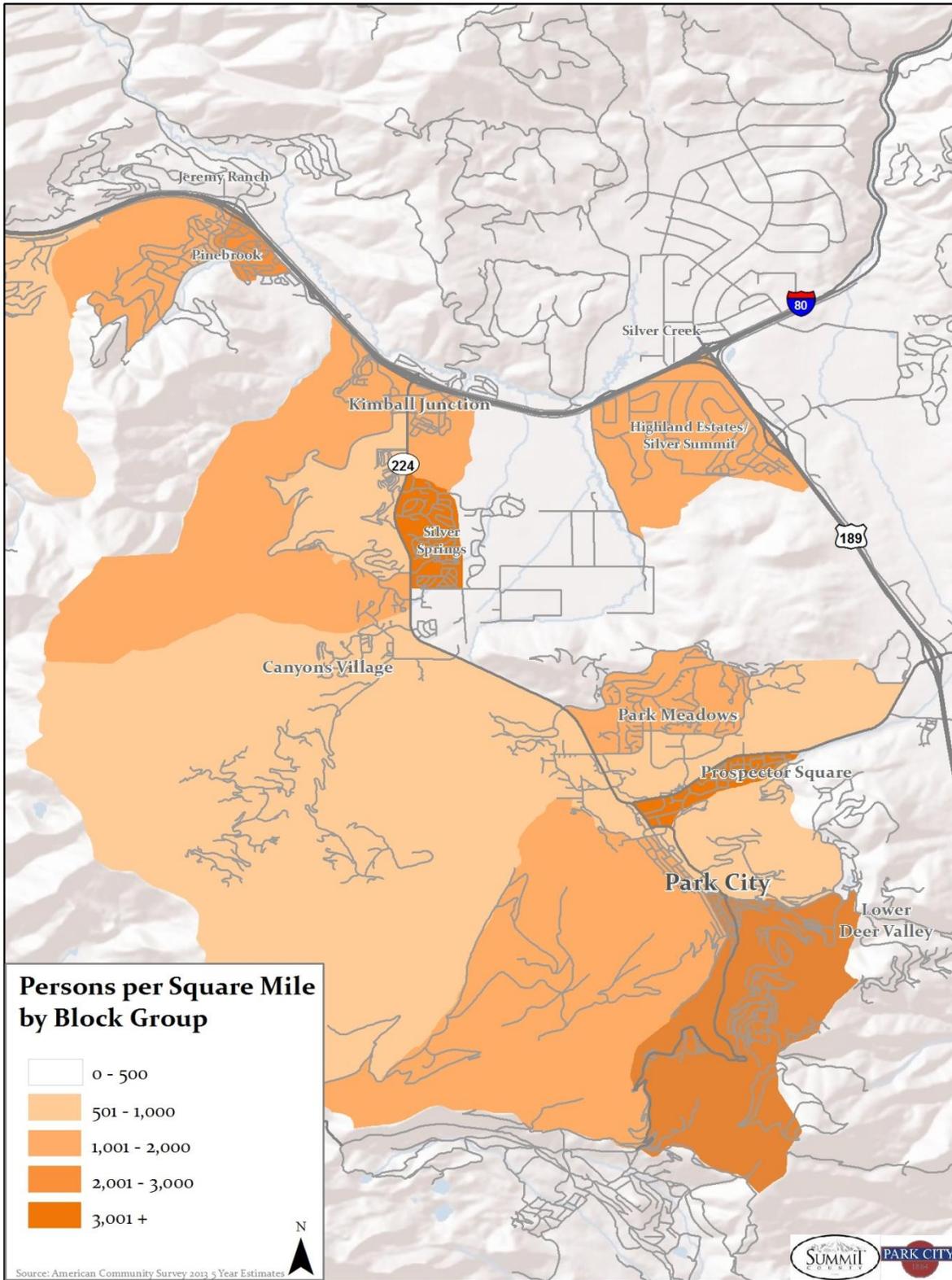
For the most part these areas are well served at this time. In regards to tourist populations, areas in Deer Valley, Park City Resort base area and Canyons Village have the highest amount of lodging and tourist visits. Park City Transit has developed a system that serves all of these geographic areas.

Park City has the most expensive housing in Summit County. As a result, many workers in Park City commute from other areas within the study area. In addition to Salt Lake City, analysis of the study area shows that the highest concentration of people and transit dependent populations outside of Park City area include:

- Heber City
- Coalville
- Kamas

Based on the demographic analysis Heber City, Coalville, and Kamas, all outside of the current Park City Transit service area, show a moderate need for public transportation

Figure 4-2: Park City Visitor and Local Population Density



service relative to the population as a whole. Actual numbers of people needing service should be low due to the relatively low population of the area.

## Land Use Summary

Land uses often determine the level of need for transit. While an area may have few residents and low densities, it may have shopping, hospitals, hotels or other locations that attract large numbers of residents and/or visitors.

Park City has many tourism based attractions stemming from two ski resorts, Olympic training facilities, recreational areas and cultural areas. Included in this is the recreation center in Park Meadows and Kimball Junction. These locations are frequented by locals and tourists alike. Figure 4-3 depicts all of the major trip generators along with the Park City Transit fixed route coverage area (up to  $\frac{3}{4}$  mile from the fixed route). The only major trip generators that fall outside of the  $\frac{3}{4}$  mile corridor are: the medical facilities, recreational and human service destinations in Quinn's Junction which are served by a modified dial-a-ride service which only picks up passengers at a bus stop; the Utah Olympic Park; and the Summit County Justice Center in Silver Creek.

## Overall Assessment Demographics and Land Uses

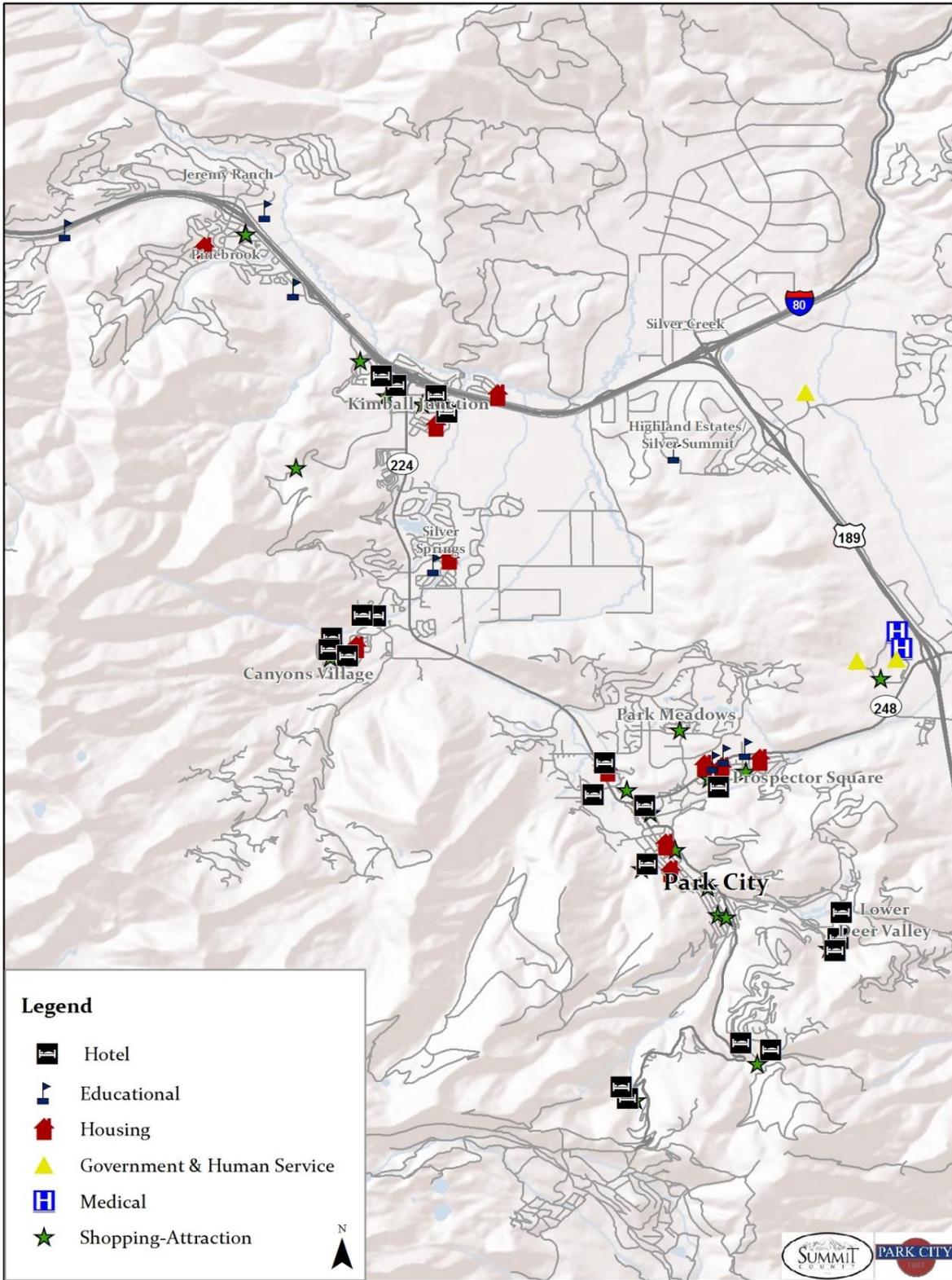
Park City Transit has done a good job in covering virtually all of the major origins and destinations within its service area. There is little need for expansion within the City, with the exception of the Quinn's Junction area. Communities on the edge of the current service area such as Jeremy Ranch and Summit Park are receiving little, if any service at this time. Further outside of the service area the communities in the Kamas Valley and Heber City which have relatively moderate needs, but at a very low level of potential ridership that probably cannot sustain an all-day fixed route service.

## Community Assessment of Transportation Needs

This section provides a summary of the unmet transportation needs, gaps in current transit services, and improvements to current services expressed by Park City and Summit County residents through four public listening sessions. These sessions were conducted each evening from 6:00-8:00 p.m. on October 20-22 and December 7, 2015. A summary of needs expressed by a stakeholder group that met on October 21, 2015 is also included. This group included representatives from various resorts and other employers in the area. On-line comments are also taken into account.

The majority of each session was focused on obtaining input from participants on the transit needs and issues, and particularly improvements or changes that local stakeholders would like to see in regard to Park City Transit (Park City Transit) services. During each session local residents expressed their appreciation for the Park City Transit services and were

Figure 4-3: Park City Major Trip Generators



complimentary of the drivers and operations staff. They also provided their suggestions and ideas for improving services. Participants unable to attend the meeting were encouraged to submit comments online through a link on the Park City Transit page, through the Park City Transit app, or via email. The listening sessions were held as follows:

- Listening Session 1: Basin Recreation District Offices October 20, 2015
- Listening Session 2: Stakeholders – Park City Library October 21, 2015
- Listening Session 3: Park City Library October 21, 2015
- Listening Session 4: Summit County Field House October 22, 2015
- Listening Session 5: South Summit Middle School in Kamas December 7<sup>th</sup>, 2015
- Online Comments

### Summary of Community Based Needs

Following is a summary of the key issues as expressed by participants of the outreach efforts. Full minutes and details from each meeting are in Attachment A to this document. The key issues revolved around:

- Where services or other improvements are needed,
- Who needs improved or expanded services,
- When expanded or improved services are needed,
- How these needs could best be met.
- Other needs

### Where Needs Exist

The review of where needs exist as expressed in the community and stakeholder meetings are illustrated in two maps. Figure 4-4 shows the areas of need based on community input for Park City. The community identified areas of current and potential transportation needs in Silver Summit, Silver Creek and Quinn's Junction. The desire to see expanded services serving Pinebrook and Jeremy Ranch, Kimball Junction, Deep Park Meadows, Aspen Springs, Upper Deer Valley and Empire Pass is shown. Park City Transit has tested expanded service in many of these areas with mixed results. Figure 4-5 depicts the same data at the Study Area scale. As shown there was input on expanded service in the Kamas Valley, the portion of Wasatch County between Quinn's Junction and Kamas, and Heber City.

- Heber City
- Coalville
- Kamas

Based on the demographic analysis Heber City, Coalville, and Kamas, all outside of the current Park City Transit service area, show a moderate need for public transportation service relative to the population as a whole, although the actual numbers of people needing service

Figure 4-4: Local Needs Identified by Participants in Outreach Effort

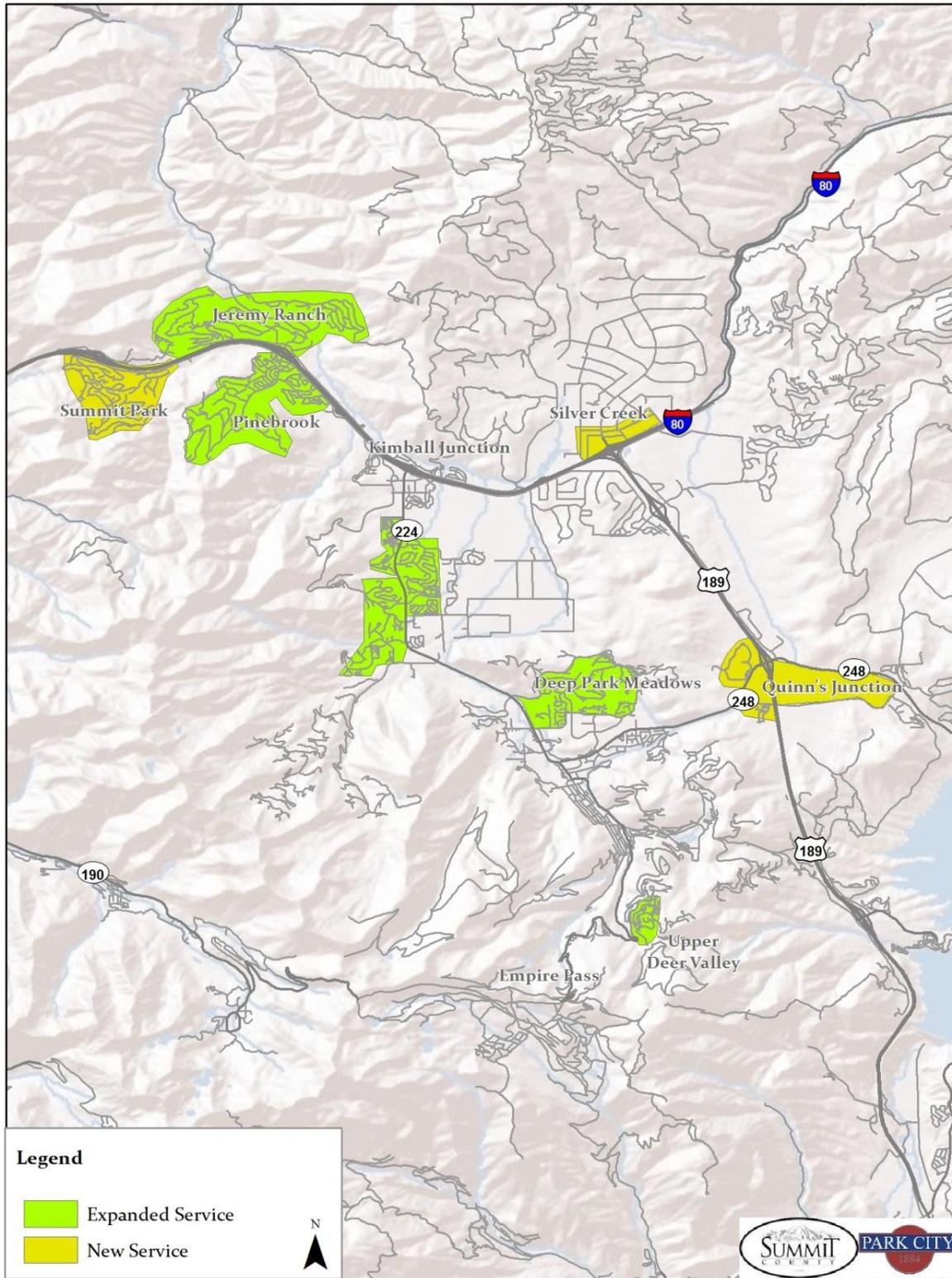
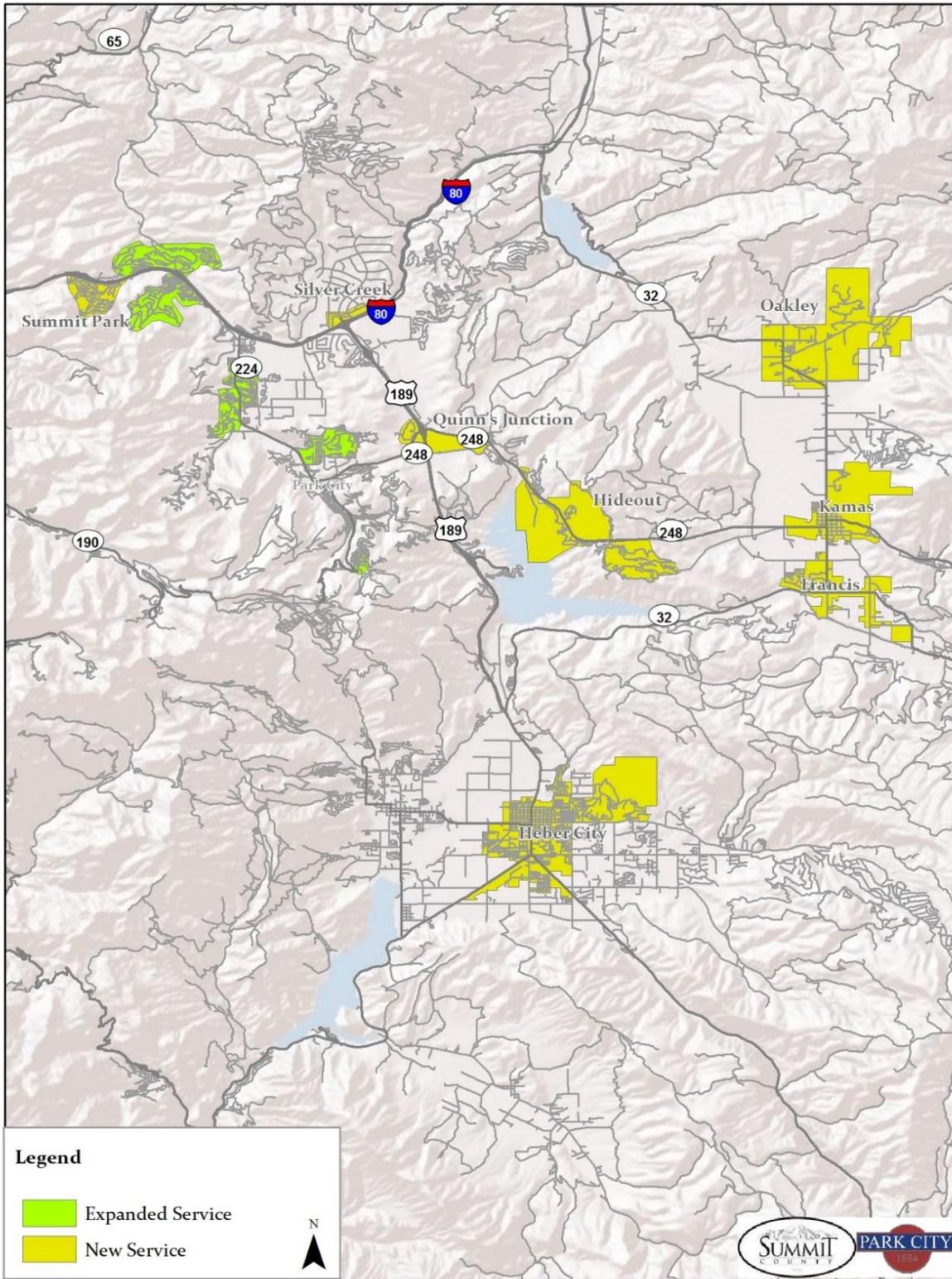


Figure 4-5: Regional Needs Identified by Participants in Outreach Effort



should be low due to the relatively low population of the area. The next chapter will discuss alternatives and strategies for addressing these needs.

### ***New in Summit County, Wasatch County and Heber City***

Comments included requests for new service in the following neighborhoods and communities:

- Silver Creek
- Silver Summit
- Summit Park
- Heber City
- Timberline and Summit Park Neighborhoods.
- Sun Peak just north of Canyons
- Willow Creek subdivision
- Employment services: Kamas and the Kamas Valley, Oakley, Francis. These areas include Hideout, Todd Hollow, Keetley, Jordanelle, and Deer Mountain
- Expanded park and ride capacity was requested in Kimball Junction to accommodate use of bus service into downtown Park City
- Expanded service is needed to Jeremy Ranch and Pinebrook
- Later service to Silver Lake and Empire Pass for service workers
- Expanded service to Salt Lake City, especially a midday trip. Weekend service and service to the airport was also recommended
- Expanded service in Spring Creek
- Service to Guardsman Pass during the recreation season was stated as a need

### ***Who***

- Commuters – from Summit County communities surrounding Park City and Wasatch County particularly both Heber City and Salt Lake City
- There is need to ensure bike riders can continue to use the transit service
- School aged children would benefit from services that allows them to reach recreational centers and extracurricular activities in the Kamas Valley

### ***When***

#### **Service Hours**

- More frequent service is needed on the Brown Route, especially during special events. Participants noted that often the bus is full at these times unless someone boards at the early portion of the route
- Extended service hours, both in the morning and evenings, are needed to accommodate early and late work shifts
- There is a need for earlier service to Deer Valley
- More frequent service is needed, especially during peak hours in the morning and afternoon

- Participants noted that sometimes the bus arrives/departs a stop before the stated time on the Park City Transit app.
- Safe late night shuttle service on Main Street for service workers

### **Seasonal Needs**

- Many participants expressed the desire to see the Empire Pass and Silver Lake routes run beyond Labor Day
- The seasonal changes are confusing to the riders. There was an expressed need for more consistency throughout the year

### **How**

- Reconfigure some of the service around Main Street and into the transit center.
- Intercept lots on the perimeter of Park City so that people can leave their cars there and ride into town.
- There is a need for more express routes as opposed to local service.
- Neighborhood feeders or dial a ride services are needed to connect riders with express routes.
- Residents expressed the desire to see more bus stops with benches and shelters.

### **Infrastructure Issues**

- The Richardson Flat park and ride lot is not used. Participants noted that it would be great if it was a resort employee lot with non-stop service to the resorts.
- Information at bus stops should be in Spanish particularly the Bonanza/Prospector area.
- More trash cans are needed at bus stops. Sponsorship program to get more trash cans at stops should be explored.
- Bus stops should have more lighting or some way to signal drivers to stop in dark areas. A button with flashing bus stop signs was one idea mentioned.
- Residents expressed the desire to see more bus stops with benches and shelters.
- Improved signage for traffic to resorts and parking facilities
- Additional ski lockers can make using transit easier
- Bus Rapid Transit (BRT) lanes (morning and evening peak hours) could be an option in the center of SR 224, and SR 248.
- Improved signage for traffic to resorts and parking facilities is needed.

### **Routes**

- A desire to see a reverse route into Park Meadows was expressed, as the current loop isn't convenient for many residents.

- Express park and ride service with direct links to the ski resorts is needed. Making stops along the way makes transit unattractive to many resort employees and skiers.
- Many participants want to see more park and rides throughout the service area that have express service to ski areas.
- A stronger partnership between Park City Transit and private industry was noted as an opportunity to expand services.
- There needs to be better marketing of the fact that Park City Transit services are fare free.
- Participants asked about the possibility of new racks that can accommodate more skis.

### **Other**

- Additional bike racks on Park City Transit buses are needed to accommodate more non-motorized transportation. Electric bikes should also be considered.
- Enhanced shelters – “Hospitality stops” – are needed.
- Any new development should include construction of a bus shelter.
- Long term planning should include consideration of Maglev technology.
- One participant asked how this plan will dovetail with plans in Wasatch County.
- There is a need for a pedestrian/biking bridge over I-80 so that people can use the park and ride on the north side of the highway and walk or bike to Kimball Junction instead of driving.
- Concerns were expressed regarding road construction and the impact on maintaining on-time bus services.
- More marketing is needed by resorts to ensure visitors are aware of the Park City Transit services.

## **Assessment of Unmet Needs**

As discussed previously the city is very well covered by an abundance of routes during expanded service hours. The one exception is the area around Quinn’s Junction. Additionally most of the more populated areas of the county are served. Most of the unmet needs were in the outer areas of the county – areas that are very difficult for fixed route to serve and should produce low ridership under any scenario. These areas included:

- Silver Creek Estates
- Silver Creek
- Silver Summit
- Summit Park
- Heber City, Wasatch County
- Kamas and the Kamas Valley including Oakley, Francis and Woodland

- Areas in Wasatch County between Kamas and Park City. These areas include Hideout, Todd Hollow, Keetley, Jordanelle, and Deer Mountain

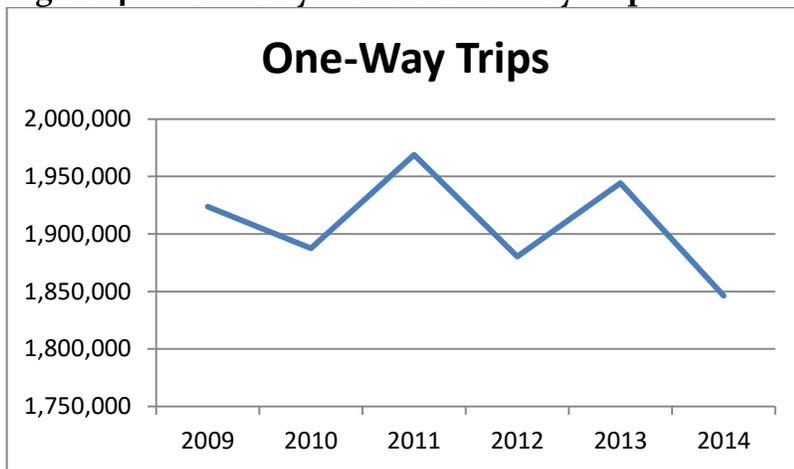
## Transit Demand Analysis

This section assesses public transit demand by looking at existing transit usage and current transit mode split. Estimations of future transit demand are based on current transit demand and current transit service.

### Trend Analysis

Park City Transit operates about 73,602 hours and 1,096,171 miles of fixed route and special events service annually (using 2014 data). Over 1.8 million one-way trips were completed in 2014. Figure 4-6 displays the transit ridership trends since 2009, which is used as the baseline as 2008 saw a decline in the economy in Park City and around the country. Current ridership is down four percent from 2009 due to changes in the economy and reductions in service hours. Over the six year span of 2009 to 2014 the system a six percent difference between the high of 1,968,933 (2012) one-way trips to a low of 1,846,383 one-way trips (2014). During that time there was a two percent decrease in service hours.

**Figure 4-6: Park City Transit One-Way Trips**



Source: Park City Municipal Corporation

If no major service changes are made and based on stable conditions, ridership may rise or fall about 5 percent annually depending on service adjustments and ridership should fluctuate accordingly as depicted in Table 4-1. As shown a five percent increase in ridership should result in an average of 5,270 trips per day or 1.92 million one way trips per year. This is consistent with year to year trends over the last six years.

**Table 4-1 Potential Ridership Based on 5 percent changes from the Baseline**

Season	Average One-Way Transit Trips Per Day	5% Increase	5 % Decrease
Peak	12,130	12,735	11,525
2014 Average	5,020	5,270	4,770

Source: Park City Municipal Corporation

### Transit Mode Split

Transit mode split is the percentage of all trips in a service area that are taken on transit. Table 4-2 details the current number of all trips made in Park City and the transit mode split. As shown on average the transit mode split is 3.34 percent. During the peak season it is 4.9 percent. This table projects future ridership based on the growth in the number of trips taken in Park City. Projections by the city indicate a 50 percent increase in trips between 2014 and 2020 and a 100 percent increase from 2014 to 2040. Transit mode split should likely stay within three to 5 percent over the next five to seven years in a status quo scenario.

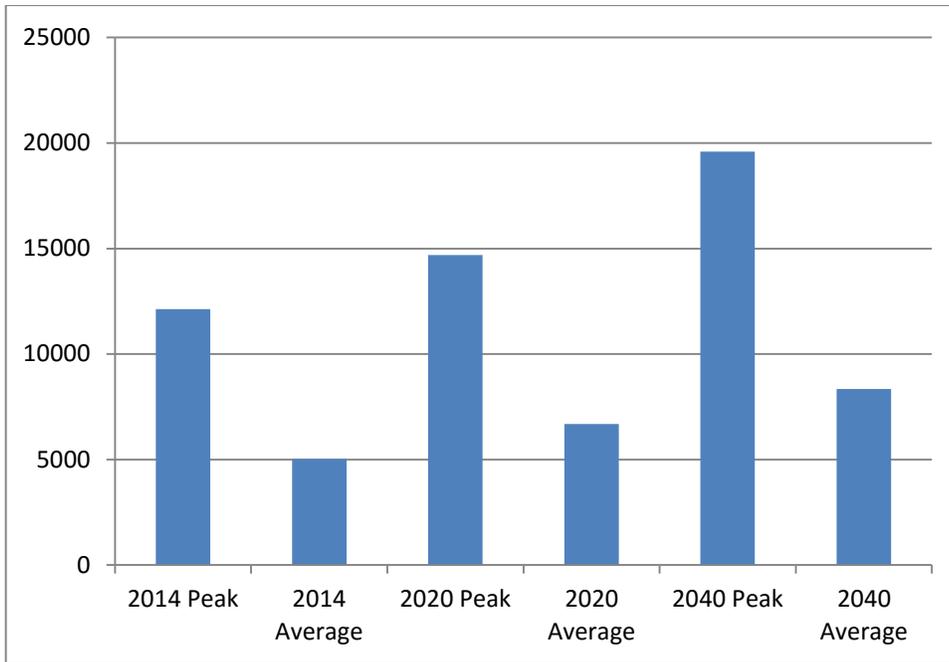
Assuming the transit mode split remains constant increases in one-way trips are depicted in Figure 4-7. As shown, average one-way transit trips per day should increase 33.3 percent by 2020 or to a total of 2,438,200 one-way trips per year. This level of increase should impact transit service and operations and should require additional service and resources to accommodate. Due to the fact that during the peak portions of the season the transit system is currently pushed to peak vehicle capacity additional capital resources including up to an additional eight additional vehicles in the overall fleet should be needed to accommodate such growth.

**Table 4-2: Transit Mode Split Projections**

Season	Average Daily Person Trips	Average One-Way Transit Trips Per Day	Transit Mode Split
2014 Peak	200,000	9,800	4.90%
2014 Average	150,000	5,020	3.34%
2020 Peak	300,000	14,700	4.90%
2020 Average	200,000	6,680	3.34%
2040 Peak	400,000	19,600	4.90%
2040 Average	250,000	8,350	3.34%

Source: Average Daily Trip Data. Park City Traffic & Transportation Masterplan 2011; Park City Transportation Demand Management Existing Conditions, Peer Research, and Markets & Opportunities. Park City Transit Ridership Data: Park City Municipal Corporation.

**Figure 4-7: Park City Daily Ridership Projections Based on Transit Mode Split**



Source: Average Daily Trip Data. Park City Traffic & Transportation Masterplan 2011; Park City Transportation Demand Management Existing Conditions, Peer Research, and Markets & Opportunities. Park City Transit Ridership Data: Park City Municipal Corporation.

### Overall Assessment of Transit Demand

To assess the overall transit demand we first examine historical and current demand trends (Table 4-2). Over the last six years ridership has not fluctuated up or down more than 5% from one year to another. Assuming that this trend holds true Park City Transit can expect an average range of 4,770 daily one-way trips to 5,270 daily one way trips or between 1, 74 million to 1.92 million one-way trips per year.

Based on a consistent transit mode split and total daily trip projections outlined on the Park City Traffic & Transportation Masterplan average one-way transit trips per day should increase 33.3 percent by 2020 or to a total of 2,438,200 one-way trips per year.

# Chapter 5

## Development of Alternatives

### INTRODUCTION

This chapter summarizes the alternatives developed to address the unmet and under met needs identified in the first three technical memoranda. For all of the detailed strategies please see Appendix D: Technical Memorandum No. 4 – Development of Alternatives. This was a working document designed to initiate a collaborative approach among the stakeholders to select and prioritize the alternatives and strategies that will guide the development of public transit in Park City and Summit County over the next 7 years.

The alternatives focused on the major and minor decision points for determining the ultimate direction of the study. These are not recommendations; rather they are potential strategies that can be employed to address an issue. Park City and Summit County management selected and prioritized (by year) the alternatives to be included in the plan. After development of alternatives, two public forums were held in the City and County.

The development of alternatives and options included the following components:

1. **Review of Existing Structure** – In this section the system structure will be discussed and an alternative timed transfer approach will be considered.
2. **Route Modifications** – As with every transit system, there are growing needs and modification alternatives.
3. **Express Bus/BRT/Fixed Guideway Corridors** – Most important will be to address the growing needs along the SR 224 and SR 248 corridors.
4. **New Service** – Park City Transit provides excellent fixed route coverage in the Park City area. Most new services should be beyond the current service area.
5. **Other Modifications and Recommendations** – Infrastructure, staffing, organizational and related issues will be discussed in this section.



## Review of Existing Structure

Park City has an unusual service design in that the system eschews timed transfers and instead operates multiple routes over the same roads often at the same time with different ending locations. This unusual approach has a number of advantages over the traditional timed transfer structure for Park City's unique needs. As was stated by some stakeholders, Park City Transit was purposely designed to minimize transfers, especially for persons with skis and bicycles.

## Service Modifications – Potential Changes

As stated above all systems need to fine tune their service on a regular basis to meet ever changing needs. The key for these route modifications is to ensure flexibility to make change on a regular basis. Further, when making these changes, in most circumstances the changes should usually stay in place for at least six months, but preferably one year and be well marketed and promoted before success or failure can be determined.

## Replace Low Density Fixed Routes with Call a Bus

Demand response “call a bus” service may have a place in the Park City area (please note that the term “call a bus” is typically referred to as “dial a ride” across the country however that term is used in Park City for a different service model and we use the term “call a bus” for that reason<sup>5</sup>). Call a bus service has a person calling or activating an app shortly before the trip (typically within one hour) and having the vehicle pick them up at the door or a nearby corner and take them somewhere in the call a bus zone. In most urban cases the focus is on connections to nearby fixed route or rail.



These call a bus vehicles can also be used to provide ADA service at the same time. This is a documented practice in the transit industry called “co-mingling” is often used to reduce costs through economies of scale<sup>6</sup>. Technology can assist in the implementation of this approach.

For Park City and Summit County there are two sets of call a bus service alternatives. This first set, discussed here, identifies fixed route segments with low ridership where transit can eliminate the fixed route portion and substitute a call a bus vehicle. The second set of call a bus

<sup>5</sup> The American Public Transit Association, the Transportation Research Board, the Federal Transit Administration and others all define dial a ride as an origin to destination service (curb to curb) service. Park City Transit's dial a ride requires riders to get to a bus stop.

<sup>6</sup> TCRP REPORT 143: *Public Transportation Resource Guide for Co-Mingling ADA and Non-ADA Paratransit Riders*, Washington D.C., 2011

alternatives is for instituting call a bus in unserved areas. Figure 5-1 depicts potential replacement call a bus zones.

### ***Quinn's Junction Fixed Route***

Demand has increased in the Quinn's Junction area, specifically the Park City Medical Center, supporting facilities as well as the Park City Ice Arena and Sports Complex, to the point where a fixed route service and corresponding ADA paratransit is justified. It is a growing area that attracts both persons seeking medical care as well as commuters going to work at the medical facilities.

### ***Route 6: Lime - Canyons***

This route has undergone a number of changes since the project started. Park City Transit has begun expanded service and express service on this route as a winter 2015- 2016 pilot program. The pilot service operated late into the evenings and is an express during peak hours suspending the Kearns Boulevard portion of the route during these times as other routes can provide the same coverage. For example, a timed meet with Rt. 1 or a new Quinn's Junction route should give riders access across the system. The evening-night service has proven effective to this point.

The problem with this route however is the ridership during the shoulder seasons where productivity drops from 26 one way trips per hour in the winter and 16 trips per hour in the summer down to 3.5 one way trips per hour in the shoulder seasons. This is due in large part to few people at the Canyons in the shoulder season, duplication with other routes and the meandering nature of the route. Call a bus options were presented.

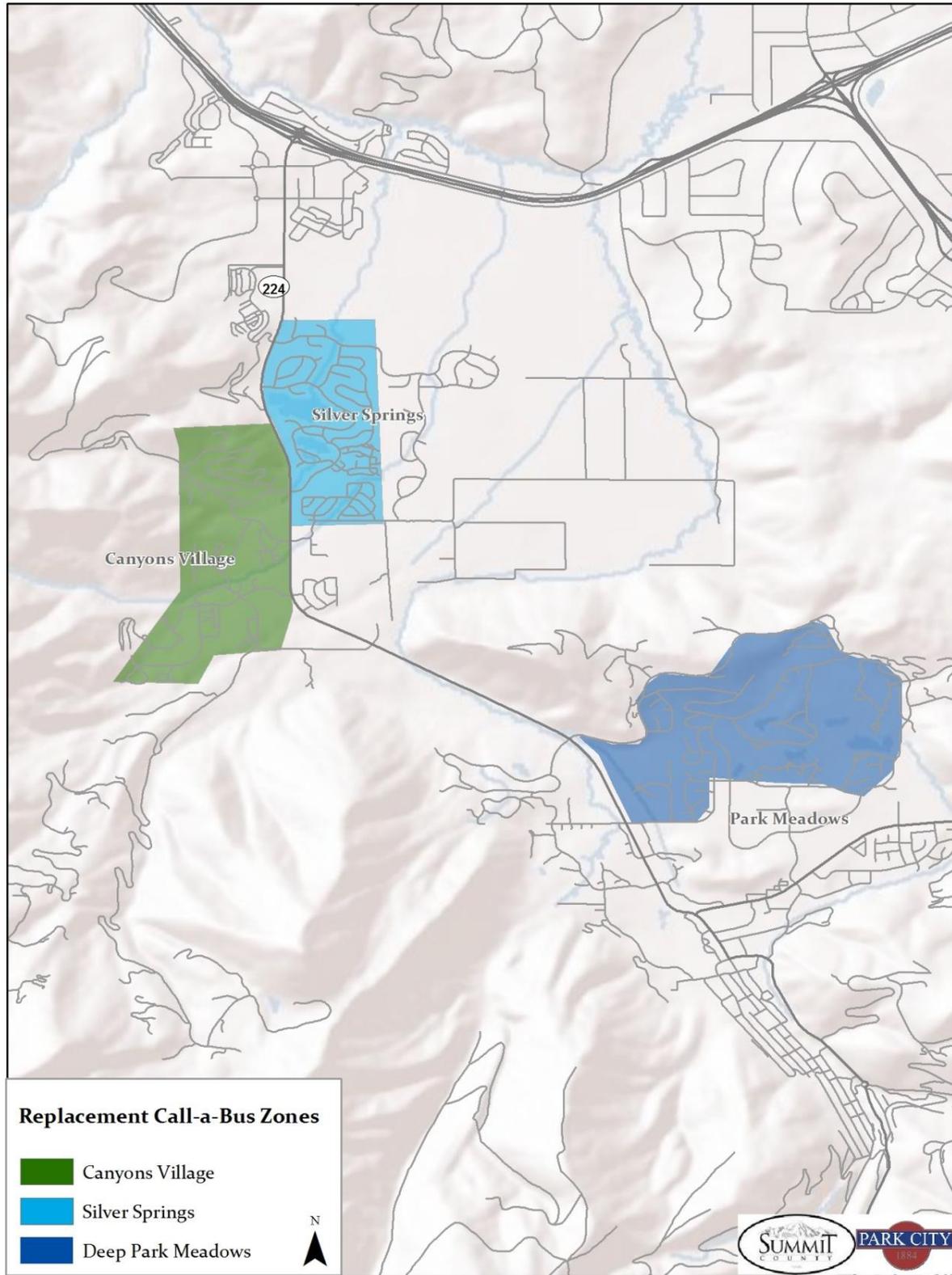
### ***Rt. 4: Orange - Silver Lake and Rt. 9: Purple - Empire Pass Shoulder Extension***

There were requests for service during the shoulders seasons. There are about 4 months when these routes do not operate. Each route operates 8 hours per day during the summer. This change proposed to operate the service year round, including operating during the shoulder season at the same hours as summer service.

### ***Park City – Salt Lake City - Expansion***

In this alternative, Park City – Salt Lake City service would add an earlier run in the winter and a mid-day run all year. There were a number of requests for earlier service during the outreach. Mid-day runs, while usually unproductive, do help the service generate additional ridership, just knowing they have a way home at mid-day. Under this alternative both 901 and 902 should have a later morning run. Mid-day service could either run separately or can serve both routes with one bus. The service would need to be well marketed and would be most effective if transit demand management techniques are in place related to parking and speed of the

Figure 5-1: Potential Dial-a-Ride Zones to Replace Low Density Fixed Routes



service. A guaranteed ride home program combined with a marketing effort has been known to improve ridership.

Future efforts once express service has been implemented in the SR 224 corridor, PC-SLC service can terminate at a park and ride lot by Interstate 80, where riders can seamlessly transfer to a waiting bus for the rest of the trip. This should allow UTA to double the number of trips and possibly destinations for the PC-SLC service.

### ***Provide Service to the Salt Lake City Airport***

Effectively serving the Salt Lake City airport requires regular service throughout the day to Park City, something that would be difficult for transit to accomplish in a cost effective manner. Typically airport service of this distance is provided by the private sector. There are two scenarios that can be applied. Operating the service as an extension of existing Salt Lake City service or develop a public private partnership to encourage the private sector to provide service at a reasonable cost.

## **Transportation Demand Management**

Transportation demand management (TDM) techniques should be a necessity for a successful BRT, express service or other fixed guideway system. For each of these potential solutions to succeed a number of TDM conditions must first be met (in addition to financing). These conditions are as follows:

1. Expanded park and ride opportunities should be required north and/or west of Kimball Junction such as Jeremy Ranch-Pinebrook areas and for express service from the east, Richardson Flat should be made accessible to vehicles north or south on U.S. 40 with slip ramps to Richardson Flat Rd. Without significant intercept parking opportunities, these express or fixed guideway services will not be able to generate originating ridership
2. Constrained parking at the major resorts/employment sites and Old Town for: employees (required to park remotely and take a shuttle) and day trip visitors (recommended and marketed)
3. Fast moving service with few stops and little to no meandering at destinations. Service should be significantly faster than driving/parking time, which is difficult for the short distances involved
  - a. Very frequent service – at least every 15-20 minutes
  - b. Infrastructure – Real BRT or other fixed guideway solutions should need its own lanes/right of way, adequate signage, stations and signalization, for BRT, pull outs for local bus stops allowing BRT buses and perhaps vanpools to bypass local stops

- c. Some form of traffic signal control for BRT.
  - d. Vehicles – The existing 35 foot buses are adequate for the present time
4. Operating during all commuting hours – most services should start at about the same time. Many persons during the outreach stated they had to be at work by 7 – 7:30 a.m.
  5. Very strong marketing campaign to let visitors know they can get around town without a car.

In essence, at this time it is easier for most employees and day trip visitors to drive a car into Park City and park it than to park remotely and take a bus. Without resolution of the parking issue ridership will never be able to support BRT or fixed guideway solutions.

### ***Future Fixed Guideway Services - Planning***

As this planning effort is a short range plan, longer term efforts such as major investments in fixed guideway solutions including but not limited to BRT, gondolas and aerial tramways, will require a study specific to the long range (20 year) needs of the community. In most cases these modes would require major parking infrastructure for potential passengers before the system could start. Planning the feasibility of service, securing justification, gaining access to the land, approvals (environmental) and funding and then building the infrastructure along with ensuring all of the minimum transit demand management conditions are met may take many years.

### **New Services**

The current service area is well served by Park City Transit. Almost all areas that can sustain fixed route have service (Quinn's Junction, the exception, is served by a demand activated route), therefore the majority of new services are focused on the County. The alternatives include the following.

#### ***Continuation of Pilot Services***

Park City Transit and the County implemented new winter pilot service in the winter of 2015-16 to considerable success. These included:

- Revised Rt. 6 service after 3 p.m. express to Old Town and expanded hours until midnight
- Extend Route 7 and 8 until midnight

#### ***Kimball Junction Shuttle***

The Kimball Junction shuttle would serve both sides of Kimball Junction, East and West as well as the Tanger Outlet Mall, all in the County. This route could operate starting at 7 a.m. and

ending at 7 p.m. (for example) and its purpose would be to allow people to go to multiple destinations while leaving their car parked at the first destination.

### ***Service to Justice Center***

The Justice Center is currently not served by fixed route, as the nearest route stops 0.9 miles from the Justice Center, making it too far to be accessed. Close to the Justice Center are a Home Depot and other businesses. Serving these locations can benefit employees in the area, shoppers as well as those needing to go to the Justice Center.

### ***Service to Summit Park***

The Summit Park area consists of a very low density community build along roads that are very difficult for buses to traverse. The consultants recommend that any fixed route service proposed remain on Kilby Rd. - Aspen Dr. Only smaller vehicles will be able to access the side roads. This service would connect the area from Summit Park to the Kimball Transit facility. All services are designed to serve peak hour and mid-day service.

### ***New Call a Bus Zones***

There are a number of communities within the Park City/Summit County area that should not be served by fixed route due to the very low density, lack of through streets and difficulty for buses to maneuver. An alternative to fixed route is a call a bus service where smaller buses or minivans are used and service is limited to the designated community and the nearest fixed route stop.

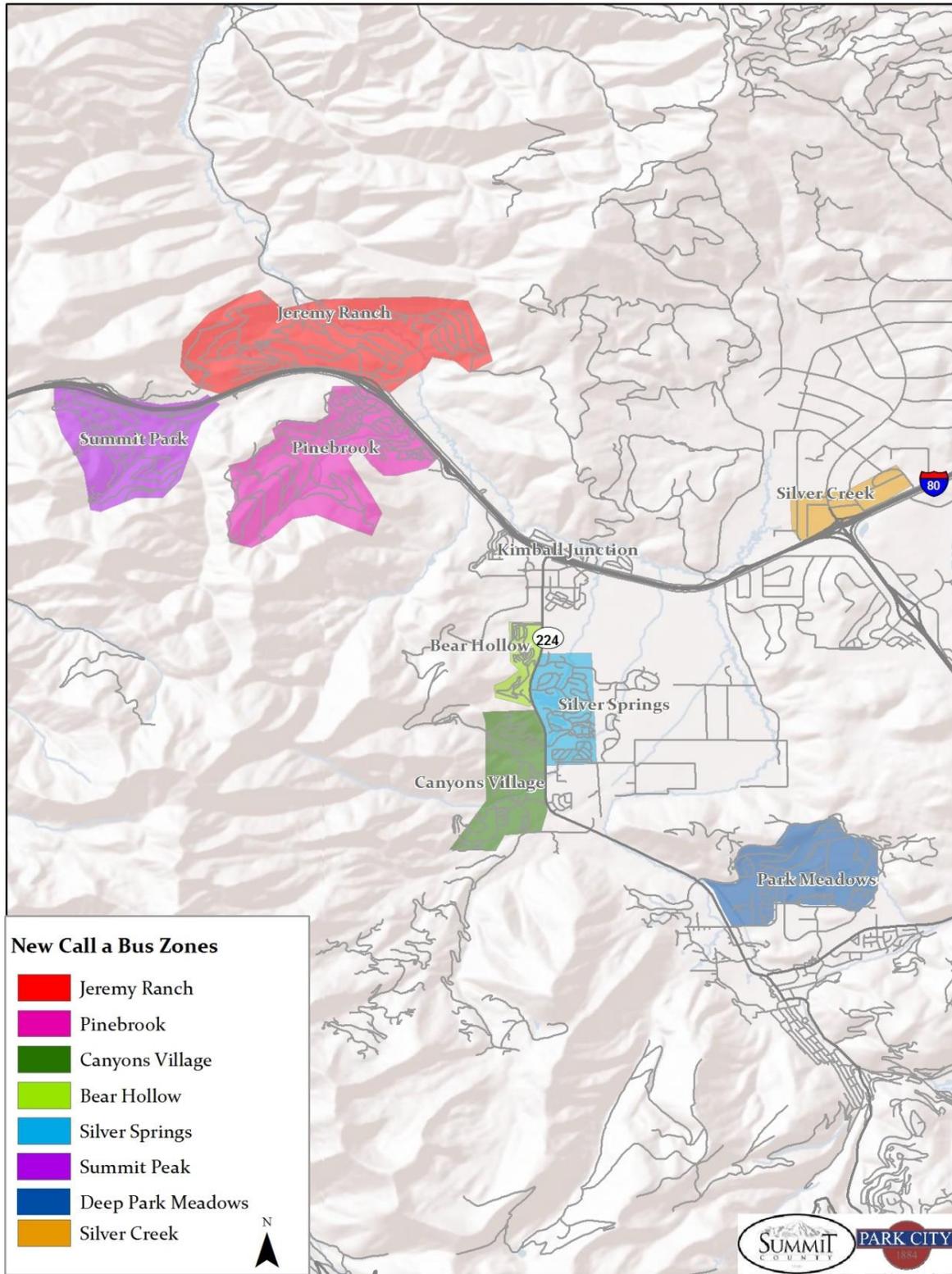
There are a number of opportunities to implement a call a bus service. In addition to the Silver Springs and Summit Park area discussed previously, call a bus is discussed for a number of potential call a bus zones. These areas are depicted in Figure 5-2.

### ***Canyons Circulator***

The Canyons Village is a tourism based area with access to Park City Resort (Canyons Village Base Area), several hotels, condominiums, and shopping. A circulator can serve two purposes: first and foremost to connect condo residents to the ski basin at Canyons. Second this service could provide service to Canyons Transit Hub for access to the entire service area. This service somewhat competes with Rt. 6 as well as the Cabriolet and the Waldorf Gondola, both designed to transport people to the ski basin. This circulator can also function as a call a bus.



Figure 5-2: Potential Call a Bus Zones



### **Rural and Out of Region Service**

The Kamas area (including surrounding communities) has about 6,000 residents and was shown to have a relatively low level of need. However combined with communities around Deer Mountain and surrounding apartment complexes, there is potential for a fixed route service. The most probable service would be commuter service with vanpools or a commuter fixed route bus. Heber City was reviewed as well; however a new privately operated service to Park City has been initiated from Heber City and should be encouraged and provided marketing supported by the City and County.

While the potential ridership conclusions of this study mirrored recent county planning studies, this study team believes there are ways to potentially serve these areas in a cost effective, yet limited fashion:

1. Vanpools – Kamas and the communities along Rt. 248, Heber City, Coalville and other similar communities could support a modest vanpool program.
2. Commuter Bus – This fixed route service would start in the Kamas area and operate via Richardson Flat (once it is practical) into Old Town Transit Center. This service would have one a.m. and one p.m. run designed for commuters.
3. Nurture New Heber City to Park City service – There is currently a private for profit operator in this corridor.

### **Organization, Finance and Operational Issues**

A variety of other alternatives were addressed, including organization and financial issues. The reader is directed to Appendix D - Development of Alternatives. Other issues related to:

- Bicycles on board buses – Guidelines should be developed to guide the customers and vehicle operators related to safety.
- Vehicles and alternative fuels – Currently Park City Transit uses biodiesel fuel. Alternative fuels should continue to be used for the short term. Future consideration should be given to electric buses as they continue to rapidly evolve.
- Facilities including bus stops and shelters – Shelters and pathways should be reviewed and facilities should constrain the flow of pedestrians.
- Staffing – Park City Transit is in need of key staff in marketing, administrative support, recruitment and training.

- Technology – Continue to apply technology as appropriate for customers and staff. Additional electronic real time signage should be placed at key stops and transfer points. As the service includes call a bus zones in the future, PCT should apply its paratransit software and other technology to allow a seamless combination of call a bus with ADA paratransit.

## Chapter 6

# Service, Organizational and Capital Activities

### INTRODUCTION

The purpose of this short range transit plan is to serve as a guide for the future growth of Park City Transit over the next seven years. The plan includes recommendations related to service changes and modifications. Changes include incorporation of new express service, new park and ride lots, and the Kimball Junction Transit Center where new timed transfer services will be implemented. The changes also address growth in the county with a number of new services designed to connect low density communities to fixed route buses and the rest of the system.

The plan was built on the tasks completed previously, including extensive public engagement, demographic and land use analysis, analysis of needs, development of alternatives, and selection of alternatives by the study committee. This plan is consistent with existing city and county plans and associated policies. This plan was also developed to support current planning efforts.

This chapter details year-to-year changes in services, capital infrastructure and administration necessary to:

- Improve existing performance –Changes and modifications are based on shifting nature of needs and basic operations’ planning activities.
- Initiate new services –Services include expanded SR 224 and SR 248 corridor service, and addressing needs in under or unserved areas.
- Administrative/management support – The unique nature of Park City Transit as a seasonally based service places additional demands on management that most transit systems typically do not see. Recruiting for seasonal work and ensuring vehicle operators are trained and experienced to drive in difficult conditions makes the administrations functions of marketing, recruitment and training an ongoing set of activities.
- Vehicle and transit infrastructure improvements are critical to success and are detailed on a year-by-year basis.

For each change, costs and capital needs are identified, and suggested routing identified (although final decisions should rest with management staff and policymakers).

## Plan Highlights

Park City and Summit County continue to stress the importance of transit through a “transit first” planning philosophy. In this seven year plan, there are a number of major changes being introduced that can have a significant impact on reducing the use of private automobiles in Park City, especially during peak travel times. Highlights of the plan include the following:

1. Call a Bus – These are services designed for low density communities that typically cannot be served effectively by fixed route service. Over the first five years of the plan, Call a Bus service will be set up in four defined zones where an individual can access a vehicle at their door or corner and receive a ride to a transfer point or express bus stop in close proximity to that zone. As these services grow, some zones could justify a fixed route. Ridership demand should be monitored and service changes from “Call a Bus” to fixed route service should be considered when warranted.
2. Kimball Junction Transit Center and Timed Transfer – As this transit center comes on line, services in this area will begin to evolve into a network of timed transfers to allow for seamless access across the service area and Salt Lake City. By 2018, it is anticipated that this area will have a network of circulators in Kimball Junction, neighborhood services east and west, express park and ride and commuter services. The KJTC will serve as a primary hub to connect to east/west routes from the north/south routes and vice versa.
3. Express Service - Expanded express service from park and ride lots to Old Town with 15 minute frequency of service.
4. Continued Fine Tuning – A number of modest service changes are proposed that may improve performance and increase ridership. Additional fine tuning will be needed after new routes are implemented.
5. Preparing for Future Growth – The plan emphasizes the need for building infrastructure and staff to support expanded service in the future. This plan works in concert with other plans recently completed or in process.
6. Regular Service Review – Park City Transit and policymakers should set targets for route performance – in particular pilot projects. This plan will review the processes that the city and county should use to determine reasonable goals.

## **Service Expansion – An Evolution of Services**

A number of the services planned, are new to Park City. The Call a Bus demand response service and park and ride express services are newly recommended services that can grow, and in the case of Call a Bus, evolve into a fixed route if justified by ridership and operating cost.

### **Call a Bus**

Call a Bus service is designed as a starter service for low density areas. It is recommended that this be first introduced in 2017 and expansion continues through 2020. As performance and ridership improve and riders accept the service, it should be monitored closely to see if a fixed route approach can better serve the area. Typically this type of zoned service with trips of limited distance, can manage about 6 one-way trips per hour, plus or minus 2. This can vary depending on each zone's characteristics.

If the Call a Bus service reaches that point an alternative should be made available. What makes this advantageous is that planners know exactly where and when existing passengers get on and off the vehicle so that planning a fixed route becomes a simpler, more predictable and dependable process.

The possibility that a Call a Bus service will not gain acceptance also exists. In the event that the service does not generate the lowest level of acceptable performance, the service should be evaluated and if after attempts to improve the performance fails, service can be eliminated and placed elsewhere.

### **Park and Ride Express Service**

Another new strategy planned for 2018 is the Jeremy Phase 1 Park and Ride express service. A second park and ride service is planned to open in 2020 (Jeremy Phase 2) and a third in 2022 (Phase 3). Serving each route with full express service at 15 minute frequency (16 hours per day for each of the three vehicles) will cost over \$2 million per park and ride lot. When the second lot opens in 2020, if able, it should be served by the same route. This will also apply to the third route in 2022, unless demand dictates changes.

Service should be closely monitored for capacity constraints. If or when capacity is reached at a particular time or season, management should program an additional or "tripper" service to ensure all passengers are transported in a timely manner. A tripper bus is placed in service during peak times to meet the demand on a particular route. Once tripper service has reached capacity, consideration should be given to implementing a separate route for the busiest lot. This will be determined based on ridership patterns just prior to the time of implementation.

## SERVICE MODIFICATIONS AND NEW SERVICES

This section details service modifications and new services called for in the plan. This should not interfere with Park City Transit making regular changes as need is manifested. Annual and semi-annual changes, modifications and fine tuning of existing services are routine in the transit industry and should continue to be introduced in this plan. It should also be noted that Park City has very distinct peak summer and winter seasons and routes and frequency should be adjusted accordingly to meet the respective summer and winter demand.

The Short Range Transit Development Plan is intended to provide guidance and ensure flexibility in planning and implementation of service:

- Routes detailed in this plan are a guide and should not be considered final until management conducts final operations planning, budgeting, and marketing prior to implementation. Exact routing and timings will be determined by management and policymakers prior to implementation.
- Call a Bus zones also serve as a guide for the plan. The actual zone will be determined by transit staff/planners at the point of implementation.
- Service hours are not exact and should ultimately be determined by needs and funding constraints at the time of potential implementation.
- Implementation timelines of the plan may vary due to a variety of circumstances that cannot be predicted.
- Implementation is always contingent on funding availability.

## Transportation Demand Management

Transportation demand management (TDM) activities are critical to success for a variety of routes in the service area. Appropriate TDM techniques will be necessary for a successful express service, BRT “Lite,” or potential fixed guideway service in the future. For a potential solution to succeed, a number of TDM measures should first be implemented and/or coordinated (in addition to financing). These conditions are:

1. Expanded park and ride opportunities are required north and/or west of Kimball Junction such as the new Jeremy Ranch Park and Ride facilities for the SR 224 corridor. These facilities are in the planning stage and planned to be opened in conjunction with express service during the term of this plan. For express service from the east on SR 248,

Richardson Flat should be made accessible to vehicles travelling north or south on U.S. 40 with access improvements to Richardson Flat Rd via SR 248 and/or US 40.

2. Managed parking at major resorts/employment sites and Old Town for employees (incentivized to park remotely and take a shuttle) and day trip visitors (recommended and marketed). Additionally, ski lockers at Park City Resort will benefit transit.
3. Operating during commuting hours; services should start at about the same time. During the outreach many persons stated they had to be at work by 7 a.m. – 7:30 a.m.
4. Very strong marketing campaign to let visitors know they can get around town without a car.

## ANNUAL SERVICE CHANGES

Service changes are detailed in this section in chronological order by calendar year and by season. For each service change, the following elements are discussed:

- Description of change
- Purpose of change
- Capital needs – vehicles and shelters
- Review of costs
- Impact on ridership and auto reduction

### Winter 2016 – 2017

In the first year of the plan there will be initial changes with service. Just as important will be a number of internal activities that Park City Transit should initiate to ensure that the demands of future years can be met. Highlights of the recommended changes in the fall include:

1. Continue Winter Enhancements to Routes 6, 7 and 8 – In 2015-16 winter season, Park City Transit extended hours of all three routes and revised Route 6 as a direct link from Canyons to Park City Resort and Old Town. Implemented as a pilot it gained very significant ridership and has been deemed a significant success. Park City Transit should continue to work with private partners to fund and maintain this service.
2. Increase Frequency of Route 8 – One bus should be added to Route 8, increasing frequency from one bus per hour to 30 minute service.

Another key activity will be to seek funds and initiate a procurement for new buses to meet the requirement of the plan. Management should also initiate the hiring process for new staff discussed in detail in the section on Administration and Management, below.

Table 6-1 summarizes the costs associated with each recommendation listed in the first year of the plan. Costs for fixed route will be \$115 per hour in this period.

**Table 6-1: Winter 2016 – 2017 Service Expansions**

Service		Existing Service Hours	New Service Hours	Service Hour per Day Increase	Winter 2016 – 2017 Additional Costs	Potential Daily Ridership/Reduction in Autos
1	Continue Prior Winter Service Levels (120 Days) and Enhancements: Rt. 6-Canyons, Rt. 7-Kimball Junction West and Rt. 8-Kimball Junction East Express	10,983	13,143	18	\$248,400	294 / 139
2	Increase Frequency of Rt. 8 Kimball Junction East to 30 mins	2,040	4,080	17	\$234,600	222 / 105
<b>2016 - 2017 Totals</b>		<b>-</b>	<b>17,223</b>	<b>35</b>	<b>\$493,000</b>	<b>516 / 244</b>

**1. Continue Prior Winter Service Levels and Enhancements: Route 6-Canyons, Route 7-Kimball Junction West and Route 8-Kimball Junction East Express**

Park City Transit operated expanded and express services on these routes as a winter 2015- 2016 pilot program. Pilot service on all three routes extended hours of service from 6:00 a.m. to midnight. Route 6 operated as an express service beginning at 2:30 until midnight and suspending the Kearns Blvd. portion of the route during these times as other routes provide the same coverage. For example, a timed meet with Route 1 or a new Quinn's Junction route should give riders access across the system.

The evening-night service has proven effective to this point with productivity at about 16.6 one way trips per hour, which is excellent for late night service. Ridership increased about 300 one way trips per day. This service gives residents and visitors an option to driving after dinner and reveling, a significant added benefit. Additionally, parking is very limited in Old Town during these peak times and this service helped alleviate parking demand in City owned and operated parking facilities.

These service extensions result in an increase of 18 service hours daily and over the five month period add \$248,400 costs to the system per winter, based on the cost figure of \$115 per hour for fixed route service. This service should continue as a regular winter service. Table 6-2 details the service expansion by route. Please note that the second Route 8 bus costs and ridership changes (see next service change) is included in the next table. No additional shelters or other facilities are necessary for this service.

The purpose of these changes is to provide options for passengers on these routes. This is particularly important for commuters using the Jeremy Ranch Park and Ride lot as service is limited before 8:30 a.m. One additional bus should be needed.

**Table 6-2: Winter Service Expansions for County Routes (Daily)**

Route	Vehicles	Additional Daily Hours per Vehicle	Total Additional Hours Daily	Potential Daily Ridership/Reduction in Autos
Rt. 6 - Lime - Canyons	2	6	12	180 / 85
Rt. 7 - Pink - Kimball West	2	2	4	82 / 39
Rt. 8 - Brown - Kimball East	1	2	2	32 / 15

**2. Increase Frequency of Route 8 Kimball Junction East**

There are opportunities to start with a modest express service and a full detailed long range corridor analysis. As funding for infrastructure becomes available, the next steps toward full BRT or other fixed guideway mode can be implemented based on the future corridor analysis. Currently Route 8 operates as a direct service from Kimball Junction to Old Town on an hourly basis. With an additional bus, this service will operate every 30 minutes. It is a direct route because unlike Route 7 (30 minute headways) it does not meander into Silver Springs. These two routes when combined will offer four buses per hour between Kimball Junction and Canyons and two additional buses per hour from Canyons to the Bonanza Park/Prospector Square area for a total of six buses per hour in the winter.

This option calls for adding one bus to Route 8 and increasing service frequency to every 30 minutes. Service span is proposed to be 17 hours and cost approximately \$235,000 for the four month period (Table 6-3). One additional bus should be needed.

**Table 6-3: Rt. 8 – Brown - Kimball East Expansion (Daily)**

Route	Vehicles	Additional Daily Hours per Vehicle	Total Additional Hours Daily	Potential Daily Ridership/Reduction in Autos
Rt. 8 - Brown - Kimball East	1	17	17	222 / 105

Using ridership elasticities to determine potential ridership, for every 10% increase in frequency is a corresponding increase of ridership of 5% (0.5 service increase elasticity). As service levels have increased 100%, ridership can be expected to increase 50%. Ridership on this route has averaged about 444 daily one way trips. This can increase by 222 to bring daily ridership to 666

one way trips. Using the average riders per vehicle figure of 1.9 yields a potential reduction of 105 daily vehicle trips.

## 2017

In 2017 a number of major activities are proposed to be implemented. However, the implementation of activities is dependent on funding availability for operations and vehicles. These activities include the following:

1. Introduction of Call a Bus services – The first Call a Bus service will be introduced at this time, allowing Route 7 to by-pass Silver Springs. This vehicle will serve Canyons Village, Sun Peak and Silver Springs. Service will be provided to destinations in the zone and the designated fixed route transfer point. Service can be activated by a call within one hour.
2. Extend summer and shoulder service – The County is seeking consistency of service hours between Routes 7 and 8 with the Park City service, which includes service both earlier and later than currently.
3. Initiation of Kimball Junction Circulator – With the completion of the new transit center at Kimball Junction, the first of many changes is the new circulator service, connecting both the east and west sides of the Kimball Junction commercial and residential areas.
4. Adjustments to Routes 1 and 5 to eliminate an unprotected left turn.
5. Quinn’s Junction Fixed Route and ADA Paratransit – A fixed route is recommended to serve the hospital, National Ability Center, County Health Department, recreation facilities, and other land uses in the Quinn’s Junction area. Complementary paratransit is required to be provided.
6. Consolidating Paratransit Services – At this time the ADA service area will expand as service will be available to the medical complex and County Health Department in Quinn’s Junction. At the same time Call a Bus service will be initiated as well.

Table 6-4 summarizes the costs associated with each change listed in this year of the plan. Hourly costs for the second year will be \$117 per hour, in 2017 dollars.

**Table 6-4: 2017 Service Expansions**

Service		Existing Service Hours	New Service Hours	Service Hour per Day Increase	2017 Additional Costs	Potential Daily Ridership/Reduction in Autos
1	Canyons/Sun Peak/Silver Springs Call a Bus - New Service	0	4,745	13	\$450,775	55 / 26
2	Extend Rt. 8-Kimball Junction East and Rt. 7-Kimball Junction West Hours (Summer and Shoulders for 240 Days/Yr.)	8,160	9,600	6	\$168,480	113 / 36
3	Kimball Junction Circulator	0	3,120	26	\$365,040	192 / 91
4	Prospector Square Adjustment	-	0	0	\$0	0 / 0
5	Quinn's Junction ADA Paratransit	4,600	6,973	6.5	\$229,388	120 / 57
<b>2017 Totals</b>		<b>-</b>	<b>27,985</b>	<b>49</b>	<b>\$1,209,683</b>	<b>480 / 210</b>

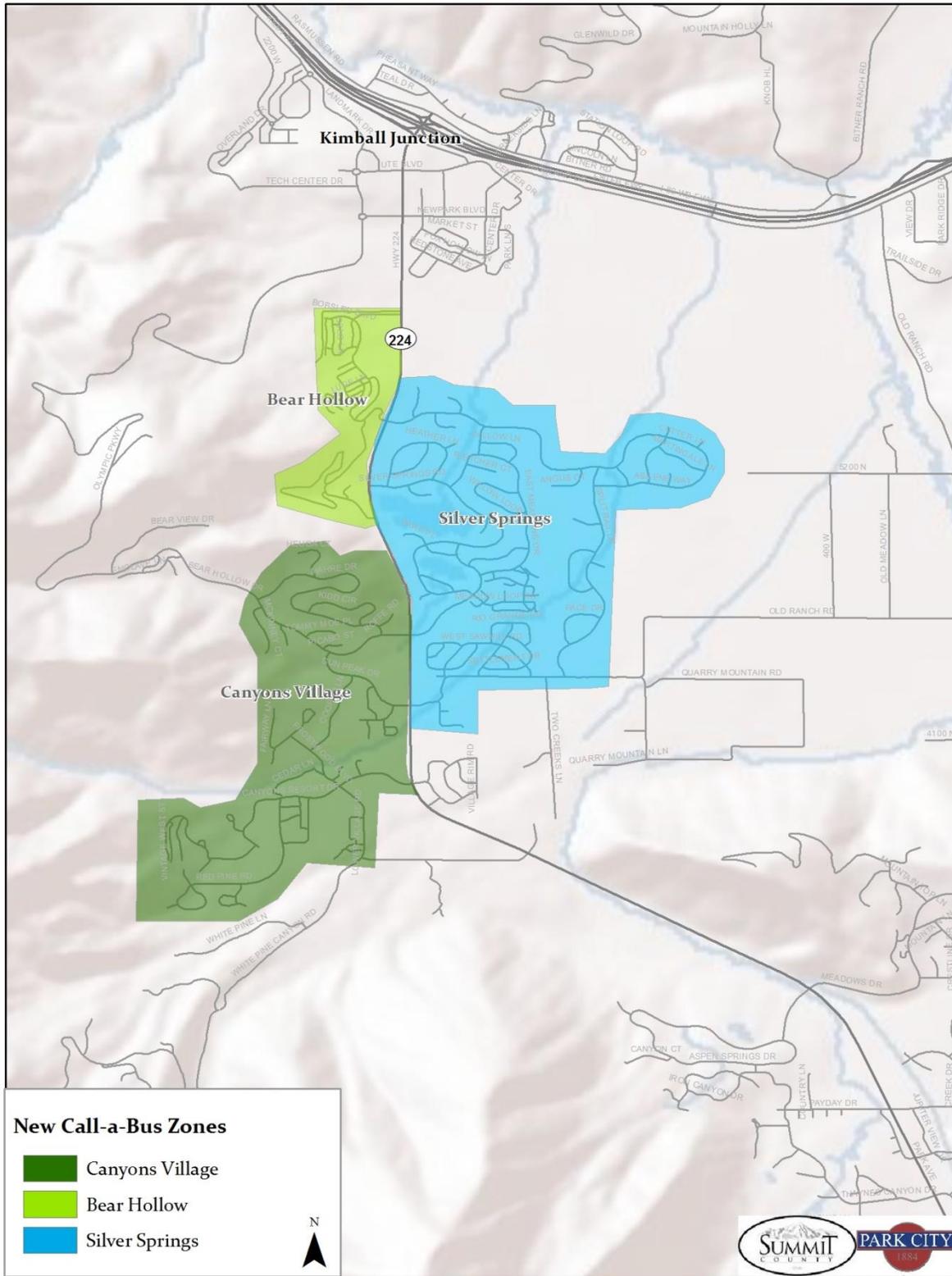
### 1. Canyons/Bear Hollow/Silver Springs Call a Bus - New Service

Canyons Village is a resort center that provides with access to Park City Resort via the Canyons Village Base Area. The Canyons Village includes several hotels, condominiums, a golf course, dining, and shopping. Currently Route 6 is the only route that directly serves the resort center primarily connecting visitors and employees to Park City and the Park City Resort base area located in Park City.

A Call a Bus service is proposed for this area for 13 hours per day all year, to provide service to Canyons Transit Hub for access to the entire service area (Figure 6-1). Each of these communities together can support one call a bus vehicle. Trips can be provided anywhere in the zone including the Canyons Transit Hub. The short nature of trips allows for a much higher productivity as the bus should respond within one hour. Service should be tied into the software system currently used by Park City Transit. In the future, Park City Transit should invest in an app that will allow customers to request a vehicle from their smart phone.

Based on a 13 hour per day schedule, \$95 per hour as a cost for paratransit service and operating non-winter months, this service requires about 4,745 hours of service and should cost approximately \$450,775 in the first year (12 months) of service (Table 6-5). One bus should be able to serve each area and provide service to the nearest fixed route bus. All trips by their nature should be short.

Figure 6-1: Canyons/Bear Hollow/Silver Springs Call a Bus Areas



**Table 6-5: Canyons/Bear Hollow/Silver Springs Call a Bus New Service (Daily)**

Route	Vehicles	Additional Daily Hours per Vehicle	Total Additional Hours Daily	Potential Daily Ridership/Reduction in Autos
Canyons/Bear Hollow/Silver Springs Call a Bus	1	13	13	55 / 26

As with all Call a Bus services, as ridership grows and Call a Bus reaches capacity, a fixed route can be implemented based on the origins, destinations and times of the call of bus riders. Capacity is different for different areas in paratransit service. Capacity is reached when the service can no longer keep up with demand (about 7 one way trips per hour).

Initially this service will generate 3 – 4 one way trips per hour – more during the winter and much less in the shoulder seasons. Initially this service can generate about 55 one way trips per day reducing auto traffic by about 26 vehicle trips when applying the occupancy rate of 1.9 passengers per personal vehicle.

## 2. Extend County Service Hours in Summer and Shoulder Seasons

Under this service extension, AM and PM enhancements are made to current Route 7 and Route 8 during summer and shoulder months (8 months) to match service hours in Park City. The objective is to provide consistent and seamless service in all parts of the service area. Each route is planned to be extended to operate from approximately 7:00 a.m. to 12:00 a.m. This should require an additional 6 hours of service per day, resulting in an increase in costs for service of approximately \$170,000. This service should not require any additional vehicles.

This service will mirror the service extension in the winter of 2015-16 discussed above. In order to determine potential ridership, the average seasonal ridership reduction system wide is about (based on 2014 reported ridership) 67% of winter service. Winter service averaged 82 daily trips on Route 7 from 9 p.m. to midnight and 31 on Route 8. Average shoulder and summer daily ridership between 9 p.m. and midnight should be about 55 trips (a reduction of 26 vehicle trips) on Route 7 and ridership should be approximately 21 on Route 8 (with a reduction of 10 vehicle trips). Table 6-6 details hours and ridership.

**Table 6-6: Summer Service Expansions for County Routes (Daily) 2017**

Route	Vehicles	Additional Daily Hours per Vehicle	Total Additional Hours Daily	Potential Daily Ridership/Reduction in Autos
Rt. 7 - Pink - Kimball West	2	2	4	55 / 26
Rt. 8 - Brown - Kimball East	1	2	2	21 / 10

### 3. Kimball Junction Transit Center – Circulator Service

The Kimball Junction Circulator is planned to be the first step in bringing a timed transfer network to the northern part of the service area. The plan calls for a variety of local circulators to have timed meets with express service. All services are planned to be in place by 2022.

1. Implement circulator 2017
2. Implement express from Jeremy Phase 1 Park and Ride (2018)
3. Implement modified Salt Lake City Commuter service (2018)
4. Implement Jeremy Phase 2 Express service (2020)
5. Implement third phase of new Jeremy Park and ride service (2022)

Circulator service should be implemented in the winter 2017 – 2018. The service level will include 15 minute frequency, using two buses.

The Kimball Junction circulator would serve both sides of Kimball Junction, East and West and Tanger Outlet Mall. Figure 6-2 depicts possible routing. The route would connect Tanger Outlet Mall on the west side with the Walmart area and Kimball Junction East (Redstone and Newpark). This route could operate starting at 9 a.m. and end at 9 p.m. and its purpose would be to allow people to go to multiple destinations while leaving their car parked at the first destination reinforcing the “park once” philosophy. It would also serve to connect the two sides of Kimball Junction. This route would have timed connections with Routes 7 and 8 and later, with express service, where feasible.

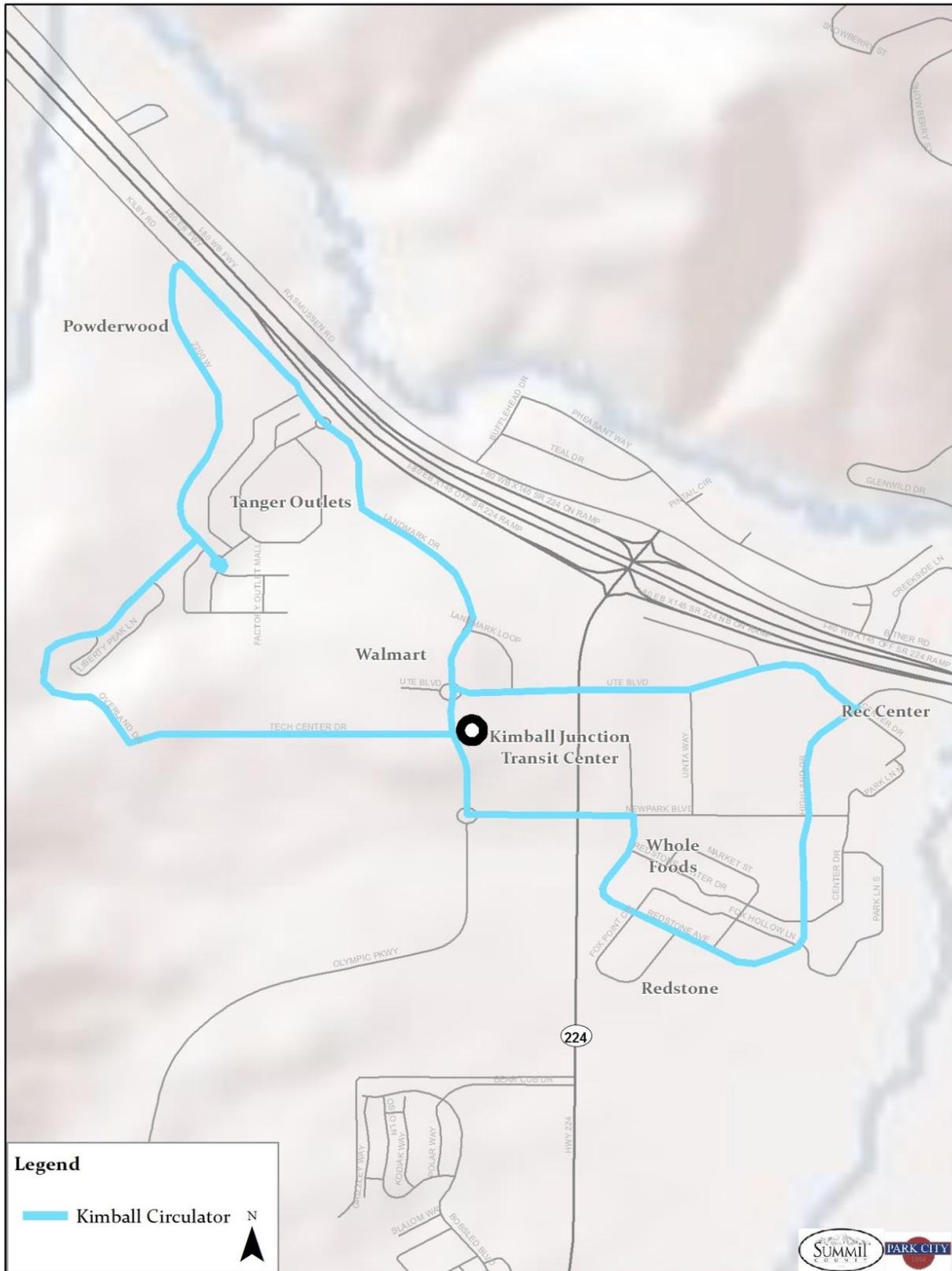
The service provides for 15 minute headways using two buses, 13 hours per day, 365 days per year. This high level of service will cost about \$1 million per year. This service should start in the fall costing \$365,040 in 2017. Ridership will initially generate about 8 one way trips per vehicle hour (16 trips per hour) should generate about 192 one way trips per day. This can reduce vehicle traffic by about 91 vehicle trips per day.

As this is a new service, three additional buses should be needed (including a spare vehicle). Park City Transit should use small buses (cutaway), as ridership should probably not fill a large bus. Small buses cost approximately \$180,000. As each trip is short in nature, ease and speed of boarding and alighting is important, small buses with two doors are ideal for this type of service in order to reduce dwell (vehicle sitting) time. Table 6-7 depicts this data.

**Table 6-7: Kimball Circulator – New Route Fall 2017**

Route	Vehicles	Additional Daily Hours per Vehicle	Total Additional Hours Daily	Potential Daily Ridership/ Reduction in Autos
Kimball Circulator	2	13	26	192 / 91

Figure 6-2: Kimball Circulator Illustration



#### 4. Revisions to Prospector Area Routes

The purpose of this route revision is to eliminate an unprotected left turn that often adds time to the trip (Figure 6-3) and creates an unsafe situation for both the bus driver and passengers as well as for traveling public. It is recommended that Routes 1 and 5 be adjusted to eliminate this movement. This change should not impact coverage or ridership, and should improve safety and running time. This is the type of change that should be done wherever issues such as this arise. There are no additional costs associated with this change.

#### 5. Quinn's Junction Fixed Route

This route replaces the existing "Dial a Ride" service with a true fixed route and Americans with Disabilities Act (ADA) Complementary Paratransit service. The Quinn's Junction area is growing and attracting persons seeking medical care as well as commuters going to work at medical facilities. The existing demand activated service requires an individual to call and request a ride and then walk to the bus stop. This service generates very low ridership in its current form.

This route will provide access to Park City Medical Center and supporting medical facilities, Park City Ice Arena and Sports Complex, the County Health Department, and ultimately address the growing number of recreational facilities in the area. For the near future, this route should serve the west side of U.S. Route 40 as depicted in Figure 6-4.

The route proposes a shuttle style service between the medical complex and the intersection of Park Avenue and Kearns Blvd. where riders can transfer to go north or south. A timed transfer with Routes 6, 7 and/or 8 would be advantageous for riders. At about 7 miles per round trip, it may be possible to operate on ½ hour frequency with one bus during most days and times. A second option would have the route operate to Park City Resort and/or Old Town Transit Center, and expand the headway (40 minutes). An additional "tripper" bus may be added during peak hours on SR 248 based on demand.

#### ADA Paratransit

ADA paratransit coverage would have to expand to meet the need to the hospital and other facilities. It is anticipated that the National Ability Center may place some of its clients on this service, but in fact they may be more interested in fixed route service, which is closer to their mission. Park City Transit, working with National Ability Center, can develop protocols to maximize usage of fixed route for these riders and minimize ADA costs. This can apply to seniors or persons with disabilities as well.

In this approach every attempt is made to ensure ease of access on fixed route so that riders self-select fixed route for its convenience. Research and experience indicates that some ADA riders may opt out to fixed route where possible as it can be done spur of the moment and allows for greater independence for persons able to ride fixed route.

Figure 6-3: Winter Prospector Realignment

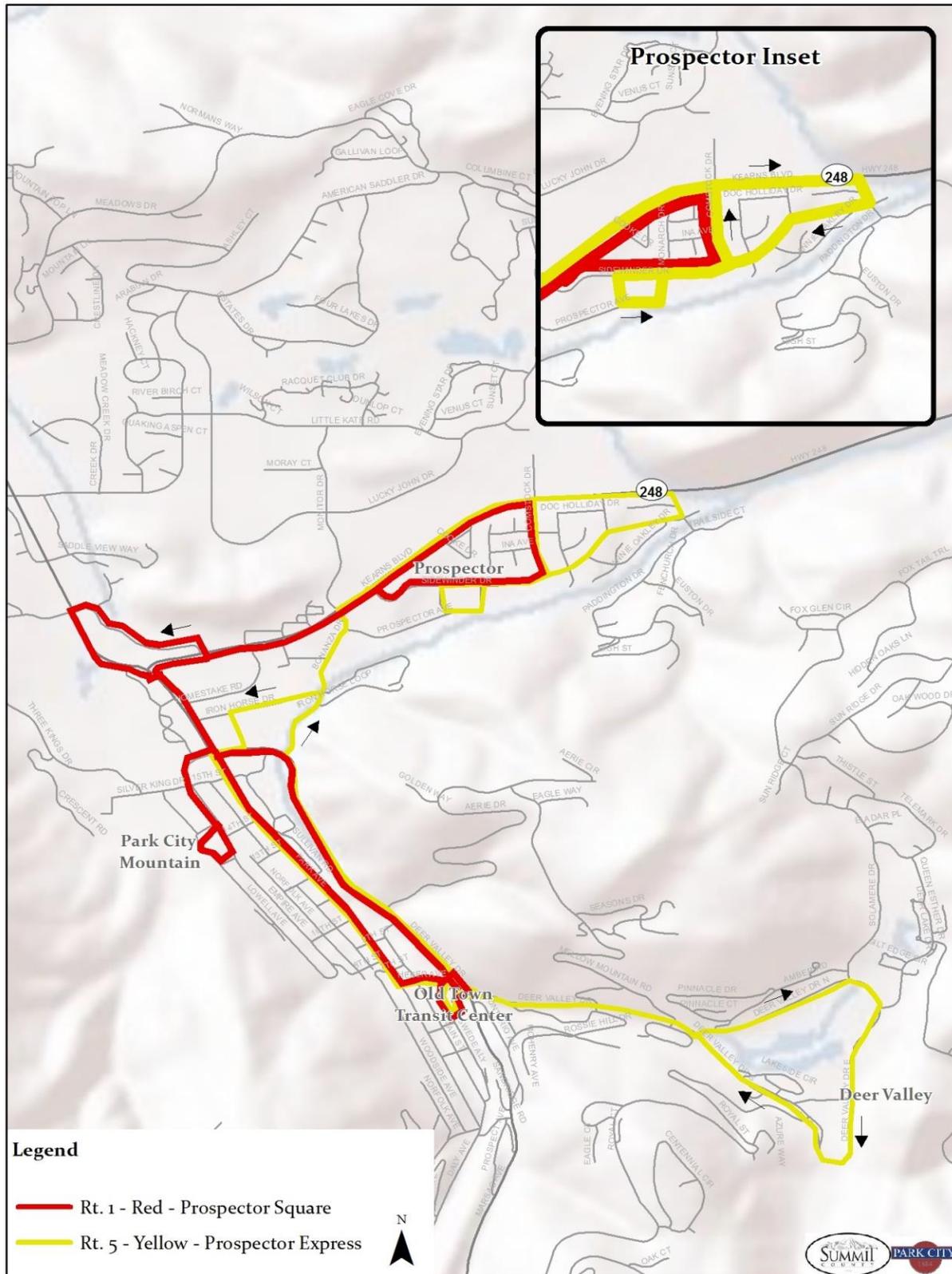
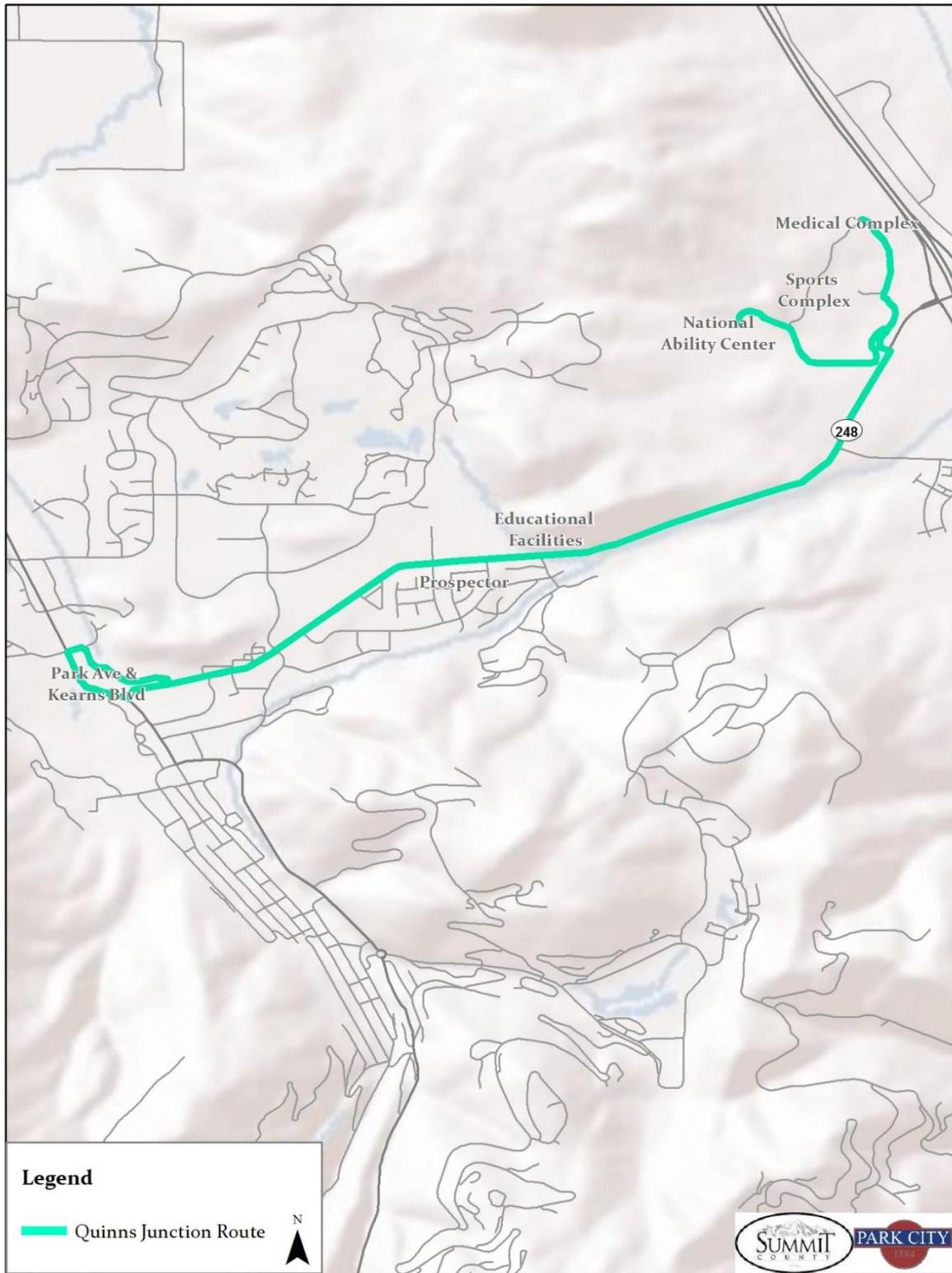


Figure 6-4: Quinn's Junction Fixed Route



Fixed route mobility training programs and a strong ADA certification program should ensure that riders get service based on need. This combined program is inexpensive to implement, if kept simple, and pays for itself (by diverting trips to fixed route) in less than one year.

**Potential Cost and Ridership**

The current Quinn’s Junction service provides about 4,600 hours of service annually (based on Park City Transit data) or about 12 hours per day and generates 1.6 one way trips per hour. Operating a new service at 12 hours a day while eliminating existing service would result in no additional fixed route costs. Sixteen hours per day will require an additional 4 hours per day or 1,500 additional hours of service. Assuming a per hour cost of \$117 (adjusted for inflation), the cost to expand hours of service is \$170,820 annually. Table 6-8 depicts costs for ADA paratransit and assumes no expansion of fixed route.

Based on service to other parts of the service area, this route should initially generate about 10 one way trips per hour, or 120 one way trips per day (a reduction of about 57 auto trips daily). This should grow to about 20 one way trips per hour over the next 2 – 3 years.

**Table 6-8: Quinn’s Junction – New Route (Daily)**

Route	Vehicles	Additional Daily Hours per Vehicle	Total Additional Hours Daily	Potential Daily Ridership/Reduction in Autos
Quinn's Junction Route ADA Paratransit	1	6.5	6.5	120 / 57

ADA service on the Quinn’s Junction route may see 10-20 one way trips per day, depending on the eligibility and training process. This may require additional ADA service costs during peak hours. With the proper mobility training and eligibility certification processes, some ADA riders may be able to use fixed route.

Assuming an average productivity of 1.5 one way trips per hour, the cost for each trip would be \$63. At 10 one way trips per day (on average) the additional ADA costs should be \$228,000 annually.

Overall, leaving daily service hours at 12 will keep costs similar to the present dial-a-ride service. Additional costs associated with this service are ADA costs, at about \$228,000 annually. Ridership should increase significantly.

Vehicle needs include one heavy duty bus and a paratransit vehicle.

## 6. Consolidate Paratransit Operations

At this point in time, paratransit should be expanding, both as Call a Bus and as ADA paratransit in the Quinn's Junction area. While these are two different types of paratransit, there are more than enough commonalities to allow for sharing of resources and scheduling all trips together using the technology available to PCT. Vehicle operators of either service will be cross trained to handle any call.

Park City Transit has good software and accompanying technologies such as digital communication and automatic vehicle locator to go with the automated scheduling software. This software is capable of determining the service parameters of each type service and can prioritize ADA trips as necessary (or a trained dispatcher can over-rule the software). The Call a Bus service calls for dynamic dispatching of those "immediate response" trips while being able to identify any paratransit vehicle as an option for any trip. With properly trained dispatch staff, this kind of dynamic scheduling and assigning of trip to a vehicle in service can take place in a matter of seconds, without voice communication.

For example if an ADA rider is on board and the operator is dispatched to pick up a Silver Springs Call a Bus rider while on the way to a destination (as determined by the software system and the dispatcher), these riders can be comingled and reduce the overall cost and need for transit. The only requirement is that this does not interfere with the ADA rider's on-time performance or their ride time not to go over the system maximum.

To ensure this can happen, Park City Transit should provide staff with advanced training on the Stragen software to ensure the requirements of this new combination of services can be met and properly scheduled to maximize performance. This can allow for real time scheduling and service.

### Eligibility Certification and Mobility Training

Park City Transit should institute a new eligibility process that identifies who can possibly use fixed route given the right set of circumstances. This process would place Park City Transit in the mainstream in terms of eligibility certification. A new eligibility process that requires all applicants to be interviewed in person should be implemented. The objective is to ensure that only those ADA riders that cannot use fixed route should be eligible for ADA. As part of this effort, Park City Transit with the county should set up a new eligibility process and a mobility training program that can pay for itself within 2 – 3 trips diverted to fixed route.

Trip by trip determination should be self-selection, that is, Park City Transit should strive to make it easy for persons with disabilities to ride fixed route through effective screening, mobility training, accessible pathways, bus stops and shelters.

The combination of activities can effectively reduce ADA paratransit use while ensuring all have a ride. Self-selection is effective and appropriate for Park City and can divert up to 10% paratransit trips in a city with as extensive a service level as Park City Transit.

## 2018

In 2018, a number of very important changes should take place, requiring significant effort on the part of management and staff. These include:

1. The Jeremy Phase 1 Park and Ride Facility to Open – Timed transfer will be initiated between the circulator, express, neighborhood routes and commuter buses where 5 – 6 buses will be meeting. Changes as a result of this new facility include:
  - a. Express service should be initiated from the Jeremy Ranch area. Buses will operate on 15 minute headways.
  - b. Truncate Salt Lake City – Park City Service – This service should end at Kimball Junction Transit Center with a seamless transfer to an express bus into Park City, allowing for considerable additional service to Salt Lake City.
2. Kamas Commuter Service – This new service should include two buses operating 3-4 hours in the morning and the evening.
3. Silver Creek Call a Bus – The Silver Creek should receive Call a Bus service that will be shared with other services.
4. Richardson Flat Shuttle – This service will operate from Richardson Flat Park and Ride to Old Town via Park City Resort. This service will operate 2 p.m. to 2 a.m.
5. Guaranteed Ride Home – This new program will be marketed and implemented to allow commuters (Salt Lake City and Kamas) to receive a mid-day ride home in the event of an emergency.

Table 6-9 summarizes costs associated with each change listed in this year of the plan. Costs for the third year will be \$120 per hour in 2018 dollars.

**Table 6-9: 2018 Service Expansions**

Service		Existing Service Hours	New Service Hours	Service Hour per Day Increase	2018 Additional Costs	Potential Daily Ridership Increase/Reduction in Autos
1A	Jeremy Phase 1 Express - Park and Ride 3 Months	0	4380	48	\$525,600	960 / 455
2	Commuter Service Kamas Valley – 3 months	0	1,920	16	\$230,400	80 / 38
3	Silver Creek Call-a-Bus – New Service	0	1,460	4	\$141,620	8 / 3
4	Richardson Flat Shuttle	0	8,760	24	\$1,051,200	120 / 57
5	Initiate ‘Guaranteed Ride Home’ Program – New Service	-	-	-	\$10,000	-
<b>2018 Totals</b>		<b>-</b>	<b>12,140</b>	<b>44</b>	<b>\$1,421,540</b>	<b>1,168 / 595</b>

### 1. Implement Full Express and Timed Transfer Service – SR 224 – New Service

In 2018, the second round of major changes will take place. These changes will focus on initiating new express service from the current Jeremy Ranch lot and new Jeremy Phase 1 and completing a timed transfer network in Kimball Junction:

- a. Express service should be initiated from Jeremy Phase 1. Buses will operate on 15 minute headways.
- b. Truncate Salt Lake City – Park City Service – This service should end at Kimball Junction Transit Center with a seamless transfer to an express bus into Park City, allowing for considerable additional service to Salt Lake City.

At this point, timed transfers will be initiated between the circulator, express, neighborhood routes and commuter buses where 5 – 6 buses will be meeting at the Kimball Junction Transit Center. Changes as a result of this new park and ride facility include:

#### 1A. Implement Express Service Old Town to Jeremy Phase 1 Park and Ride

The Jeremy Phase 1 Park and Ride facility is planned to open in the fall of 2018. At this time a new express bus service will be initiated from the Jeremy Ranch area through Kimball Junction Transit Center and then make stops at Canyons, Kearns Boulevard/Park Avenue, PCR and Old Town. This route is depicted in Figure 6-5. It will require 4 buses (includes one spare) to maintain 15 minute headways. Operating 16 hours per day from 6 a.m. to 10 p.m. will require

17,500 hours and cost over \$2 million. Reducing service during early and late hours could reduce hours to 14,600 (or less) and this would cost \$1.75 million annually or \$438,000 for service starting in the fall. Table 6-10 summarizes the data.

**Table 6-10: SR 224 Express – New Route (Daily)**

Route	Vehicles	Additional Daily Hours per Vehicle	Total Additional Hours Daily	Potential Daily Ridership/Reduction in Autos
SR 224 Express	3	16	48	960 / 455

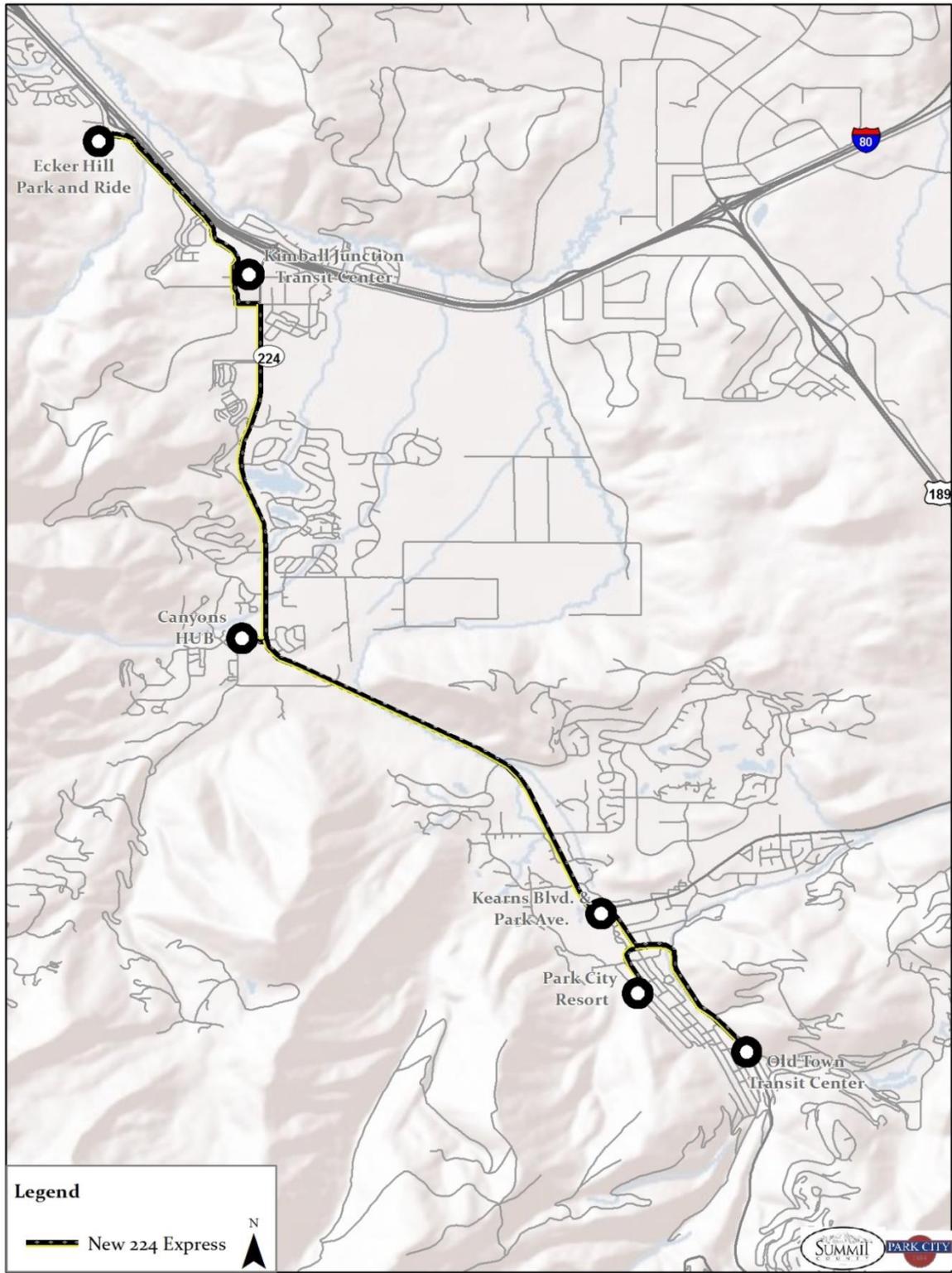
**1B. Revise PC-SLC Connect Service**

This is a two-step revision of service to increase service:

1. **Route Structure** - Change the route structure of the PC-SLC Connect Service to terminate service at Kimball Junction Transit Center and have a timed meet with the new express buses to allow for rapid, seamless service to destinations south. This should allow the second step to occur.
2. **Additional Round Trips** - The reduced route time allows for a number of additional trips to and from Salt Lake City in the morning and evening and/or a mid-day round trip as well for the same cost.

Increasing daily runs should allow every other bus to go to an alternative destination, choosing from the University of Utah, downtown, the airport, TRAX and light rail connections. These destinations should be determined collaboratively between Park City, Summit County and UTA. Market research should be conducted to determine most popular possible origins/destinations in Salt Lake City.

Figure 6-5: SR 224 Express Service – Example



**2. Commuter Service Kamas Valley – Winter**

The Kamas area (including surrounding communities) has about 6,000 residents and was shown to have a relatively low level of need due to the low population numbers and low density. There is potential, however, for a targeted fixed route commuter service when communities on SR 248 are included: Kamas, Hideout, Deer Mountain and surrounding apartment complexes.

This fixed route service would start in the Kamas area and operate on SR 248 via Richardson Flat (when the facility becomes functional) into Old Town Transit Center with north transfer options at Kearns Blvd. and Park Ave (Figure 6-6). This service distance from Kamas to Old Town via Park City Resort is 17 miles and would take 45 minutes to an hour, possibly longer if Richardson Flat Road is used. The return for a second trip would take about 30-45 minutes allowing each vehicle to make two trips both morning and evening for a total of four trips from the Kamas area in the morning and four trips returning in the evening.

In order to properly serve Oakley and/or Francis, a small park and ride facility in an existing parking lot (governmental, private retailer for example) should be needed in Kamas. There would be an option to have the vehicle operate to whichever of the two communities demonstrates the most ridership. This lot should be in place prior to service implementation. This route would benefit from transit demand management activities (TDM).

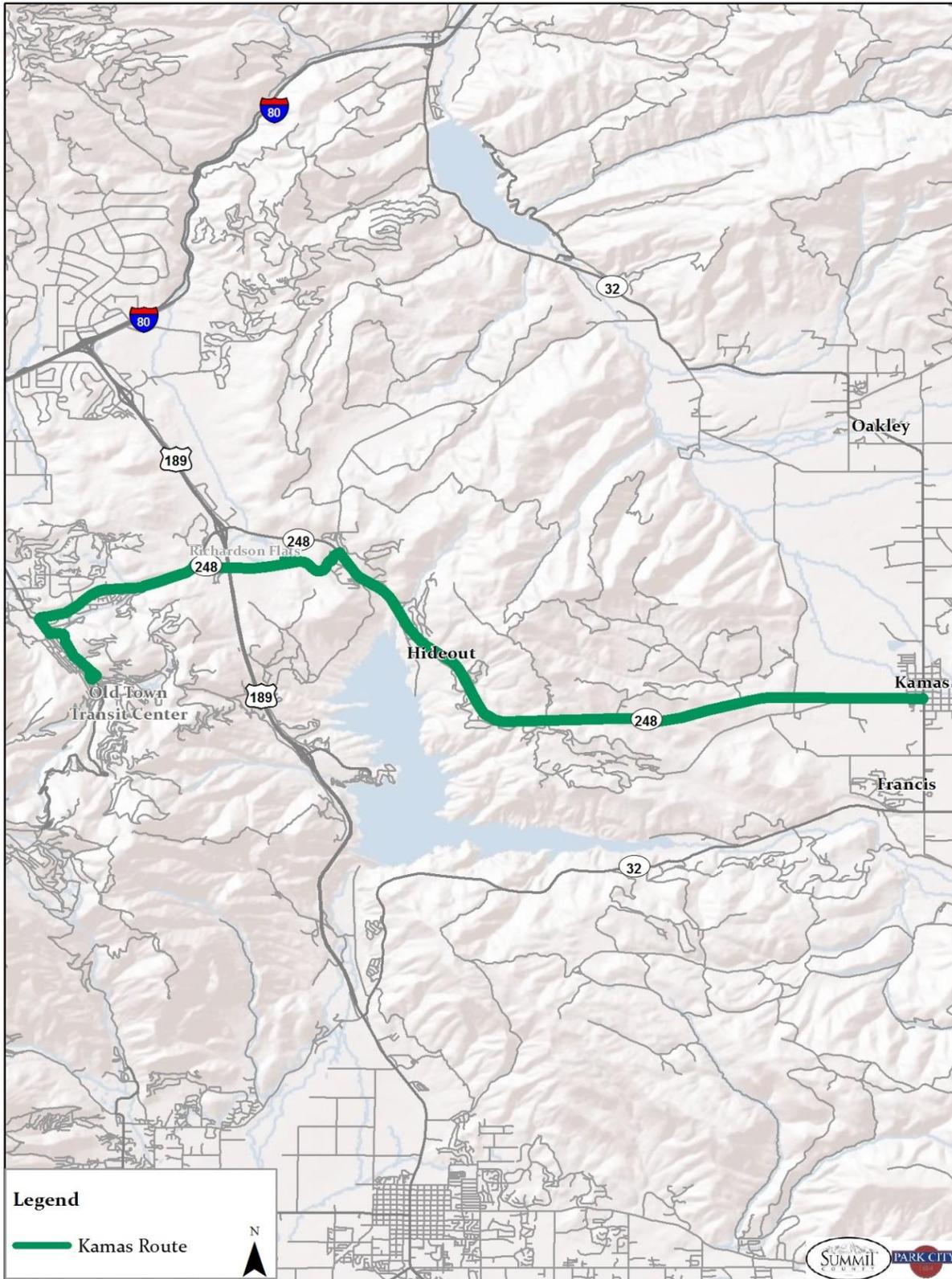
Operating two small (cutaway) buses, including deadheading to and from Kamas and Park City for three hours in the morning and evening, would require each vehicle to operate four hours in the morning and evening daily for two morning and two evening runs. Cost for this four month period would be about \$230,000. Annual costs are \$690,000. If vehicles are stationed in Kamas each night, costs can be reduced considerably (2 hours per day). Table 6-11 summarizes this data.

**Table 6-11: Kamas Commuter – New Route (Daily)**

Route	Vehicles	Additional Daily Hours per Vehicle	Total Additional Hours Daily	Potential Daily Ridership/Reduction in Autos
Kamas Commuter	2	8	16	80 / 38

This area can generate up to 10 one way trips per round trip. With four morning and four evening round trips up to 80 one way trips can be provided on this route, diverting about 38 trips per day. In the future this should be a more attractive option if parking is constrained and buses receive preferential HOV treatment on SR 248.

Figure 6-6: Kamas Route Illustration



There are fare issues on this route as some of the route is in Wasatch County (passengers in Hideout and Deer Mountain) requiring either a government contribution to the service (annually based on service levels), fare for persons wanting to go to or from Wasatch County, or operate in “closed door” service through those communities.

**3. Silver Creek Call a Bus – New Service**

The Silver Creek area (Figure 6-7) is a low density suburban community north of Interstate 80. The needs analysis determined that this area does not have sufficient density to support fixed route at this time. The area can support part of a Call a Bus vehicle, sharing resources with other Call a Bus services and ADA complementary paratransit service.

This Call a Bus route covers a small zone with a parking lot which can be used as a park and ride lot on Silver Creek Road and Valley Drive. This route should meet Route 8 (timed) at Silver Creek Drive and Highland Drive (or other location) and can give passengers access system-wide.

Cost structure allows for sharing costs among the Call a Bus services and ADA service. Cost for this service (\$97 per hour) assuming 365 days per year at four hours per day should be about \$141,000. One additional vehicle should be needed. This vehicle could be a small cutaway or a minivan/MV-1 type light duty vehicle would be appropriate. Table 6-12 summarizes the data.

**Table 6-12: Silver Creek Call a Bus – New Route (Daily)**

Route	Vehicles	Additional Daily Hours per Vehicle	Total Additional Hours Daily	Potential Daily Ridership/Reduction in Autos
Silver Creek Call a Bus	1	4	4	8 / 3

As a low density service area, ridership on this service should be low under any scenario. It is estimated that about 2 one way trips per hour will be provided by this service or 8 one way trips per day with a reduction of 3 vehicle trips daily. If ridership increases, service hours may have to be expanded to meet the growing need.

**4. Implement Richardson Flat Shuttle – New Service**

This shuttle service will operate 2 p.m. to 2 a.m. using two heavy duty coaches on 15 minute frequency (Figure 6-8). Potential parking management strategies in Old Town, including paid parking, may make this service more attractive. This route requires enhanced access from U.S. 40 and a controlled intersection at Richardson Flat Road and SR248/Kearns Boulevard. Table 6-13 summarizes the data.

Figure 6-7: Silver Creek Call a Bus

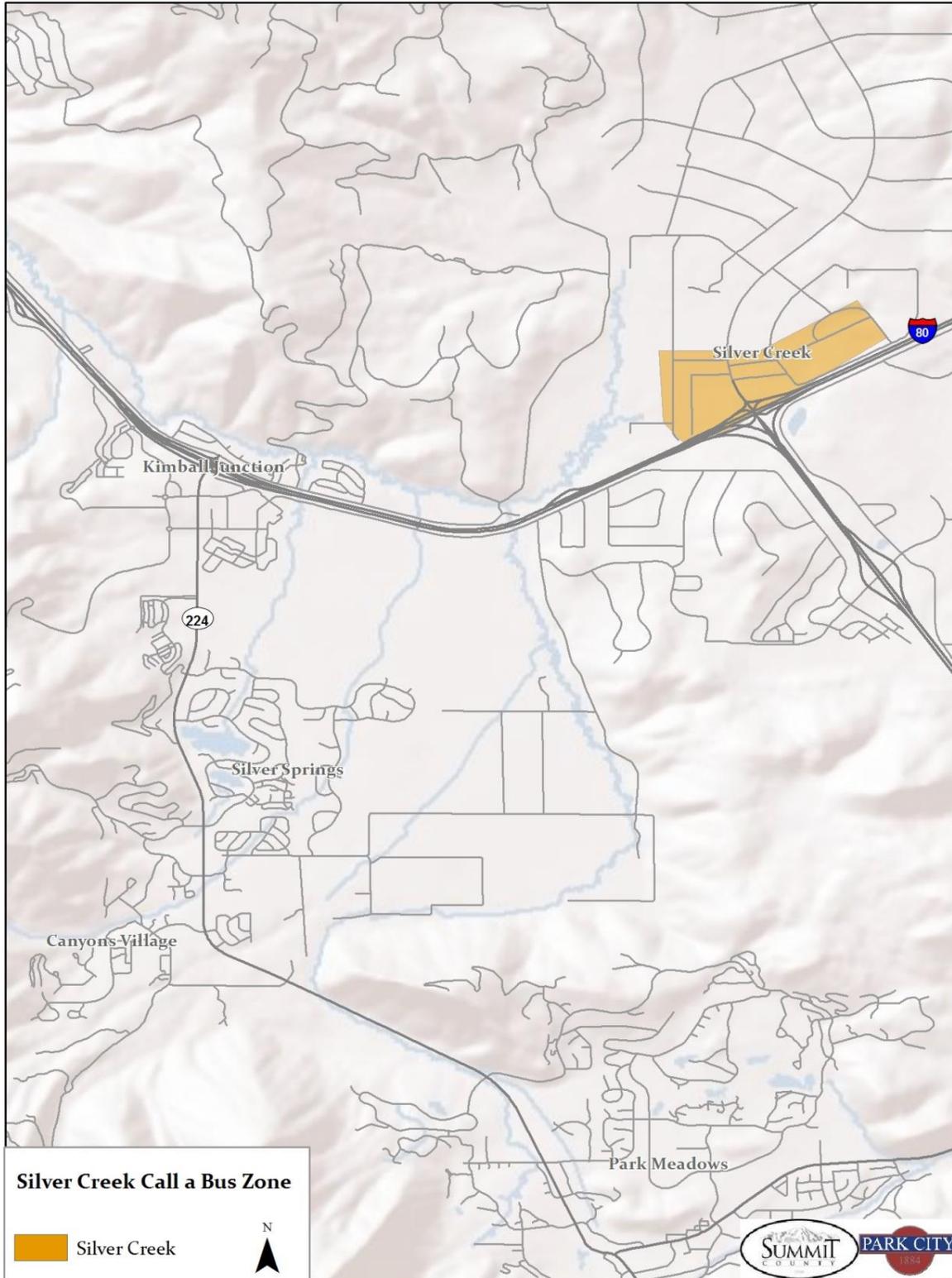
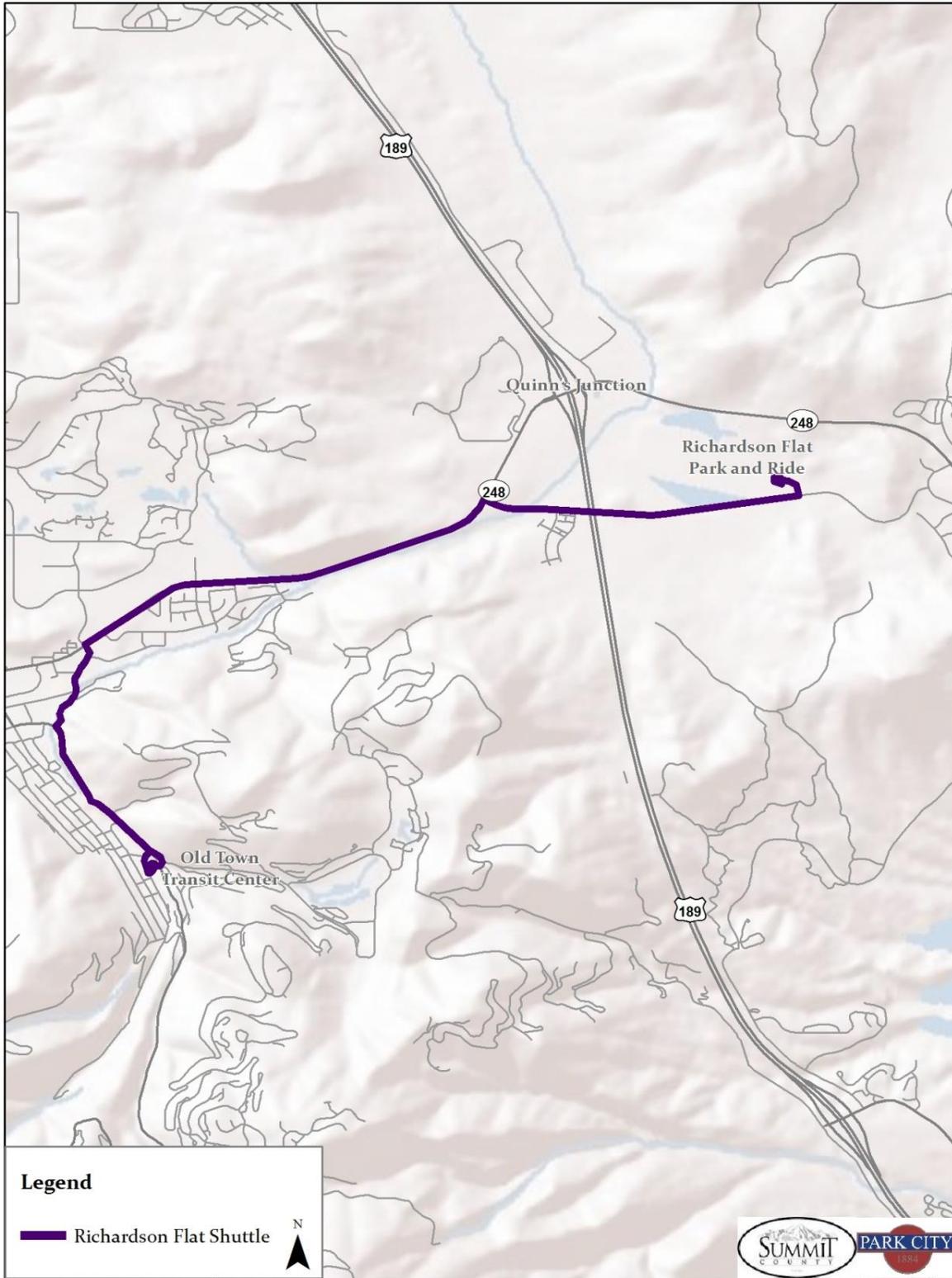


Figure 6-8: Richardson Flat Shuttle



This route travels much the same route as the new Quinn’s Junction, Kamas routes and Route 1. Therefore new ridership will be restricted to Richardson Flat Park and Ride lot. This service requires 24 hours of service daily (8,760 hours annually), for an annual cost of \$1 million. This service can generate 5 one way trips per hour in initially or 120 one way trips per day, eliminating about 57 daily vehicle trips. As parking constraints are increased and access to the park and ride lot improves, that ridership could increase.

**Table 6-13: Richardson Flat Shuttle – New Route (Daily)**

Route	Vehicles	Additional Daily Hours per Vehicle	Total Additional Hours Daily	Potential Daily Ridership/Reduction in Autos
Richardson Flat Shuttle	2	12	24	120 / 57

**5. Initiate ‘Guaranteed Ride Home’ Program – New Service**

A guaranteed-ride-home program helps support transit use because it helps employees overcome the fear of being stranded in the event of unexpected overtime or family emergency that would require the employee to leave work during non-commute hours. On-site marketing, through transit fairs and other events, helps support a transit benefits program by making employees who may not have used transit in the past to be more aware of available transit services and how they operate. A recent Transit Cooperative Research Program (TCRP) report<sup>7</sup> finds there is evidence that these two programs working together can increase the mode share of transit trips.

Many transit systems institute a guaranteed ride home program to support their commuter services such as SLC-PC service. The program would provide back-up for passengers that need to return during hours that the service is not operating. This service should be provided for commuters in each direction, with limitations on the number of trips provided per person. The cost is typically the fare. The service should utilize private providers under contract. Funds should support marketing of the program and paying for individual trips.

It is recommended that up to \$10,000 be allocated for marketing efforts and to pay for one way trips. After the first year, the budget should be reassessed.

<sup>7</sup> TCRP Report No. 107: Analyzing the Effectiveness of Commuter Benefits Programs, Transportation Research Board, Washington D.C. 2005

## 2019

In 2019 there will be new services:

1. Summit Park/Jeremy Ranch and Pinebrook Call a Bus – New Call a Bus service will be implemented to Jeremy Park and Ride lot for access to local and express service to Kimball Junction, Park City and Salt Lake City.
2. Deep Park Meadows/Aspen Springs Call a Bus – A second new Call a Bus service to local fixed route service.
3. Salt Lake City Airport Service – This includes subsidizing the private sector and providing an airport lounge (in 2020) for waiting passengers

Table 6-14 summarizes costs associated with each change listed in this year of the plan. Costs for the fourth year will be \$122 in 2017 dollars.

**Table 6-14: 2019 Service Expansions**

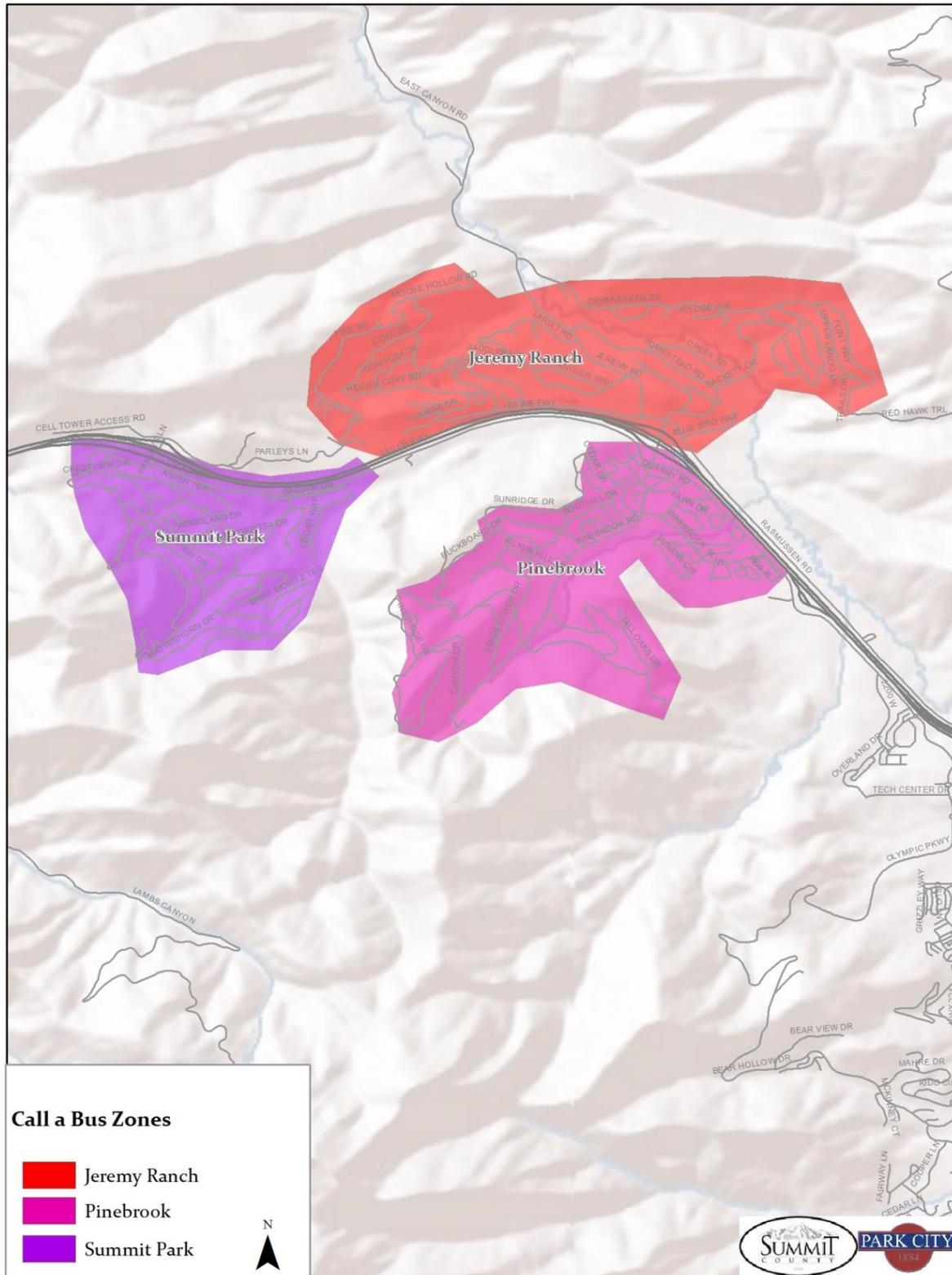
Service		Existing Service Hours	New Service Hours	Service Hour per Day Increase	2019 Additional Costs	Potential Daily Ridership Increase/Reduction in Autos
1	Summit Park/Jeremy Ranch and Pinebrook Call a Bus	0	1,460	4	\$178,120	8 / 3
2	Deep Park Meadows/Aspen Springs Call-a-Bus	0	2,900	8	\$287,100	16 / 7
3	SLC Airport Service	-	TBD	TBD	\$50,000	TBD
<b>2019 Totals</b>		<b>-</b>	<b>4,360</b>	<b>12</b>	<b>\$515,220</b>	<b>24 / 10</b>

### 1. Summit Park/Jeremy Ranch/Pinebrook Call a Bus

The Summit Park/Jeremy Ranch/Pinebrook area consists of low density communities built along roads that are difficult for buses to traverse. This area, depicted in Figure 6-9 will become a Call a Bus zone. Service will be provided to the Jeremy Ranch or Jeremy Phase 1 Park and Ride facilities where 15 minute express and 30 minute local service is available to Kimball Junction and Old Town. Table 6- 15 summarizes the data for this service.

As a low density service area, ridership on this service should be low under any scenario. It is estimated that about 2 one way trips per hour will be provided by this service or 8 one way trips per day with a reduction of 3 vehicle trips daily. If ridership increases, service hours may

Figure 6-9: Summit Park/Jeremy Ranch/Pinebrook Call a Bus



have to be expanded to meet the growing need. Four hours of service will be needed daily for an annual total of \$178,120. One small bus will be needed for this service.

**Table 6-15: Summit Park/Jeremy Ranch/Pinebrook Call a Bus– New Route (Daily)**

Route	Vehicles	Additional Daily Hours per Vehicle	Total Additional Daily Hours	Potential Daily Ridership/ Reduction in Autos
Summit Park/Jeremy Ranch and Pinebrook Call a Bus	1	4	4	8 / 3

**2. Deep Park Meadow/Aspen Springs Call a Bus**

The second and larger, more populated Call a Bus zone should be Deep Park Meadows/Aspen Springs, starting ½ of a mile from Park Meadows fixed route. Passengers will be taken to the vicinity of Kearns Boulevard and Park Avenue for passengers to access the entire service area (Figure 6-10).

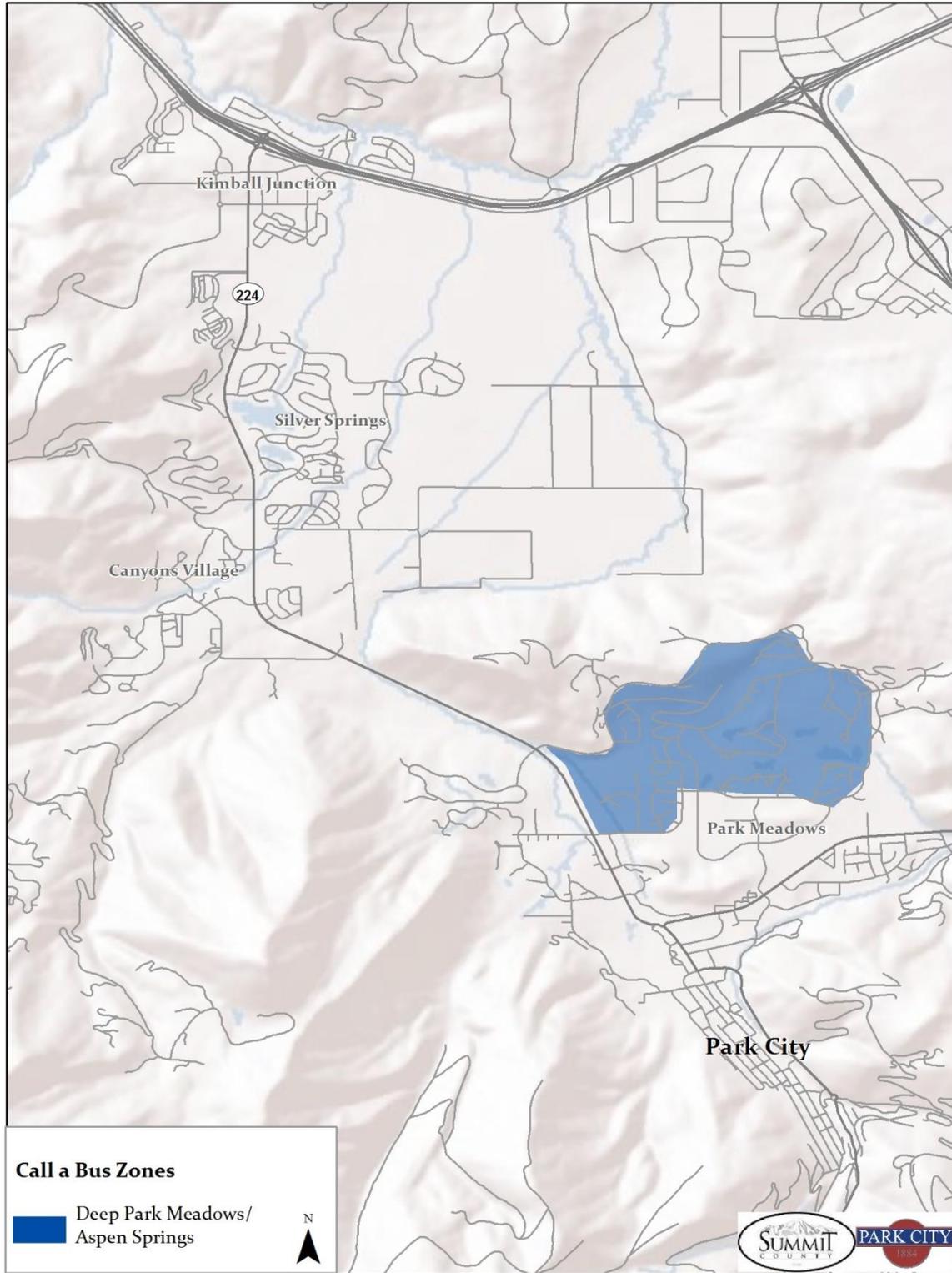
As a low density service area, ridership on this service should be low under any scenario. It is estimated that about 2 one way trips per hour will be provided by this service or 16 one way trips per day with a reduction of 7 vehicle trips daily. If ridership increases, service hours may have to be expanded to meet the growing need.

As with most of the other Call a Bus zones, this area may not need a full time vehicle. This approach calls for 2,900 hours at \$95 per hour of service (as adjusted for inflation) at an annual cost of \$350,000. Table 6-16 details the service increase. One small bus will be needed for this service.

**Table 6-16: Deep Park Meadows/Aspen Springs Call a Bus – New Route (Daily)**

Route	Vehicles	Additional Daily Hours per Vehicle	Total Additional Hours Daily	Potential Daily Ridership/ Reduction in Autos
Deep Park Meadows/Aspen Springs Call a Bus	1	8	8	16 / 7

Figure 6-10: Deep Park Meadows/Aspen Springs Call a Bus



### 3. Salt Lake City Airport Service

In reaching the goal of reducing auto traffic, the airport presents opportunities. While a certain percentage of visitors will always take their cars, many that are flying in or coming from Salt Lake City can have the option to spend their time in Park City carless. Working with the private sector, a regular airport service should be initiated. Park City and Summit County should participate in marketing and promotional activities designed to encourage visitors to eschew a private auto while visiting. To successfully implement this service, there may be a need to provide subsidies to support the private sector as they build service. Subsidies and promotional benefits to private operators will be a requirement for regularly scheduled service among as many private providers as can meet Park City Transit's requirements. These private sector providers would agree to be monitored to ensure the subsidy is only applied when necessary.

This private sector service should be a combination of scheduled service, hotel and airport service, limousine and shuttles. A web site and app should be developed and maintained where potential passengers can receive "one stop" information and ticket purchasing, not only for airport services but for Park City Transit as well to ensure seamless service.

While much of this service will be profitable with a reasonable fare, certain days, hours and shoulder seasons may require a subsidy to operate. The entity responsible for developing this program (city or county) will negotiate with private providers to determine the type of service, costs, fares and potential subsidy. It is estimated that up to \$50,000 in subsidies annually may be needed to ensure that timely service is available.

It is also recommended that the airport service provide a Park City Lounge at the Salt Lake City Airport to allow riders to wait for their bus to Park City. This lounge would be outside the security zone and provide a dedicated waiting area with passenger amenities and visitor information. The airport will be completing a new terminal in 2020 and at that time it is recommended the lounge be incorporated into the new terminal project – discussed in detail in 2020 below. Please note that planning for this lounge should begin through initial contact with appropriate airport management. A similar lounge currently exists at the Reno/Tahoe International Airport which provides airport service to the resorts and casinos located on the South Shore of Lake Tahoe.

## 2020

In 2020 additional services will be implemented:

1. Jeremy Ranch Phase 2 Park and Ride – The new facility is planned for completion in 2020 and should receive express service every 15 minutes.

2. Initiate Heber City Commuter Service – Providing peak hour commuter service for the Heber City area.
3. Airport Lounge - Open the Salt Lake City Airport Lounge for passengers waiting to take a bus to Park City. It could be made available to all persons taking a bus, limo, or shuttle to Park City. This will be predicated on the ability to gain access to space at the new terminal slated to open 2020.

Table 6-17 details the costs and potential ridership for these projects. Per hour costs are calculated at \$122 per hour (adjusted for inflation).

**Table 6-17: 2020 Service Expansions**

Service		Existing Service Hours	New Service Hours	Service Hour per Day Increase	2019 Additional Costs	Potential Daily Ridership Increase/Reduction in Autos
1	Jeremy Ranch Park and Ride	0	2,190	6	\$267,180	960 / 455
2	Heber City Commuter Service	0	2,190	6	\$267,180	40 / 18
3	SLC Airport Lounge	-	-	-	\$250,000	-
<b>2020 Totals</b>		<b>-</b>	<b>4,380</b>	<b>12</b>	<b>\$784,360</b>	<b>1000/473</b>

### 1. Jeremy Phase 2 Park and Ride Express

The new Jeremy Ranch Park and Ride facility will be opened in 2020 and will be served by transit. Initially it would be excessive to have a second set of express routes every 15 minutes, needing 8 buses an hour in addition to another four buses per hour on Routes 7 and 8.

The recommended approach uses the Jeremy Phase 1 buses in service to both lots. If the Jeremy Phase 1 Express is operating above 60% full during peak hours, an additional peak hour “tripper” bus should be deployed during peak hours (6 hours per day). As service continues to build through 2022, consideration should be made to adding another tripper bus or setting up a new route for Jeremy.

### 2. Heber City Commuter Service

Heber City in Wasatch County is a primary origin for commuters into the Park City area. If interest is shown from Heber City or Wasatch County a service can be implemented. In lieu of local government support a fare can be instituted, but the amount of the fare would have to be

high enough to meet costs. High fares would reduce ridership however, a fare based service may be more attractive when coupled with parking management strategies.

If interest is generated it is proposed to operate one small bus six hours a day yielding two round trips in the morning and two in the evening. Assuming a cost of \$122 per hour 365 days per year the annual cost should be \$267,000. Ridership should be modest at 10 trips per round trip. This could result in 40 trips per day and a reduction of 18 vehicle trips.

### **3. Secure Airport Lounge**

To complement the expanded and subsidized airport service, Park City and Summit County will secure space near baggage claim, where passengers can wait for a bus. This process should start in 2017 by making contact with Salt Lake City Airport management to ensure they understand the need for this space.

Competition for space will be significant, with award going to the highest responsible bidder. County and city planners should monitor the construction and ultimately the procurement process starting immediately.

For purposes of this estimate, annual lease costs will be estimated at \$8,000 per month with restrooms. The facility will require a full time staff person to clean the space, stock refreshments and assist passengers. Large monitors will be required with information on the next bus to Park City. These may also be costs associated with the higher level of security found at the airport. Costs all together may be about \$200,000 - 250,000 annually.

## **2021 - 2022**

The final years of the plan are purposely left flexible as adjustments may have to be made as conditions change. The most important activities to take place in the final 2 years include implementing the activities in the plan that were not implemented on time for reasons of funding, need and interest in the expanded service. Also important is the assessment of the service to ensure each route is performing as expected.

### **1. Implement Express Service from Jeremy Ranch Phase 3**

Jeremy Ranch 3 is planned to open in 2022. The recommended approach will be to use Jeremy Phase 1 or Jeremy Phase 2 routes until such time as those routes operate above 60% of capacity. At that point decisions can be made to either operate tripper service or implement a new route at a high frequency. For that reason, a cost is not placed on this service at this time.

## New Service Summary

Table 6-18 depicts the additional cost per year to implement new services. These services are included each year of the plan to show the cost of new service changes over the 7 years of the plan. Costs are increased two percent annually to adjust for inflation.

## CAPITAL NEEDS

This section focuses on vehicle and shelter needs for Park City Transit.

### Vehicle Needs

For the near term, Park City Transit should continue to purchase diesel fueled heavy duty transit coaches for fixed route service and continue to use a B-10 biodiesel mix to harmful emissions. These buses currently cost about \$700,000 each. ADA paratransit services and Call a Bus service can use small buses (typically cutaway buses) costing about \$180,000 and ramp equipped minivans or MV-1 type accessible vehicles (\$80,000).

Bus and paratransit vehicle technology is changing rapidly as battery technology is becoming more advanced. For the short term, Park City Transit should continue utilizing the existing technologies it is equipped to maintain and operate. Future bus procurements should be determined on a case by case basis at the time.

Table 6-19 details expansion vehicle needs by year for this project. Prior to a major change in vehicle technology, Park City Transit must secure infrastructure funding to ensure Park City Transit has facilities and equipment to maintain and operate these new vehicles. Table 6-20 details costs of vehicles by year. For purposes of this plan, all paratransit vehicles are cutaway vehicles rather than smaller minivan sized vehicles. This will allow management to determine at the time, if a smaller vehicle is warranted.

### Shelters and Bus Stops

In 2017 a full bus stop assessment will be conducted to determine bus stop and shelter needs and to ensure all stops are attractive, safe and accessible. The inventory and capital plan coming from this review will prioritize shelters and other bus stop amenities including bike racks, trash receptacles, benches, and static and real time traveler information.

Shelters will be custom designed to fit in with the unique architecture of the area and are estimated by city and county management to cost \$50,000 each. Up to ten shelters will be placed at major stops currently without shelters or those in need of an additional shelter or an upgrade.

**Table 6-18: 2017 – 2020 Cost Summary\***

Service	2016-2017 Additional Cost	2017 Additional Cost	2018 Additional Cost	2019 Additional Cost	2020 Additional Cost	2016/2017 - 2020 Addition Cost
Continue Prior Winter Service Levels (120 Days) and Enhancements: Rt. 6-Canyons, Rt. 7-Kimball Junction West and Rt. 8-Kimball Junction East Express	\$248,400	\$252,720	\$259,200	\$263,520	\$267,840	\$1,291,680
Increase Frequency of Rt. 8 Kimball Junction East	\$234,600	\$238,680	\$244,800	\$248,880	\$252,960	\$1,219,920
Canyons/Sun Peak/Silver Springs Call a Bus - New Service	-	\$450,775	\$460,265	\$469,755	\$479,245	\$1,860,040
Extend Routes 8-Kimball Junction East and Rt. 7-Kimball Junction West Hours (Summer and Shoulders. 240 Days)	-	\$168,480	\$172,800	\$175,680	\$178,560	\$695,520
Kimball Junction Circulator	-	\$365,040	\$1,138,800	\$1,157,780	\$1,176,760	\$3,838,380
Quinn’s Junction ADA Paratransit**	-	\$229,388	\$229,388	\$229,388	\$229,388	\$917,552
Jeremy Phase 1 Express - Park and Ride	-	-	\$525,600	\$2,137,440	\$2,172,480	\$4,835,520
Commuter Service Kamas Valley – Winter Pilot	-	-	\$230,400	\$234,240	\$238,080	\$702,720
Silver Creek Call-a-Bus – New Service	-	-	\$141,620	\$144,540	\$147,460	\$433,620
Richardson Flat Shuttle	-	-	\$1,051,200	\$1,068,720	\$1,086,240	\$3,206,160
Guaranteed Ride Home Program	-	-	\$10,000	\$10,000	\$10,000	\$30,000
Summit Park/Jeremy Ranch and Pinebrook Call a Bus	-	-	-	\$178,120	\$181,040	\$359,160
Deep Park Meadows/Aspen Springs Call-a-Bus	-	-	-	\$287,100	\$292,900	\$580,000
SLC Airport Service	-	-	-	\$50,000	\$50,000	\$100,000
Jeremy Ranch Park and Ride	-	-	-	-	\$267,180	\$267,180
Heber City commuter Service	-	-	-	-	\$267,180	\$267,180
SLC Airport Lounge	-	-	-	-	\$250,000	\$250,000
<b>Yearly Totals</b>	<b>\$483,000</b>	<b>\$1,703,695</b>	<b>\$4,464,073</b>	<b>\$6,655,163</b>	<b>\$7,547,313</b>	<b>\$20,854,632</b>

\*Cost over and above 2015

\*\* Productivity improvements will keep cost per trip lower

## Major Infrastructure

Park and ride lots are being planned to make express/BRT successful. In the north, two new facilities are being proposed and planned for the 2018 – 2020 completion. The first lot is the Jeremy Phase 1 facility on the south side of I-80 along Kilby Road. The second facility, slated for 2020 is Jeremy Ranch Phase 2, with a Phase 3 expansion set for 2022.

In the case of the Richardson Flat facility, while certainly large enough, it's effective use is contingent on infrastructure improvements such as access improvements to U.S. 40 and a protected turn at SR 248 and Richardson Flat Rd. These activities are being planned through other efforts conducted by the city and county.

## Capital Facilities Each Year

- Add new shelters in new service areas or as warranted by demand. The plan calls for adding ten shelters over four years.
- Vehicles will be needed in six of the seven years of the plan for expansion. The plan calls for the ordering of spare vehicles as appropriate.

### 2017

- Completion of Kimball Junction Transit Center - Completion of this transit center will initiate timed transfer at this facility.
- Reconfiguration of pedestrian pathways at Old Town Transit Center and Park City Resort –Requires accessible pathways and limits to pedestrian access on active bus ways.
- Paratransit Technology – Park City Transit should secure advanced training and ensure it is receiving the appropriate updates. Ensure technology (digital displays) is working as intended.
- Analyze and plan for signal pre-emption on SR 224.

### 2018

- Jeremy Ranch Phase 1 Park and Ride – This new facility is planned to open in the fall of 2018. Implement signal preemption as a pilot, if feasible.

### 2020

- Jeremy Ranch Phase 2 Park and Ride

### 2022

- Jeremy Ranch Phase 2 Park and Ride

**Table 6-19: Additional Vehicle and Shelter Needs 2016-2022**

Service	2016	2017	2018	2019	2020	2021	2022
Route 8 Expansion	1 Heavy Duty						
CAB - Canyons/Silver Springs		1 Cutaway					
Kimball Circulator		2 Heavy Duty					
Quinn's Junction Fixed Route and ADA		1 Heavy Duty 1 Cutaway					
Jeremy Ranch 1 Park and Ride			3 Heavy Duty				
Kamas Commuter			2 Cutaway				
Richardson Flat Park and Ride			2 Heavy Duty				
CAB - Silver Creek			1 Cutaway				
CAB - Summit Park/Jeremy/Pinebrook and Deep Park Meadow				1 Cutaway			
Jeremy Ranch 2 Park and Ride					1 Heavy Duty		
Heber City Commuter					1 Cutaway		
Jeremy Ranch 3 Park and Ride							Potential for 1 Heavy Duty
Spare Vehicles		1 Heavy Duty	1 Heavy Duty	1 Cutaway	1 Cutaway		
<b>Total Vehicles</b>	<b>1 Heavy Duty</b>	<b>4 Heavy Duty 2 Cutaway</b>	<b>6 Heavy Duty 2 Cutaway</b>	<b>2 Cutaway</b>	<b>1 Heavy Duty 2 Cutaway</b>		<b>Optional</b>
Shelters		3	3	2	2		

**Table 6-20: Vehicle and Shelter Capital Costs by Year 2016-2022**

Service	2016	2017	2018	2019	2020	2021	2022	Total Cost per Service
Route 8 Expansion	\$700,000							\$700,000
CAB - Canyons/Silver Springs		\$180,000						\$180,000
Kimball Circulator		\$1,400,000						\$1,400,000
Quinn's Junction Fixed Route and ADA		\$880,000						\$880,000
Jeremy Ranch 1 Park and Ride			\$2,100,000					\$2,100,000
Kamas Commuter			\$360,000					\$360,000
Richardson Flat Park and Ride			\$1,400,000					\$1,400,000
CAB - Silver Creek			\$180,000					\$180,000
CAB - Summit Park/Jeremy/Pinebrook and Deep Park Meadow				\$180,000				\$180,000
Jeremy Ranch 2 Park and Ride					\$700,000			\$700,000
Heber City Commuter					\$180,000			\$180,000
Jeremy Ranch 3 Park and Ride							\$700,000	\$700,000
Spare Vehicles		\$700,000	\$700,000	\$180,000	\$180,000			\$1,760,000
<b>Total Vehicle Cost</b>	<b>\$700,000</b>	<b>\$3,160,000</b>	<b>\$4,560,000</b>	<b>\$360,000</b>	<b>\$1,060,000</b>	<b>\$0</b>	<b>\$700,000</b>	<b>\$10,540,000</b>
Shelters		150,000	150,000	100,000	100,000			\$500,000
<b>Total Cost Vehicles and Shelters</b>	<b>\$700,000</b>	<b>\$3,310,000</b>	<b>\$4,710,000</b>	<b>\$460,000</b>	<b>\$1,160,000</b>	<b>\$0</b>	<b>\$700,000</b>	<b>\$11,540,000</b>

## **Administrative and Management Activities**

There are administrative functions and activities that need to be carried out with each requiring support staff to meet the challenges.

### **Administrative and Management Activities by Year**

In each year, management will regularly assess performance of each route in the system and make periodic adjustments to improve service. This includes adjusting Call a Bus and express service to keep up with the need.

#### **2017**

##### ***Studies and Planning***

- Assess bus stops for safety and accessibility – Develop an inventory, and bus stop and pathway improvement priorities. This should be on an electronic database that can be accessed as part of a trip planner function.
- Conduct a focused corridor study for SR 224 and complete design for SR 248. This study should help determine the long-term future of transit and can be used as a guide for decision makers while the SR 248 design and construction should facilitate implementation of the recommendations contained in this plan.

##### ***Ensure Staffing Needs Are Met***

As the service area continues to expand and the system prepares for growth, demands placed on management and staff increases in light of the need to gear up for winter service – an activity that is, in essence, a year round endeavor.

Critical to the continued success of Park City Transit is the need for additional management and administrative staffing to meet growing demands placed on the service. Specific needs include a recruitment and training manager, marketing specialist and administrative support.

- **Park City Transit - Recruitment and Training** – With the necessary seasonal adjustments and four month peak season, ensuring there are enough fully trained and experienced vehicle operators during the winter is a challenge. Challenges include difficult operating conditions of crowded buses, difficult weather conditions and operating a full bus with standees in harsh weather conditions. This position will cost \$90,000 for wages, fringe and overhead.
- **Park City Transit - Marketing** – A marketing specialist should be used to promote

service, begin a leave-your-car campaign and sell sponsorships and partnerships to businesses. This position can assume grant writing duties and ensure that Park City Transit applies for every appropriate grant opportunity. An additional function can include quarterly customer surveys to determine satisfaction, additional needs and demographics. This position will cost \$90,000 for wages, fringe and overhead.

- **Park City Transit - Administrative Support** – This position is needed to support management staff including the two new staff positions discussed above. The position should produce reports and provide a wide range of support for Park City Transit management. This position will cost \$90,000 for wages, fringe and overhead.
- **Park City Transit - Full Time IT Support** – An additional support staff person is needed to ensure the technology investment is working at peak efficiency. The position will cost the city, \$90,000.
- **County – Infrastructure Support** – The County needs an individual to maintain shelters and bus stops, including disposing of trash, fixing problems, cleaning and maintaining shelters. This will cost the county \$77,000.

### **Conduct Assessments of Services**

Regular assessment and planning efforts are required to ensure the most efficient and effective service possible. Typical planning efforts include:

- Transit data analysis
- Route adjustments – Due to changes in traffic, construction and location of facilities;
- Timing adjustments –Due to traffic and other factors
- Changes in each route’s hours of service
- Pilot projects to determine if a new route is warranted – These should typically be in place six months as a minimum.
- Continue exploration of service expansion into Wasatch County including Heber City

With the wide variety of new services planned for implementation over the next five years, it will be incumbent upon Park City Transit to set route goals, track performance and assess the route’s performance. This monthly assessment calls for setting appropriate performance goals for Park City Transit and individual routes. Each route should be assessed individually.

With the introduction of two new types of service, Call a Bus and express service, it will be important to set performance goals and then adjust those goals based on performance for the first six months as well as focused marketing campaign. As a guide, we turn to the definitive transit Cooperative Research Program Report No. 136. *Guidebook for Rural Demand Response*

*Transportation: Measuring, Assessing and Improving Performance*<sup>8</sup>.

Key measures that should be benchmarked and tracked monthly include the following:

- **Ridership** – The bottom line for transit is one way trips.
- **One way passenger trips per hour** - This is the true measure of productivity and directly influences cost per trip. It is the key measure for performance.
- **Operating cost per vehicle hour/mile** – This is based on actual costs to operate the service. This includes all operating and administrative costs.
- **Operating cost per one way passenger trip** – This is a combination of the cost per hour and number of trips per hour. The higher the productivity, the lower the cost per trip.
- **Safety incidents per 100,000 vehicle miles** – This includes all accidents and incidents.
- **On-time performance** – On-time performance for paratransit can be measured at pick-up, drop-off, or both. Fixed route on-time performance can be measured at key timing points or at end points. This measure will be based on season as weather and traffic can severely impact on-time performance. Management should use on-time performance to adjust schedules and buses to better meet the actual performance the system is capable of.

### **Setting of Performance Benchmarks**

Performance measures are vital tools for management's use in ensuring that service is meeting expectations. It is those expectations that form the basis for benchmarking performance. Setting benchmarks and performance goals is an on-going process: set by season, tracked monthly, assessed quarterly and adjusted as goals are met.

As agreed upon by stakeholders, rather than set goals in this plan, management should have the flexibility of setting realistic goals. This is a step by step process:

1. The first step is to establish a baseline of performance for existing services by season as was done in the analysis in Chapter 2. Using 2015 performance as the baseline, initial new benchmarks can be developed. These are modest improvements of about 5% over current performance.
2. For new services such as Call a Bus, new benchmarks will need to be set and then adjusted after the first six months to reflect the actual operating environment. Initially one way trips per hour can be set at two which will help set other benchmarks. Again seasonal adjustments are appropriate for Park City Transit.

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<sup>8</sup> TCRP Report No. 136 *Guidebook for Rural Demand Response Transportation: Measuring, Assessing and Improving Performance*, Transportation Research Board, 2009

3. Once benchmarks are set, management should track performance of new routes either daily or weekly. Established routes can be tracked monthly.
4. Once benchmarks have been developed, they will be posted for staff to see and work together to achieve. Management should post progress to the goal weekly and ensure the subcontractor is committed to these modest goals.
5. After achievement of a performance goal, staff can celebrate their achievement and then set a new modest goal for management and staff to achieve –an achievable/modest goal of about 5%.

## 2018

Management activities in 2018 include ongoing monitoring.

## 2019 - 2022

- Continue changes and modifications as necessary.
- Review park and ride for expanded service to Jeremy Ranch Phase 3
- Review Call a Bus activities and expand or modify as needed
- Conduct new short range plan.

## SUMMARY

The plan is aggressive in that there are a number of new services and service designs that Park City Transit will be implementing. The core service remains intact as that continues to generate excellent ridership in all seasons. Much of the new services will be in lower density areas or express commuter service.

New facilities will be opening during the term of this project, including the Kimball Junction Transit Center where four or more buses will be having timed meets every 15 – 30 minutes, three park and ride lots alongside Interstate 80 and the Richardson Flat facility. Routes should be revised and added to serve these facilities.

All activities and the timing of implementation are dependent on the availability of Federal and local funding at the time of implementation. The final chapter addresses the financial projections.

## Chapter 7

# Financial Analysis and Projections

### INTRODUCTION

Park City Transit has a diverse funding base that includes a variety of funding sources including: two dedicated sales taxes, funds from city and county licenses and fees and Federal funds. This diversity of funding gives Park City Transit a stable funding stream for the current level of service provided. While funding is stable for the present, if transit is going to continue to grow and contribute to the solution of transportation problems in the Park City area, new sources of funding must be identified to ensure sustainability of the existing service while planning for the continued growth of the overall system. Indeed, the plan (Chapter 6) sets forth an ambitious program of expansion to prepare for growth, meet the needs of the unserved, underserved and to reduce the traffic and auto usage in the service area. This will most certainly require additional capital and operating sources of funding.

This final chapter of the plan includes a review and projection of funding sources for public transit in Park City and Summit County including a discussion of future Federal Transit Administration (FTA) funding.

### POTENTIAL REVENUE SOURCES

This section reviews funding sources and discusses their potential for the future. Projecting future funding sources is an imprecise effort at best. Fixing America's Surface Transportation (FAST) Act will allow for a steady source of funds for the next 3 years (2020). The funding from the state may change as more areas seek to use the limited rural Federal transit funds. Beyond that the vagaries of politics and the economy play an essential role in future funding sources. Efforts to predict the future of federal funding particularly presidential election year can be difficult.

There are trends however, that can be identified and projections can be made based on those trends. The first part of this section will discuss the myriad of funding sources, many of which Park City Transit already uses.

### Existing Funding Sources

Park City Transit receives rural transit funding through Federal Transit Administration (FTA) grants that are administered through the UDOT. Current FTA funding programs that are appropriate for rural transit are discussed in the first section followed by a discussion of other funding sources. It is most likely that these funding sources will be in place through 2020.

**FTA Grant Programs Administered by Utah Department of Transportation (UDOT)  
Public Transit Team (PTT)**

Park City Transit does a good job of accessing Federal transit funds for rural areas:

- Section 5311 - Formula Grants for Rural Areas
- Section 5339 - Grants for Buses and Bus Facilities

Less directly applicable but still potentially feasible for partial funding include:

- Section 5310 - Enhanced Mobility of Seniors and Individuals with Disabilities – potentially to support aspects of the service that are specifically enhanced to better serve seniors and people with disabilities

**Section 5311 - Formula Grants for Rural Areas**

The Section 5311 program provides formula funding for the purpose of supporting public transportation for people living in areas with populations less than 50,000. Park City Transit is currently a recipient of these funds and it is not likely that there will be additional 5311 funds available. Between 2013 and 2015 Park City Transit has received \$5.7 Million in operating and capital grants.

Section 5311 funds may be used for public transportation projects and intercity bus transportation projects in any area outside of an urbanized and small urban area. Rural transit funding has been in place for over 30 years. Hundreds of transit systems in every state use this funding for operations and capital. This funding in Utah and most states, is limited and must be distributed to a number of transit systems.

In Utah, the growth in rural and small urban areas raises the possibility that more rural areas will be seeking Section 5311 funding (particularly in the rapidly growing southwestern part of the state). While funding for 5311 will not be increasing, Park City could conceivably lose funding over the next seven years as unserved and growing rural areas in Utah seek to share in the limited funding.

**Section 5339 - Grants for Buses and Bus Facilities**

The Section 5339 program provides federal funding to support the continuation and expansion of public transportation through capital projects to replace, rehabilitate, and purchase buses and related equipment, and to construct bus-related facilities. UDOT PTT administers and provides Section 5339 funding for small urban and rural areas—areas with populations less than 200,000. UDOT PTT policy is to prioritize projects that replace existing vehicles or expand existing services as well as projects that include bus-related facilities.

Eligible subrecipients in Utah include public agencies or private non-profit organizations engaged in public transportation, including those providing services open to a segment of the general public, as defined by age, disability, or low income.

With the passage of FAST Act, there are two new discretionary programs created under Section 5339 federal program described below:

- **Bus Program discretionary funding** – With at least 10% per fiscal year to be awarded to projects in rural areas.
- **Low & No Emissions Bus Program discretionary funding** – Which funds purchase or lease of zero-emission and low-emission transit buses, including acquisition, construction, and leasing of required supporting facilities such as recharging, refueling, and maintenance facilities. A low or no-emission bus is defined as a passenger vehicle used to provide public transportation that significantly reduces energy consumption, air pollution, or direct carbon emissions, when compared to a standard vehicle.

At the federal policy level, the federal funding share for these vehicles can be up to 90%, and up to 95% for related “Low-No” equipment and facilities such as recharging or refueling facilities. UDOT may elect to limit the federal share to a lower level (such as 80%). Park city has been awarded as FTA 5339A grant for \$3.9 million for six rapid charge electric busses to be used on their main line service

### **Section 5310 - Enhanced Mobility of Seniors and Individuals with Disabilities**

Section 5310 provides capital funding to improve mobility for seniors and individuals with disabilities by removing barriers to accessing transportation services and expanding available transportation mobility options. Eligible projects are limited to either:

- Public transportation capital projects that are planned, designed, and carried out to meet the specific needs of seniors and individuals with disabilities, or
- Additional public transportation projects that:
  - Exceed ADA minimum requirements, or
  - Improve access to fixed route service and decrease reliance by individuals with disabilities on ADA-complementary paratransit service, or
  - Provide alternatives to public transportation that assist seniors and individuals with disabilities with transportation.

In order to be eligible for Section 5310 program funding, a project must be included in the appropriate locally developed coordinated public transit - human service transportation plan.

### **Potential Sources - Other Federal Funds**

FTA periodically announces new one-time or annual grant opportunities for targeted purposes, most of which could be applied to this corridor service due to the wide variety of needs it can serve. Most notable are TIGER grants. Since 2009, Congress has dedicated \$4.6 billion for seven rounds of TIGER to fund projects that have an impact on the nation, a region or a metropolitan area. See more information at:

<https://www.transportation.gov/tiger/about#sthash.KEixnxhN.dpuf> .

About 28% of this funding has gone to transit projects, including rural areas. This on-going grant process (if continued under the next administration) provides an excellent opportunity to procure vehicles, facilities and other capital needs.

There are regular grant opportunities for a variety of needs, such as serving job access (Ladders of Opportunity grants for example) or targeted funds for alternative fueled vehicles. These regular opportunities can help launch the service expansion with the capital support needed.

### **Local Funding Sources**

Unlike most modest rural transit systems that use local funding as critical Federal match, the proposed service is typically more robust due to the visitor economy generating far more jobs in concentrated locations and bringing more people into the region than their population would otherwise suggest. Combined with the relatively small Section 5311 funding, this results in the bulk of operations funding for the long term to be local in nature, typical of similar systems that operate in resort communities.

### **Sales Tax - Sustainability**

Unlike many rural transit systems, Park City Transit does not depend on Federal funds for the bulk of its funding. The most sustainable approach to funding Park City Transit is through sales taxes, some of which are already employed by Park City Transit. In Utah, there are a variety of sales taxes available for transit use. Park City Transit uses:

- Utah's Mass Transit Tax (\$2.1 million)
- A resort tax (\$2 million)

Two new taxes are recommended. These sales taxes also require voter approval by city, town or countywide. The advantage of a sales tax is that much of the cost for transit will be paid by visitors. There are two additional sales tax options that should be considered by Park City and Summit County. These include the Additional Mass Transit Tax available for operating service and a County Option Sales Tax available for capital expenses, each estimated to generate approximately \$2.1 million. This \$4.2 million will sustain much of the growth of the service.

Depending on the tax sought, some of these funds cannot be used to supplant existing funds and must be used for new or expanded service, however with all of the new services proposed, this should not be a problem.

## Summary – Future Funding Projections

Park City continues to have a diverse funding base with a mix of local funds, dedicated tax revenue and Federal funding. Future projections are relatively stable at this time:

- **FTA Section 5311 and other Federal Grants** – These funding sources will remain available to Park City Transit through at least 2020. While the overall funding level nationally and in Utah will remain stable, the level of funding available to Park City may see changes as more cities are considering the application for Section 5311 funding, increasing the competition for these funds. For the near term, at best funding will remain stable.
- **Existing Local Tax Revenue** – Currently there are two taxes; a Mass Transit Tax and resort tax for transportation. It is estimated that these sources of funds will increase at two percent per year.
- **License Fees, Revenues and other funds** – This includes a variety of local sources and County funds. These sources should also increase at about two percent annually.
- **Potential Transit Sales Taxes** – Two additional taxes are proposed. An additional mass transit tax for operations and a county sales tax that would include funds for transit capital needs. Each should generate about \$4.1 Million annually. These will increase at two percent annually.

These funding sources are summarized in Table 7-1 Future Funding Projections.

## PARK CITY SUMMIT COUNTY FUTURE TRANSIT NEED

This plan brings forward an ambitious set of new services to meet the needs of residents and visitors in Park City and Summit County. The FY 2015 operating budget (includes administration) according to Park City was \$7,805,000. This will serve as the budget baseline of existing services. Two percent per year is added in for each year to account for general increases in costs. This is reflected in Table 7-2 along with projected costs of each new or modified service. Table 7-3 taken from Chapter 6 summarizes costs by project, by year in an unconstrained environment.

The costs of operating new service exceeds the level of funding available even if the Additional Mass Transit Tax is passed. However, without the additional sales taxes, none of the services will be able to be implemented and the system will remain status quo for the foreseeable future. As can be seen, system costs are planned to double by 2019 due to the wide variety of new services implemented.

If all of the projected expansion projects are to be implemented, it will be incumbent on city and county management to find additional sources of funds to meet the demands of the plan. Lack of funds may require plans to be scaled back or postponed in the future, however if funds are made available, this plan can be implemented as recommended in this plan.

Capital funding for vehicles and shelters will require about \$11.5 million over 7 years less than will be available through sales taxes). Table 7-4 summarizes those costs.

Park City Transit is using a wide range of funds to operate service. There are two more promising sources of tax revenue that can yield \$2.1 Million a year each for both operations and capital needs. The passage of these taxes will provide sustainable funding to Park City Transit, however, it will be difficult to realize full implementation of this this plan. Finding additional ongoing sources of funds that are in the millions of dollars is a very difficult task. It is unlikely that the Federal government or the state government will provide additional on-going funds at the levels called for in the plan. The most likely source of significant additional funds on an on-going basis are local City and County funds.

**Table 7-1: Future Funding Projections**

Funding Source	2015	2016	2017	2018	2019	2020	2021	2022
FTA Grants	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000
Mass Transit Tax	\$2,166,227	\$2,209,552	\$2,253,743	\$2,298,817	\$2,344,794	\$2,391,690	\$2,439,523	\$2,488,314
Resort Tax	\$1,966,848	\$2,006,185	\$2,046,309	\$2,087,235	\$2,128,980	\$2,171,559	\$2,214,990	\$2,259,290
Licenses, fees, fund transfers	\$2,042,239	\$2,115,684	\$2,190,598	\$2,267,010	\$2,344,950	\$2,424,448	\$2,505,537	\$2,588,248
<b>Total Current Sources</b>	<b>\$7,805,314</b>	<b>\$7,961,420</b>	<b>\$8,120,649</b>	<b>\$8,283,062</b>	<b>\$8,448,723</b>	<b>\$8,617,697</b>	<b>\$8,790,051</b>	<b>\$8,965,852</b>
Additional Mass Transit Tax			\$4,100,000	\$4,182,000	\$4,265,640	\$4,350,953	\$4,437,972	\$4,526,731
<b>Total Operating Revenue (Existing and potential)</b>	<b>\$7,805,314</b>	<b>\$7,961,420</b>	<b>\$12,220,649</b>	<b>\$12,465,062</b>	<b>\$12,714,363</b>	<b>\$12,968,650</b>	<b>\$13,228,023</b>	<b>\$13,492,583</b>
County Tax			\$4,100,000	\$4,182,000	\$4,265,640	\$4,350,953	\$4,437,972	\$4,526,731

\*Assumes 2 percent annual growth

**Table 7-2: 2017 – 2020 Cost Summary\***

Service	2016-2017 Additional Cost	2017 Additional Cost	2018 Additional Cost	2019 Additional Cost	2020 Additional Cost	2016/2017 - 2020 Addition Cost
Continue Prior Winter Service Levels (120 Days) and Enhancements: Rt. 6-Canyons, Rt. 7-Kimball Junction West and Rt. 8-Kimball Junction East Express	\$248,400	\$252,720	\$259,200	\$263,520	\$267,840	\$1,291,680
Increase Frequency of Rt. 8 Kimball Junction East	\$234,600	\$238,680	\$244,800	\$248,880	\$252,960	\$1,219,920
Canyons/Sun Peak/Silver Springs Call a Bus - New Service	-	\$450,775	\$460,265	\$469,755	\$479,245	\$1,860,040
Extend Routes 8-Kimball Junction East and Rt. 7-Kimball Junction West Hours (Summer and Shoulders. 240 Days)	-	\$168,480	\$172,800	\$175,680	\$178,560	\$695,520
Kimball Junction Circulator	-	\$365,040	\$1,138,800	\$1,157,780	\$1,176,760	\$3,838,380
Quinn’s Junction ADA Paratransit**	-	\$229,388	\$229,388	\$229,388	\$229,388	\$917,552
Jeremy Phase 1 Express - Park and Ride	-	-	\$525,600	\$2,137,440	\$2,172,480	\$4,835,520
Commuter Service Kamas Valley – Winter Pilot	-	-	\$230,400	\$234,240	\$238,080	\$702,720
Silver Creek Call-a-Bus – New Service	-	-	\$141,620	\$144,540	\$147,460	\$433,620
Richardson Flat Shuttle	-	-	\$1,051,200	\$1,068,720	\$1,086,240	\$3,206,160
Guaranteed Ride Home Program	-	-	\$10,000	\$10,000	\$10,000	\$30,000
Summit Park/Jeremy Ranch and Pinebrook Call a Bus	-	-	-	\$178,120	\$181,040	\$359,160
Deep Park Meadows Call-a-Bus	-	-	-	\$287,100	\$292,900	\$580,000
SLC Airport Service	-	-	-	\$50,000	\$50,000	\$100,000
Jeremy Ranch Park and Ride	-	-	-	-	\$267,180	\$267,180
Heber City commuter Service	-	-	-	-	\$267,180	\$267,180
SLC Airport Lounge	-	-	-	-	\$250,000	\$250,000
<b>Yearly Totals</b>	<b>\$483,000</b>	<b>\$1,703,695</b>	<b>\$4,464,073</b>	<b>\$6,655,163</b>	<b>\$7,547,313</b>	<b>\$20,854,632</b>

\*Cost over and above 2015

\*\* Productivity improvements will keep cost per trip lower

Table 7-3: Annual Unconstrained Operating Cost of Service 2016 - 2022

Year	2015	2016	2017	2018	2019	2020	2021	2022	Totals 2016 - 2022
Cost of Existing Services*	\$7,805,314	\$7,961,420	\$8,120,649	\$8,283,062	\$8,448,723	\$8,617,697	\$8,790,051	\$8,965,852	-
Expansion Costs Since 2015		<b>\$483,000</b>	<b>\$1,703,695</b>	<b>\$4,464,073</b>	<b>\$6,655,163</b>	<b>\$7,547,313</b>	\$7,698,259	\$7,852,224	-
Additional Staff**		\$270,000	\$275,400	\$280,908	\$286,526	\$292,257	\$298,102	\$304,064	-
<b>Total Unconstrained Operating Budget</b>	<b>\$7,805,314</b>	<b>\$8,714,420</b>	<b>\$10,099,744</b>	<b>\$13,028,043</b>	<b>\$15,390,412</b>	<b>\$16,457,267</b>	<b>\$16,786,412</b>	<b>\$17,122,141</b>	-
Additional Annual Operating Costs		\$753,000	\$1,979,095	\$4,744,981	\$6,941,689	\$7,839,570	\$7,996,361	\$8,156,289	\$38,410,985
Additional Sales Tax Revenue*			\$2,100,000	\$2,142,000	\$2,184,840	\$2,228,537	\$2,273,108	\$2,318,570	\$13,247,054
<b>Potential Funding Gap</b>		<b>\$1,347,000</b>	<b>\$162,905</b>	<b>(\$2,560,141)</b>	<b>(\$4,713,152)</b>	<b>(\$5,566,462)</b>	<b>(\$5,677,791)</b>	<b>(\$5,837,719)</b>	<b>(\$22,845,361)</b>

Table 7-4: Annual Unconstrained Capital Costs 2016-2022

Year	2016	2017	2018	2019	2020	2021	2022
Vehicles	\$700,000	\$3,310,000	\$4,710,000	\$460,000	\$1,160,000	\$0	\$700,000
Shelters		150,000	150,000	100,000	100,000		
<b>Total Capital Costs</b>	<b>\$700,000</b>	<b>\$3,460,000</b>	<b>\$4,860,000</b>	<b>\$560,000</b>	<b>\$1,260,000</b>	<b>\$0</b>	<b>\$700,000</b>



**DATE: August 11, 2016**

**TO HONORABLE MAYOR AND COUNCIL**

On June 16, 2016 the City Council directed staff to pursue the most basic plaza option that included an underground level of structured parking. Council also directed staff to design the Brew Pub plaza within a budget of \$7M.

The design of the Main Street Plaza grew out of a conceptual design process that identified several sets of considerations or goals to guide the look, functionality and viability of the plaza. These goals were identified and confirmed by City Council last year:

- Generate daily activity
- Allow and promote event activity
- Encourage stay and play
- Combine natural and built elements
- Be multi-season

In addition to these overall goals that following objectives were identified in response to the City Council's direction:

- Create a public space that attracts both residents and visitors of all ages with limited programmed events and with no retail or flexible use building types.
- Create a public space that is adaptable for occasional events but primarily suited for the casual or day to day park/ plaza type use.
- Enhance the visitor experience to Park City through the development of a well-designed and unique 'Park City' public space.

The goals for the plaza are to create a quiet and park-like space, emphasizing simplicity and flexibility and allowing for event uses but not specifically designed to promote them. It has become a more passive space to be programmed for activity and a respite from a busy Main Street experience. It should employ art and interactive elements that celebrate Park City, enhance the visitor experience and express the heritage and culture of Park City. It should support the day to day high quality of life in Park City and amplify the attraction to families and kids thru interactive adventure play opportunities. Within the \$7M budget the scope included a flexible, event plaza, underground parking, a stage, a by-pass road, "Poison Creek" water feature, landforms, landscaping, two stop elevator, restrooms and trash compactors. Council also wanted to consider play feature, art, sculpture(s) or combination. The project team has also included net zero offsets for the plaza within the budget.

**Respectfully:**

Jonathan Weidenhamer, Economic Development Manager



## City Council Staff Report

**Subject:** Park City Main Street Plaza Project  
**Author:** Jonathan Weidenhamer and Matthew Twombly  
**Department:** Sustainability  
**Date:** August 11, 2016  
**Type of Item:** Informational

### Summary Recommendation

Consider the updated Schematic Design presented for the Main Street (Brew Pub) Plaza project and direct staff to proceed into Design Development, the Planning and Zoning process and Construction Documents with the goal of beginning construction in the spring of 2017.

### Executive Summary

On June 16, 2016 the City Council directed staff to pursue the most basic plaza option that included an underground level of structured parking. Council also directed staff to design and build the Brew Pub plaza within a budget of \$7M.

The design of the Main Street Plaza grew out of a conceptual design process that identified several sets of considerations or goals to guide the look, functionality and viability of the plaza. These goals were identified and confirmed by City Council last year:

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culture of Park City. It should support the day to day high quality of life in Park City and amplify the attraction to families and kids thru interactive adventure play opportunities.

Within the \$7M budget the scope included a flexible, event plaza, underground parking, a stage, a by-pass road, "Poison Creek" water feature, landforms, landscaping, two stop elevator, restrooms and trash compactors. Council also wanted to consider play feature, art, sculpture(s) or combination. The project team has also included net zero offsets for the plaza within the budget.

### Acronyms

CIP	Capital Improvement Program
GBCI	Green Business Certification Inc.
HDDR	Historic District Design Review
HPCA	Historic Park City Alliance
PCMC	Park City Municipal Corporation

### The Problem

Through a detailed stakeholder process, a series of goals have been articulated for use and programming of the plaza. Balancing the tradeoffs of costs to build (and maintain and program) with daily activation goals.

### Background

- At the May 19, 2016 meeting Council considered the update on the Park City Plaza and directed staff to return with scaled back options and phasing for the plaza. Council was supportive of keeping the parking on site as the costs associated with the bad soils are necessary for any site improvements not just the parking.
- A detailed background and timeline can be found below in the link to the May 19, 2016 report.
- At the June 16, 2016 Council meeting the consensus of Council was to proceed with Scheme A including art/play equipment. Council also considered the ability to provide for and add the additional multipurpose and coffee shop buildings at a later date.
- GSBS, the design team has submitted a narrative summary of the options including costs and exhibits (Exhibit A).

#### Past Plaza Council meetings:

8/20/15	<a href="#">Council Report</a> (Page 4)	1/14/16	<a href="#">Minutes</a> Page 2)
8/20/15	<a href="#">Minutes</a> (Page 1)	2/4/16	<a href="#">Report</a> (Page 107)
10/22/15	<a href="#">Report</a> (Page 47)	2/4/16	<a href="#">Minutes</a> (page 8)
10/22/15	<a href="#">Minutes</a> (Page 4)	2/25/16	<a href="#">Council Report</a> (Page 228)
11/19/15	<a href="#">Report</a> (Page 16)	2/25/16	<a href="#">Meeting Minutes</a> (Page 11)
11/19/15	<a href="#">Minutes</a> (Page 3)	5/19/16	<a href="#">Council Report</a> (Page 103)
12/17/15	<a href="#">Report</a> (Page 48)	5/19/16	<a href="#">Meeting Minutes</a> (Page 4)
12/17/15	<a href="#">Minutes</a> (Page 4)	6/16/16	<a href="#">Council Report</a> (Page 4)
1/14/16	<a href="#">Report</a> (Page 10)	6/16/16	<a href="#">Meeting Minutes</a> (Page 2)

## Alternatives for City Council to Consider

### 1. Recommended Alternative: Plaza with parking, restrooms, two stop (glass) elevator, net zero and art/play structure. (\$7M)( Exhibit A):

#### Pros

- a. It is a flexible plaza meeting the Council goals at the \$7M budget within the Main Street Plazas project CIP Budget.
- b. Builds space that can attract and support year round daily use as well as support large events.
- c. Meets net zero goals by offsetting energy use.

#### Cons

- a. Adding buildings in the future may impact the current layout of the Play Structure and restrooms.

### 2. Null Alternative: Council could choose to not proceed with the project or change the scope of the project.

#### Pros:

- a. Will allow resort city sales tax to be allocated to other priorities.

#### Cons:

- a. It will delay the project.

## Analysis

Based on City Council direction on June 19, 2016, staff asked the design team to complete one more round of schematic design prior to progressing into design development drawings, to ensure we are building the right project. The updated design (Exhibit A) reflects a more park-like plaza and relocates the restrooms into a small building at the north east corner of the plaza.

GSBS, the design team has submitted an analysis of the new schematic design (Exhibit A). As it is not a “building”, the plaza as currently planned does not meet the minimum requirements to be considered for LEED certification. Staff and the Design Team will pursue certification through the Sustainable SITES Initiative or SITES® for sustainable landscapes administered by the Green Business Certification Inc. (GBCI).

## Department Review

This report has been reviewed by Sustainability, City Attorney’s Office, Budget, and City Manager.

## General Plan Consideration

The Main Street Plaza promotes the General Plan Core Value of Sense of Community. Specifically the plaza reinforces Goal 9: *Parks and Recreation - Park City will continue to provide unparalleled parks and recreation opportunities for residents and visitors* ([link](#)). The project also speaks directly to Objective 9B - *Locate recreation options within close vicinity to existing neighborhoods and transit for accessibility and to decrease vehicle miles traveled. Grouping facilities within recreational campuses is desired to decrease trips*. Additionally, the project supports Goal 10: *Park City will provide world-*

*class recreation and public infrastructure to host local, regional, national, and international events that further Park City's role as a world-class, multi-seasonal destination resort while maintaining a balance with our sense of community.*

The General Plan Sense of Community goals intertwines with the Council Priorities and General Plan Goal of Preserving Historic Character: *Goal 15 – Preserve the integrity, mass, scale, compatibility and historic fabric of the nationally and locally designated historic resources and districts for future generations.* Objective 15B is to the point in support of the Goal 15 – 15 B. *Maintain character, contact and scale of local historic districts with compatible infill development and additions.* The General Plan provides qualitative definitions of compatibility for reference.

### **Funding Source**

The funding is from the Downtown Enhancements CIP, more specifically the one half of one percent Resort Community Sales Tax increase. Staff has set a \$7 Million Dollar budget for the Main Street Plaza budget within the \$8.25 Main Street Plazas Budget.

Attachments:

Exhibit A – GSBS Narrative on Design

## **EXHIBIT A - PROJECT DESCRIPTION**

### **Park City Main Street Plaza**

Over these past months the design team has developed plaza schemes focused on responding to what Park City wants for this space. We have heard many different motivations from many groups including the City Council, HPCA, potential partners, neighbors and the public. The design of the Main Street Plaza grew out of a conceptual design process that identified several sets of considerations or goals to guide the look, functionality and viability of the plaza. These goals were identified and confirmed by City Council last year

- Generate daily activity
- Allow and promote event activity
- Encourage stay and play
- Combine natural and built elements
- Be multi-season

In addition to these overall goals that following objectives were identified in response to the City Council's direction.

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Below is our response to the remaining concerns that the Council expressed when we presented the Plaza with structured, underground parking on June 16, 2016. Despite the Council's support for this plaza layout there were still concerns about the placement of the restrooms, amenities for families, functionality of the plaza space and flexibility for future changes as the needs of Park City change. We have responded to these concerns within the seven million dollar budget in the alternate layout presented here. This layout moves the restrooms to a more central and accessible location and use that structure to create additional opportunities for interactive play space for children and adults alike.

### **PLAZA WITH PARKING**

This is the design presented on June 16<sup>th</sup> that includes all the basic plaza features with a 38 stall parking garage under the plaza The budget also includes design costs.

Budget: \$6,620,000



### **UPDATED LAYOUT**

This design is the updated layout based on Council input on June 16, 2016. It includes all the basic plaza features with a 38 stall parking garage under the plaza, plus the following features:

1. Play Structure
2. Trellis
3. 200 SF of Storage on the Plaza
4. Doors at parking drive
5. Additional Paving/Landscape in structure's footprint
6. Green Roof
7. Extended water feature

Budget: \$6,884,000



### **NETZERO PLAZA**

The current budget numbers above do not currently include netzero costs that would be associated with the power offsets required for the plaza. If buying photovoltaics was the preferred method to offset the energy use it would require the following additional costs:

- 25 KW @ \$113,000

The plaza itself does not have enough roof surface to provide all of the required square footage for these PV arrays and alternate locations such as China Bridge would need to be reviewed, although a China Bridge placement could negatively impact the ability to put affordable housing on top of the parking garage. Also the offset included here does not include power for special events, it only represents the power required to run the plaza day to day due to current uncertainty estimating the number of special events and their requirements.



**DATE: August 11, 2016**

**TO HONORABLE MAYOR AND COUNCIL**

City Council Manager’s Report  
Park City Recreation Fishing Programs

This is a New Program for Summer 2016 in Cooperation with Deer Valley Resort to Use the Ponds Below the Snow Park Lodge to Implement a Fishing Program for Children in Our Community.

July 2015

- Recreation staff received information from the Utah Department of Wildlife Resources about an opportunity to begin a fishing program through Utah DWR.
- Utah DWR stocks trout in the ponds at Deer Valley; this is where the program could be held.

Program Details: Designed by the Division of Wildlife Resources, the Community Fishing program was designed to educate Utah’s youth about the basics and benefits of fishing, the outdoors, safety and ethics. Each volunteer instructor and participant is given a detailed book with learning objectives and lesson plans for a six week program.

January 2016

- began communications with Deer Valley to secure permission to run these fishing programs
- received positive response and feedback; implemented Deer Valley’s requests as far as area to use, education components to include, etc.
- secured volunteers to teach the program.
- DWR Dedicated Hunters are required to acquire volunteer hours and can sign up to volunteer for the fishing programs.
- Equipment:** secured donations from Wal-Mart, Home Depot, and Sportsman’s Warehouse Heber.

● <b>Events:</b> Community Fishing Day	June 25	9am to 12pm	Sat	FREE
Park City Fishing Club	July 5-21	6pm to 8pm	T/TH	\$15

**COMMUNITY FISHING DAY:** The DNR trailer was made available; contains a full range of fishing poles, tackle, bait, awnings, chairs etc. The program was a three hour morning at the ponds in Deer Valley.

This program was a smashing success. We had almost 80 children participate and they brought along parents and grandparents. There were almost 200 visitors at our event over the three hour period. Several fish were caught and released; a few “bad fish” were removed (a very large goldfish, and several already dead in the water).

Parents and children were positively thrilled to be able to participate in the program.

**PARK CITY FISHING CLUB:** A three week program, meeting twice a week beginning in July. For a nominal fee of \$15, children signed up to learn all about fishing. Volunteers took turns sharing information with the children in a group setting first covering safety and program guidelines, ecology, biology, habitat, and water. After that section of the evening, we move back to our fishing area and using different types of bait, we fish for at least an hour every night.

For the first year of the program, Park City Recreation staff limited the registration for

two reasons: the amount of equipment we had and the ability to experience the program prior to letting it grow very large. By the first night of the club, all 17 spots were taken. Upon arrival and set up at Deer Valley, we had numerous families show up who were not registered. At that time, we were unaware that Deer Valley's marketing team was also promoting the program as 'come any Tue/Thur evening and fish'.

After this initial experience, we were able to accommodate those who arrived by allowing them to fish with two volunteers while the other two volunteers taught the class. The onsite verbal reviews were phenomenal! They loved it. We caught many, many fish; some as large as 15 inches. You don't understand fishing until you've experienced a child catching their first fish!

**Respectfully:**

Karen Yocum, Assistant



pc recreation

A higher degree of play

# Try a new sport that will hook you for life!



## Community Fishing Event



DEER VALLEY RESORT



- Who: Youth ages 6-12 years
- Day: Saturday June 25
- Time: 9:00 am - Noon
- Location: Deer Valley Ponds
- Parking: Park in Lot 5, North end \*See map on back
- Fee: FREE!
- Registration: [www.parkcityrecreation.org](http://www.parkcityrecreation.org)

**Registration not required, just show up! Participants may arrive throughout the open fishing time. Equipment will be provided and volunteers will teach and help children fish.**

**Park City Recreation**  
435-615-5400  
[www.parkcityrecreation.org](http://www.parkcityrecreation.org)



*A higher degree of play*



pc recreation

# Deer Valley Pond Parking



Directions to Deer Valley Ponds parking: Follow Deer Valley Drive south as if you were heading to the Snow Park Lodge. Follow the road around the loop in front of the lodge until heading back to the North. Along the parking lots on the left, each lot area is numbered. Head north until you see **lot 5**. Continue to the North end of **Lot 5** . Park there, closest to the ponds.



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A higher degree of play

# Encouraging a lifetime love of the outdoors.



DEER VALLEY RESORT



## Park City Fishing Club

Volunteer fishermen/women will guide your child through the Utah Department of Wildlife Services Community Fishing program. Your child will be provided equipment to use each week or they can bring their own fishing pole and reel. Dress warm and prepare to get fishy!

- Who: Youth ages 6-12 years
- Dates: July 5 - 21
- Day: Tuesday and Thursday
- Time: 6:00 - 8:00 PM
- Location: Deer Valley Ponds
- Fee: \$15
- Parking: North entrance of Lot 5, closest to ponds  
\*See map on back

**Park City Recreation**  
435-615-5400 [www.parkcityrecreation.org](http://www.parkcityrecreation.org)

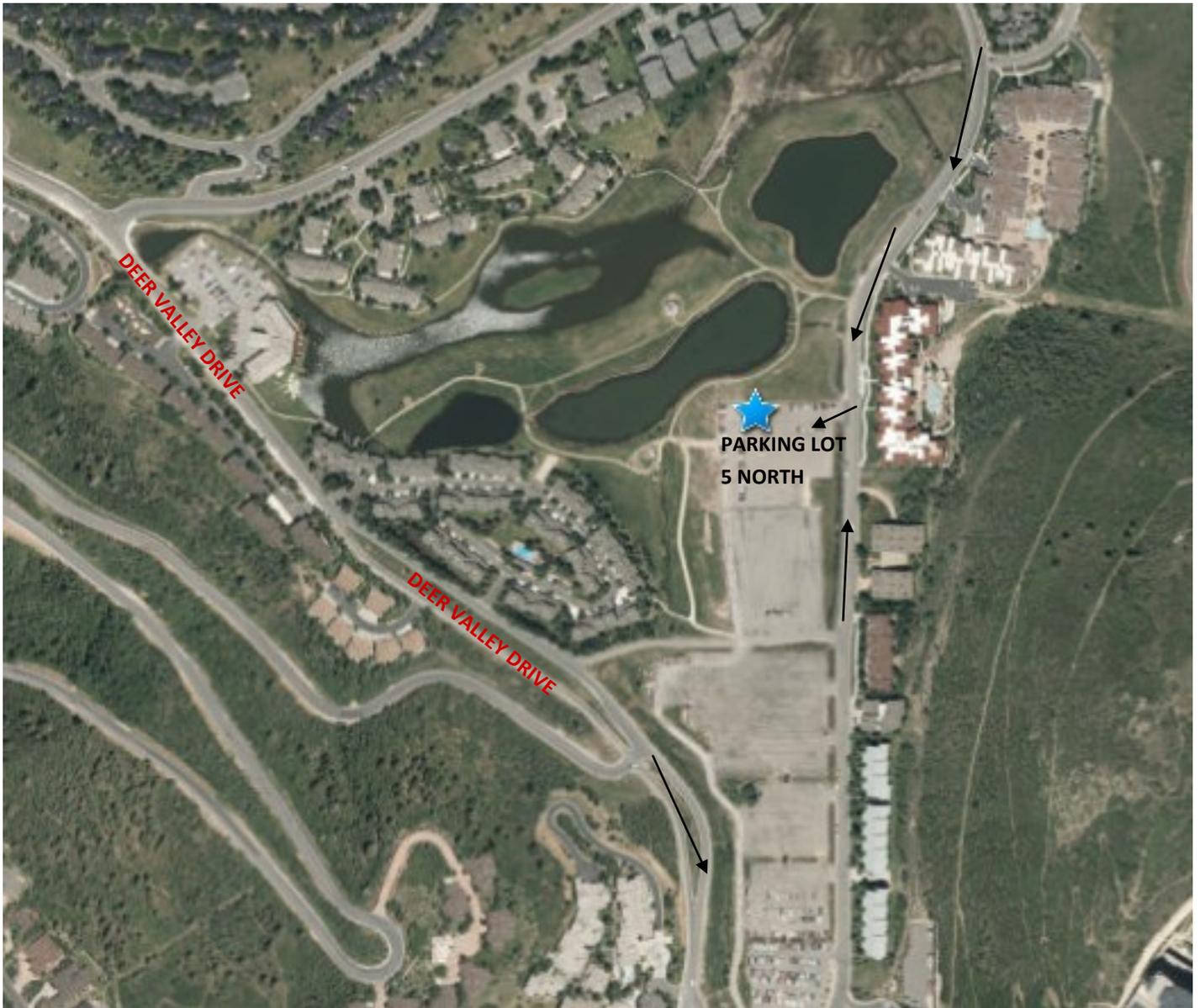


*A higher degree of play*



pc recreation

# Deer Valley Pond Parking



Directions to Deer Valley Ponds parking: Follow Deer Valley Drive south as if you were heading to the Snow Park Lodge. Follow the road around the loop in front of the lodge until heading back to the North. Along the parking lots on the left, each lot area is numbered. Head north until you see **lot 5**. Continue to the North end of **Lot 5**. Park there, closest to the ponds.



**Go Fish** Utah!  
Rod & Reel  
Checkout Site

Utah Division of Wildlife Resources

UTAH SPORT FISH RESTORATION

www.utah.gov

www.utah.gov















**DATE: August 11, 2016**

**TO HONORABLE MAYOR AND COUNCIL**

Attached for your approval, please find the minutes for August 1, 2016. Thank you for your consideration.

**Respectfully:**

Michelle Kellogg, City Recorder



**PARK CITY COUNCIL MEETING MINUTES - DRAFT**  
**445 MARSAC AVENUE**  
**PARK CITY, UT 84060**  
**SUMMIT COUNTY, UTAH**

**August 1, 2016**

The Council of Park City, Summit County, Utah, met in open meeting on August 1, 2016, at 1:30 p.m. in the City Council Chambers.

**I. ROLL CALL**

<b>Attendee Name</b>	<b>Title</b>	<b>Status</b>
Jack Thomas	Mayor	Present
Andy Beerman	Council Member	Present
Becca Gerber	Council Member	Present
Tim Henney	Council Member	Present
Cindy Matsumoto	Council Member	Excused
Nann Worel	Council Member	Present
Diane Foster	City Manager	Present
Tom Daley	Assistant City Attorney	Present
Matt Dias	Assistant City Manager	Present

**II. PUBLIC INPUT (ANY MATTER OF CITY BUSINESS NOT SCHEDULED ON THE AGENDA)**

**III. CLOSED SESSION**

Council Member Gerber moved to close the meeting to discuss property at 1:33 p.m. Council Member Beerman seconded the motion. Voting Aye: Council Members Beerman, Gerber, Henney, and Worel. Council Member Matsumoto was excused.

Council Member Gerber moved to adjourn from Closed Meeting. Council Member Worel seconded the motion. Voting Aye: Council Members Beerman, Gerber, Henney, and Worel. Council Member Matsumoto was excused.

**IV. ADJOURNMENT**

With no further business, the meeting was adjourned.

\_\_\_\_\_  
Michelle Kellogg, City Recorder



**DATE: August 11, 2016**

**TO HONORABLE MAYOR AND COUNCIL**

The evaporative condenser at the Park City Ice Arena is failing and its replacement is critical for the facility's ability to maintain ice. The completion of this project will allow the Ice Arena to continue to provide ice and programming to the community by mitigating the risk of unanticipated closure.

Staff obtained bids from three companies through a non-bid request for proposal process. Primary reasons to enter this agreement with Louis A. Roser Company include; a proposed unit that will meet the facility's capacity needs, a bid less than the \$120,000 budgeted for this project and the positive experience and system specific knowledge of the facility by the recommended vendor, Louis A. Roser Company.

**Respectfully:**

Amanda Angevine, Ice General Manager



## City Council Staff Report

**Subject:** Ice Arena Evaporative Condenser Replacement  
**Author:** Amanda Angevine, Ice Arena General Manager  
**Department:** Ice Arena  
**Date:** August 11, 2016  
**Type of Item:** Administrative

### Summary Recommendation

Staff recommends Council to authorize the City Manager to execute a Professional Service Agreement, in form approved by the City Attorney, with Louis A. Roser Company for the Ice Arena Evaporative Condenser Replacement for an amount not to exceed \$62,230.

### Executive Summary

The evaporative condenser at the Park City Ice Arena is failing and its replacement is critical for the facility's ability to maintain ice. The completion of this project will allow the Ice Arena to continue to provide ice and programming to the community by mitigating the risk of unanticipated closure.

Staff obtained proposals from three companies through a non-bid request for proposal process. Primary reasons to enter this agreement with Louis A. Roser Company include; a proposed unit that will meet the facility's capacity needs, a bid less than the \$120,000 budgeted for this project and the positive experience and system specific knowledge of the facility by the recommended vendor, Louis A. Roser Company.

### Acronyms

MBH One Thousand British Thermal Units Per Hour ("M" represents the Roman Numeral for 1000)  
PCMC Park City Municipal Corporation  
SBSRD Snyderville Basin Special Recreation District

### The Problem

The evaporative condenser at the Park City Ice Arena is failing which exposes the facility to an unanticipated loss of ice. If the unit were to fail while in operation, the facility would likely require a closure in excess of two months to procure and install a new unit as well as to rebuild ice.

In Fiscal Year 2017, the facility spent almost \$9,000 in emergency repairs to the motor and fan in the current unit, during three failures. In each case the facility was very close to losing ice which could have resulted in an unexpected closure and the cancellation of several programs and ice rentals.

The condition of the unit continues to be of great concern to staff and vendors.

- The unit is undersized for the tonnage of refrigerant cooled by the plant.
- The unit is leaking water.
- The fan's motor failed last year.
- The fan's blades have broken 5 times in its life time, 3 of which happened in the last year.
- The unit is highly inefficient due to scaling on the inside unit.
- The sprayers are close to the end of their lifecycle.
- There are cracks on the seams of the unit as well as in the fan supports.
- The style of unit is outdated making sourcing replacement parts difficult.

## Background

The evaporative condenser at the Ice Arena is a critical component to the facility's refrigeration system. The unit is located on the back roof and expels heat during the refrigeration process.

The lifespan of an evaporative condenser in an ice arena is estimated between 10 and 20 years. The current unit, which is original to the facility, is not properly sized for the refrigeration system and has been consequently working overtime for the past 10 years, reducing its lifespan. In addition, it was originally anticipated the facility would operate 10 months out of the year and would not maintain ice during the summer months which have the greatest demand on the evaporative condenser. The original unit has a capacity of 1907 MBH (One Thousand British Thermal Units Per Hour), which refers to the amount of refrigeration the unit is able to extract heat from. The proposed unit has a capacity of 2262 MBH which is greater than the current cooling demand of the system.

## Alternatives for City Council to Consider

**Recommended Alternative:** Authorize the Professional Services Agreement

### Pros

- Replacement will mitigate the risk of unit failure, resulting in continued operations
- Water will no longer be leaking from unit
- Replacement with a larger unit will result in an anticipated energy savings of 7% on the compressors, which also reduces the wear on the compressors.
- Life expectancy of a new properly sized unit should favor the 20 year span.

### Cons

- Capital cost
- Disposal of a unit that is currently operational

**Null Alternative:** Do not approve the Professional Services Agreement

### Pros

- Funds allocated for this project could be used for other capital improvement projects.

### Cons

- The facility would face an increasing risk of losing ice and the ability to provide proprogramming and fulfill ice rental contracts.

**Other Alternatives:** Alternative replacements are available through other vendors. In the request for proposal process the facility received two other proposals that staff did not feel were appropriate replacement solutions.

**Alternative 1:**

Pro: No additional benefit from recommended alternative

Con:

- Greater impact to capital budget (bid of \$127,510)
- Proposed unit has not been utilized in an ice arena.
- Technician that would install the unit does not have experience installing specific model.

**Alternative 2:**

Pro:

- Less impact to the capital budget (bid options \$47,530- \$62,225)

Con:

- Vendor's understanding of facility's refrigeration system was a concern to review committee. Vendor did not recommend a unit with a larger capacity or to upgrade pipe and pump that is in need as part of the replacement.

**Department Review**

This staff report has been reviewed by team members of the Golf, Library and Recreation departments as well as by the Legal department and City Manager.

**Funding Source**

Funding for this project has been secured up to \$120,000. Snyderville Basin Special Recreation District (SBSRD) will contribute up to \$60,000 above their annual \$50,000 contribution for this project. Park City Municipal Corporation (PCMC) will utilize up to \$60,000 of funds allocated to Capital Improvement Projects at the Ice Arena to make up the \$120,000 budget.

The recommended proposal of \$62,230 is significantly less than the \$120,000 budgeted. Staff anticipated that a new unit with a larger capacity could have required structural engineering to support additional weight. Although the selected unit weighs 950 lbs more than the current unit, the current supports are sufficient and no additional engineering or construction is required.

It is the intention of the SBSRD and PCMC to share the cost of the project equally. PCMC will make payments directly to Louis A. Roser Company and will invoice SBSRD for half of the cost of this project upon completion.

**Attachments**

A Scope of Service for Professional Service Agreement with Louis A. Roser

### SCOPE OF SERVICES

- Coordinate installation schedule with Ice Arena Staff.
- Obtain necessary permits for the project.
- Procure condenser with the following specifications as per the proposal, XLP2-512-189.
- Coordinate delivery of new unit to the Park City Ice Arena.
- Disconnect all associated piping and electrical from existing condenser.
- Remove existing condenser from rooftop stand.
- Remove and dispose of current evaporative condenser as well as any equipment, including pipes and pumps that need to be removed. Disposal method of materials should be recycling whenever possible.
- Install new condenser on rooftop stand.
- Reconnect all associated piping and electrical to new condenser.
- Install new 260 GPM water pump.
- Complete any necessary upgrades to mechanics and equipment, including pumps and piping as well as electrical, that may be needed to support the new unit
- Paint all new piping.
- Start up new condenser and put back into operation.
- The weight of the new unit does not exceed 9360 lbs while in operation.

### Project Timeline

- Lead time to build the condenser is 7-9 weeks depending on the manufactures' work load.
- Louis A. Roser will coordinate the build beginning of the new unit as soon as the contract is completed by Park City Municipal Corporation and a 35% deposit is received
- Once the condenser is onsite at the Park City Ice Arena (600 Gillmor Way, Park City, UT 84060), Louis A. Roser Company can have it installed and running in one week.
- Louis A. Roser Company will pre-fabricate as much as possible priori to shutting down the refrigeration system. The system will need to be shut down for approximately 12 hours to install new unit and get it running.
- Louis A. Roser will work with Ice Arena Staff to schedule system downtime at least eight weeks in advance, in order to minimize unanticipated changes to the Ice Arena's schedule. Ice Arena will schedule a minimum of 12 hours for system down time plus anticipated ice maintenance time. Ice Arena staff will include as



**DATE: August 11, 2016**

**TO HONORABLE MAYOR AND COUNCIL**

Through the Small Urban Fund program, Park City was granted \$1,000,000 to be used for improvements to Prospector Avenue. The Small Urban Fund program is a Federal road funding program and is administered by Utah Department of Transportation (UDOT). Park City is considered a small urban community and thus qualifies for these funds. This contract with AECOM provides for the engineering design, environmental documentation and implementing a public involvement process through the design phase of the project. The contract is not attached because it is currently going through the UDOT approval process. Park City has previously signed this contract for both the Bonanza Drive and the Deer Valley Drive projects.

**Respectfully:**

Matthew Cassel, City Engineer



## City Council Staff Report

**Subject:** UDOT Consultant Services Agreement for  
Prospector Avenue Design  
**Author:** Matthew Cassel, P.E., City Engineer  
**Department:** Engineering  
**Date:** August 11, 2016  
**Type of Item:** Administrative

### Summary Recommendations:

The Council should authorize the City Manager to sign a UDOT Consultant Services Agreement with AECOM for engineering/environmental services related to the design of Prospector Avenue in the amount of \$253,461.

### Executive Summary:

Through the Small Urban Fund program, Park City was granted \$1,000,000 to be used for improvements to Prospector Avenue. The Small Urban Fund program is a Federal road funding program and is administered by Utah Department of Transportation (UDOT). Park City is considered a small urban community (5,000 – 50,000 population) and thus qualifies for these funds. This contract with AECOM provides for the engineering design, environmental documentation and implementing a public involvement process through the design phase of the project. The contract is not attached because it is currently going through the UDOT approval process. Park City has previously signed this contract for both the Bonanza Drive and the Deer Valley Drive projects, which were also funded through the Small Urban Fund program.

### Acronyms:

AECOM – Architecture, Engineering, Consulting, Operations, and Maintenance  
HOA – Home owner’s association  
LED – Light emitting diode  
STP – Surface transportation funds  
UDOT – Utah Department of Transportation

### The Problem:

Prospector Avenue, classified as a commercial collector in the Traffic and Transportation Master Plan, is less pedestrian friendly than other streets in the community and does not meet the City’s desired “complete streets” standard. The street and pedestrian lighting is not as energy efficient as other lighting in the City and the storm drain system has several deficiencies. Additionally, there are no bus pull outs/facilities on this street.

### Background:

- Park City was awarded \$1,000,000 in Small Urban Fund grant money in 2009 for the reconstruction of Bonanza Drive,

- Another \$1,000,000 in Small Urban Funds was awarded to Park City for the Deer Valley Drive Phase 1 reconstruction road project,
- For the year 2016, Park City has been awarded another \$1,000,000 in Small Urban Fund grant money for the reconstruction of Prospector Avenue,
- The original grant application to the Small Urban Fund program was made in 12/2011 and Park City was awarded the grant money in early 2012 with the funds to be available in the fall of 2016,
- This grant money has a matching requirement where Park City is responsible to provide matching funds in the amount of 7.2% of the total Federal grant.

**Alternatives:**

**A. Approve the Request:**

This alternative prepares the design for the re-construction of Prospector Avenue to incorporate complete street design elements by de-emphasizing the auto and better emphasizing bike, pedestrians and transit uses.

*Pros* – Improvements to the function of the street so it better supports Prospector Square activities and improves pedestrian, bike and transit facilities to improve safety and access.

*Cons* – Impacts to the local businesses during construction

**B. Do Nothing:**

*Pros* – The City’s local funds allocated to this project could be used for other needs.

*Cons* – the City would forfeit \$1,000,000 in federal grant funds which have an extremely low matching fund amount of 7.2%. Not encumbering the funds could jeopardize the City’s ability to secure funds from this program in the future.

**Analysis:**

The Prospector Avenue project will extend from just east of Bonanza Drive to the bend in Gold Dust. If the funding is adequate, staff would prefer extending the design to Sidewinder Drive. The project’s design elements were developed during a February 26 internal City meeting. The Prospector Square HOA/Business Association was present at that meeting and participated in the discussions which led to the selection of the design elements (proposed cross section attached) including:

- Maintain parallel parking,
- Reduction of lane widths to 12 feet,
- Eight (8) foot wide multi-use pathway on the north side of the street,
- 5 ½ feet wide sidewalks on the south side of the street,
- Update the lighting to LED and new fixtures,
- Roll curb and gutter instead of high back curb and gutter,
- A storm drain system,
- Fiber optic conduit,
- Sharrows,
- High visibility cross walks,
- Four to five feet wide park strips on both sides of the street, and
- Bus pull-outs

Because this project will be administered by UDOT, the consultant was selected using UDOT's selection process. This process included selecting five consultants from UDOT's existing consultant pool (This pool is operated similar to the State Contract where Park City is allowed to purchase items directly). The five selected consultants were:

- AECOM,
- Stanley Consultants,
- CRS Engineers,
- Jviation, and
- H.W. Lochner.

Three of the above consultants then submitted a Statement of Qualification (SOQ) which was evaluated by Park City staff (Jviation and CRS Engineers did not submit). AECOM was determined to be the best choice for providing professional design services to the City on this project. Because their overhead rate was established through their inclusion in the UDOT consultant pool, the scope of services and hours to complete the work were negotiated with AECOM.

The design of Prospector Avenue is anticipated to commence in late August with the design completed by mid-January 2017. With the design completed by mid-January the construction will commence by early May to take full advantage of the spring shoulder season.

STP funds do have time limits. Construction on this project must start by the close of the fifth fiscal year following the fiscal year in which the Federal Aid agreement is executed.

**Department Review:**

This report has been reviewed by City Manager, Budget, Public Utilities, Sustainability, Transportation Planning and Legal. All issues have been resolved.

**Funding Source:**

The Council has approved funding for this project as follows:

Capital Project cp0336 (Prospector Avenue Reconstruction) contains \$875,000 for the project. Additional monies in the amount of \$1,000,000 have been encumbered through UDOT's STP Small Urban Funds Program.

The storm water fund will provide funding for the storm system improvements in the amount of \$360,000. This storm water funding was submitted to the CIP committee and is part of the CIP program for fiscal year 2017 and fiscal year 2018.

**Recommendation:**

The Council should authorize the City Manager to sign the UDOT Consultant Services Agreement with AECOM for engineering/environmental services related to the design of Prospector Avenue in the amount of \$253,461.

Exhibit A – AECOM’s Prospector Avenue Scope of Work  
AECOM Prospector Avenue Fee  
Prospector Avenue Proposed Cross Section

### ***Executive Summary***

The scope of work outlined below, as well as the attached cost estimate and schedule, will be the basis for completing the final design of improvements to Prospector Avenue in Park City including rotomill and overlay, curb, gutter, sidewalk, driveway tie-ins, signing, striping, lighting, bus pullouts, and related items. The limits are from Bonanza Drive to Gold Dust Road. If construction funds allow, improvements along Gold Dust Road will be included. This is a local government project, with federal funding and oversight by UDOT. Interaction will be required with the Utah Department of Transportation (UDOT) as well as with Park City.

The AECOM Project Team, consisting of AECOM and Alliance Engineering (AECOM Team) will provide services as outlined in this work plan. With this in mind, the contract between AECOM and UDOT will be a cost plus fixed-fee with a not-to-exceed amount as outlined in the attached cost estimate.

If at any time during the project additional items are deemed necessary that differ from the contracting documents, a modification will be prepared to ensure all parties are in agreement with any necessary changes. No work will occur unless it is covered within an approved work plan and cost estimate.

The UDOT ProjectWise system will be used for the project files.

### ***Detailed Work Plan***

In accordance with UDOT's Local Government Project Delivery Network (based on the 2015 UDOT Project Delivery Network), this work plan provides a specific and concise description of the AECOM Team's approach to complete this project.

## **QUALITY ASSURANCE AND QUALITY CONTROL (QA/QC)**

### **OVERVIEW:**

A Quality Assurance Plan (QAP) established for the project will be included in the Project Execution Plan. UDOT's Project Manager will review and approve this plan. The Project Quality Assurance Plan will follow the AECOM Qdash Quality Assurance Program and will be developed specifically for the project and meet Park City and UDOT requirements.

The QAP addresses procedures and documentation of the detailed plan, calculation and report checking, independent technical reviews and major submittal reviews. The reviews and checks included in this QA/QC plan are to be performed by either AECOM Team members or other AECOM staff, as appropriate.

The staff hours required for QA/QC activities are included within each UDOT Local Government Design Process activity required. These activities are identified in the detailed work plan that follows.

Park City and UDOT will be responsible for their own QA/QC for any owner supplied information design support. Design coordination reviews will be completed to coordinate and

evaluate shared information. AECOM's subconsultants will submit QA documentation that will be on file.

TASKS:

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- Distribute the approved Project QAP to all project team members at the kick-off/scoping meeting.
- Follow Project QAP throughout the course of the project. Notify any changes to the Project QAP with the local government and UDOT Project Manager. Verification that the Project QAP has been completed will be provided to the local government and UDOT Project Manager with the final retainage invoice.
- Follow UDOT's QA/QC process and submit forms with the various submittals.
- Conduct audits to verify conformance.

ASSUMPTIONS:

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- The AECOM Team members will not perform QA/QC activities on any tasks performed by Park City or UDOT staff.
- The standard UDOT QA/QC forms will be completed prior to each milestone review meeting.

PRODUCTS:

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- Quality Assurance and Quality Control Documentation posted to ProjectWise.
- Completed audit reports and other documentation included in the project record file.

## PROJECT MANAGEMENT

OVERVIEW:

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The goal of the AECOM Team is to provide Park City and UDOT with the services necessary to fully meet the requirements of the project. The project management activities will establish basic procedures and controls that will guide the project to completion within the confines of scope, schedule, and budget.

All time required for PM duties will be accounted for in the individual tasks of the project. There will not be separate PM task.

Lines of communication will be formally established between the AECOM Team and the client team and will be maintained throughout the project's duration. Individuals from each group will be identified and assigned responsibility for technical project requirements, reporting, and communication. Regularly scheduled progress meetings, written progress reports, and monthly schedule updates to UDOT's Microsoft Project (PMO) are included responsibilities of the PM.

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**TASKS:**

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- Manage the activities of the project process guided by the approved Detailed Work Plan. Identify efforts, if any, that are not consistent with the detailed work plan and receive approval from the client prior to initiating work on these efforts.
- Manage the project schedule. Prepare and submit to Park City and UDOT an updated project schedule as needed.
- Manage the project budget. Develop and review trend analyses of the project costs and effort expended to date and compare that to the level of effort for each task that was estimated.
- Coordinate weekly project progress meetings with the internal project team. Prepare meeting agendas, summarize, and distribute action items.
- Coordinate bi-weekly with the Park City UDOT PM. This can be done with the bi-weekly project team progress meetings or through phone conversations. Bi-weekly meeting will be held AECOM's offices.
- Prepare and submit project progress reports with the monthly invoices. Reports will include a description of work completed, work anticipated over next reporting period, on-going issues to be resolved, coordination items, and items required from Park City and UDOT.
- Prepare and submit detailed monthly invoices to Park City and UDOT for payment processing.
- Use the UDOT ProjectWise system as the central file and maintain it throughout the duration of the project. Files will include all incoming and outgoing correspondence and materials on the project.
- Produce and distribute an electronic version of the Project Execution Plan (PXP) to all project team members. The PXP is a working document that will be updated throughout the project. It is distributed to fully inform team members of the requirements of the project. The PXP will include a project description, scope, schedule, budget, communication plan, QA/QC plan, list of project deliverables, and other key project information.

**ASSUMPTIONS:**

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- 11 project progress meetings will be required during the project period of performance (August – February)
  - 7 ePM updates and pay requests will be required during the project period of performance
  - One mid-point and one final project evaluation will be required
  - Access will be granted to the UDOT ProjectWise system
  - Costs for PM activities are included in the individual tasks below
  - No permitting will be performed under this scope of work; all permitting, if any, will be obtained by Park City
-

PRODUCTS:

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- Bi-weekly progress meetings, agendas, and minutes
- Monthly progress reports and invoices
- Updates for ePM reporting
- Updated schedules
- PXP to be distributed electronically

**TASK 01L – PROJECT ORIENTATION MEETING**

OVERVIEW:

Project orientation task will include all initial work to get the design started including, surveying, project site visit, existing ROW mapping, existing utility mapping, and the initial public involvement plan. Our teaming partner Alliance Engineering Inc. will obtain base mapping and topography for the entire project area. See Alliance's work plan for additional information.

TASKS:

- Identify all key project team members
- Delineate limits of survey on Prospector, Poison Creek, and Gold Dust
- Collect topographic survey and update DGN file
- Develop DTM of the existing surface
- Obtain existing ROW Plans
- ID all property owners
- Obtain Utility maps and deeds to ID utility easements and right of ways
- Map existing ROW, property lines, and easements
- Map existing utilities and develop an exutil.dgn CAD file
- Create an initial PI plan for the design phase based on the UDOT template
- Conduct the Project Orientation meeting
  - Establish project goals
  - Establish initial project risk register

ASSUMPTIONS:

- No right of way will need to be acquired
- TCE's will be needed. Once all TCE locations have been identified a contract modification will be executed for the work associated with generating the instruments needed for acquisition
- Park City will provide as-built drawings for existing storm drain facilities
- Extopo file will be used as a background to provide context to the exutil file
- Existing utilities on the corridor will be determined using BlueStakes and will be QL D

PRODUCTS:

- Completed Base mapping and DTM
- Ex\_row.dgn file
- Ex\_util.dgn file
- Property owner spreadsheet
- Initial PI plan
- Meeting agenda and minutes
- Risk register

## TASK 07L – KICK-OFF MEETING

OVERVIEW:

Based on information gathered from project orientation, research, and survey, AECOM will prepare scoping/preliminary level plans and conduct a project kick-off meeting to review the preliminary layout and impacts and make any scoping level adjustments to the design of the project.

TASKS:

- Assess existing conditions
- Identify any additional survey needed
- Request OSR from UDOT
- Develop strategy to address deficiencies
- Based on preferred layout:
  - Develop concept lane configuration

- Develop concept signing plan
- Determine concept striping plan
- Determine concept lighting plan
- Determine concept drainage plan
- Determine preliminary bus pullout locations
- Prepare concept plans
- Develop concept cost estimate
- Concept level costs prepared
- Provide project team an introduction, background, and application of the Envision Rating System that will be used on this project
- Identify location and size of TCE's, prepare scope and estimate for preparing instruments, and execute a contract modification for the work.
- Develop the Executive Project Definition Document (PDD)
- Schedule time and location for public meeting #1
- Prepare a plan for sampling of the existing soils
- Sample soils and conduct testing, review samples, and prepare lab testing
- Permitting, Blue Stakes, and Traffic Control Planning for pavement samples
- Meet with City staff to discuss 30% Envision assessment
- Prepare an Envision Pre-assessment checklist
- Prepare for and conduct project kick-off and review meeting
  - Present Envision overview to the project team

ASSUMPTIONS:

- OSR will be prepared by UDOT
- Up to 8 soil samples will be taken and tested
- No TCE's are included in this scope of work

PRODUCTS:

- Preliminary design of the project
- PDD
- Scope and estimate for TCE's and supplemental survey

- Soil sampling and testing results
- Meeting agenda
- Meeting minutes
- Risk register
- Initial Envision Assessment and Recommendation Memo

## TASK 09L – INITIAL DESIGN

### OVERVIEW:

Complete the initial roadway design and create a roadway model. Modify the design based on reviewer comments from the kick off meeting and continued coordination with project team members. Create preliminary 30% plan sheets.

### TASKS:

- Prepare the PDC
- Coordinate PDC approval
- Address scoping review comments
- Prepare boring logs
- Pavement design
- Finalize recommended alignments, lighting locations, signing and striping plans, and drainage improvements
- Model initial design
- Prepare initial plans
  - Roadway
  - Lighting
  - Drainage
  - Signing and striping
- Identify initial design exceptions, design waivers, and/or deviation from standards
- Update cost estimate

### ASSUMPTIONS:

- Use the standard UDOT PDC form

- No formal lighting analysis will be required
- InRoads SS3 will be used to model roadway

PRODUCTS:

- Approved PDC
- Kick-off meeting comment resolutions
- Preliminary model and design surface
- Initial design plans
- Pavement design memo
- Preliminary cost estimate
- QC cover sheets

### TASK 11L – APPROVE DESIGN EXCEPTIONS

OVERVIEW:

Prepare documentation for design exceptions, waivers, and deviation from standards.

TASKS:

- Prepare justification and estimates for approval of needed design exceptions, waivers, and deviations
- Submit for review and approval
- Follow up on review comments and updated forms

ASSUMPTIONS:

- Up to 3 design exceptions will be documented and obtained

PRODUCTS:

- Design exceptions, design waivers, and deviation from standards forms

### TASK 13L – PREPARE CAT EX

OVERVIEW:

Complete the necessary work to obtain a Cat Ex level environmental document. Complete a public outreach program.

TASKS:

- Initial Environmental Clearance work
  - Draft P&N Statement
  - Draft Project description
  - Scheduling of public meetings
  - Initial investigation/documentation of the following resources:
    - Cultural
    - Paleontological
    - Threatened and endangered species
    - Wildlife
    - Noise
    - Air quality
    - Wetlands, Water Resources, storm water and floodplains
    - Hazardous Waste
    - Prime, Unique, Statewide, or locally important farmland
    - Section 4F properties
- Document all public outreach efforts
- Compile draft document and submit for review
- Address review comments
- Obtain approval of final Cat Ex document
- Complete a design public outreach program
  - Attend project team meetings
  - Conduct two public meetings
    - First at 30% design
    - Second meeting at final design
  - Meet personally with residents and businesses within the project area
    - An initial introductory visit at project kick-off
  - Distribute and collect contact information of property, business, and home owners.

- Property owner-specific visits, as needed
- Conduct one “How to Survive Construction” workshop with interested stakeholders
- Maintain the project stakeholder contact list
- Provide regular email updates to stakeholders on construction activities
- Respond to stakeholder comments and inquiries, and troubleshoot project-related stakeholder issues
- Coordinate updates with Park City for publication in local newsletter, website, and social media channels
- Maintain the UDOT project website
- Maintain a project hotline for stakeholder contact during design of the project
- Compile a post-project report
- Additional duties requested and/or required to meet project information needs

**ASSUMPTIONS:**

- Project will be cleared as a Cat Ex documents and produced through UDOT EPM system
- Park City will provide the required documentation for the Soil ordinance zone for the CatEx document

**PRODUCTS:**

- Draft P&N statement and project description
- All resource clearance letters and documentation
- Approved final Cat Ex documents
- UDOT Project website
- Project hotline
- Stakeholder contact list
- Post-project report
- Stakeholder meeting summaries

**TASK 15L – 30% REVIEW**



OVERVIEW:

This meeting is to review the recommended design plans for consistency, accuracy, and constructability within the project scope and discuss available funding. The review package will be posted to ProjectWise for the team to review and comment.

Using the Envision Rating System, grade the project at the 30% design stage and recommend measures to increase the project's score.

TASKS:

- Distribute the review material
- Prepare for and conduct 30% review meeting
- Coordinate and compile review comments
- Conduct 30% design Envision assessment
- Present 30% design envision assessment recommendation

ASSUMPTIONS:

- Electronic copies will be posted to PW for distribution
- 30% review meeting will be held at UDOT
- A 2-week minimum review period will be provided

PRODUCTS:

- Meeting Agenda and minutes
- Comment resolution form
- Completed Envision rating checklist
- Updated risk register

## TASK 19L – SECONDARY DESIGN

OVERVIEW:

Complete the roadway, signing and striping, lighting, and drainage design and corresponding models. Modify the design based on reviewer comments and continued coordination with project team members. Create 60% roadway plan sheets.

TASKS:

- Address 30% review comments

- Update design model
- Complete roadway plan and profile design
- Complete signing and striping sheets
- Complete drainage plan and profile sheets
- Complete landscaping design sheets
- Update cost estimate
- Coordinate conduit and junction box design with Allwest Communications
  - Coordinate with the City and Region utility coordinator to preparation of the agreement
- Obtain QL A utility data at 8 locations

ASSUMPTIONS:

- Drainage improvements will tie into the existing system in at Sidewinder either via Gold Dust or Poison Creek
- Contract modification will be need to be executed to complete right of way work
- Conduit and junction boxes work for Allwest Communications will be designed according to UDOT standards and specifications
- Conduit and junction boxes for Allwest Communications will be placed within project limits only
- Landscaping sheets will be 30 scale
- Plantings will be based on Park City's preapproved list of native, low water plants
- Irrigation design is limited to relocating existing heads to the new plant locations
- A maximum of 8 potholes will be conducted

PRODUCTS:

- Completed 30% comment resolutions
- Utility QL A data for up to 8 pothole locations
- Conduit and junction box design for Allwest Communications future improvements
- 60% model and design surface
- 60% plans
- Cost estimate

## TASK 21L – 60% REVIEW

### OVERVIEW:

The 60% review is for the final review of all major roadway, signing, striping, drainage, and lighting designs. The meeting will review to determine available funding and consistency, accuracy, and constructability within the project scope.

### TASKS:

- Prepare meeting agenda
- Distribute review material
- Complete constructability review
- Hold meeting
- Update risk register
- Prepare meeting notes
- Compile review meeting comments

### ASSUMPTIONS:

- Electronic copies will be posted to PW for distribution
- 60% review meeting will be held at UDOT
- A 2-week minimum review period will be provided

### PRODUCTS:

- Meeting agenda
- Distributed review material
- Meeting notes
- Initial disposition review 60% comment resolution form
- Updated Risk register
- Completed 30% comment resolution form

## TASK 23L – REVIEW ROW SUBMITTAL

OVERVIEW:

Review right of way plan, deeds, and all related documents and provide comments

TASKS:

- Submit all plans and documents for review by the City and UDOT
- Prepare for and conduct review meeting

ASSUMPTIONS:

- Appraisals and right of way acquisition tasks will be completed by the City and UDOT

PRODUCTS:

- Meeting minutes
- Comment resolution form

### TASK 25L – FINAL DESIGN

OVERVIEW:

Following UDOT Plan Sheet Development Standards, complete the roadway, signing and striping, drainage, and lighting plan sheets and create summaries, details, and additional plan sheets. Prepare and assemble project documents. Finalize cost estimate.

TASKS:

- Address 60% review comments
- Finalize design for all disciplines
- Finalize minor drainage design
- Complete landscaping design and sheets
- Complete plan sheets
- Complete all detail plan sheets
- Complete summary sheets
- Finalize cost estimate
- Enter cost estimate into PDBS
- Develop project documents – specifications

- Prepare final disposition review comment resolution form
- Compile plan set sheets
- Verify PDBS estimate
- Prepare non-discipline specific special provisions
- Prepare 90% review package

ASSUMPTIONS:

- Allwest communication will provide specifications, quantities, and final design plans for incorporation into the design plan
- UDOT will prepare and execute the utility/LG agreement

PRODUCTS:

- Completed comment resolutions
- Project plan sheets
- Project documents
- Cost estimate
- Final disposition review comment resolution form
- Special provisions
- 90% review package

**TASK 29L – 90% REVIEW**

OVERVIEW:

The purpose of this activity is to ensure that the elements provided in the plan sheets and advertising documents are consistent with the project scope and available funding requirements. The meeting should include reviews to determine consistency, accuracy, and constructability.

TASKS:

- Prepare meeting agenda
- Distribute review material
- Hold meeting
- Prepare meeting notes

- Compile review meeting comments
- Complete final Envision Assessment and review with the project team
- Prepare final Envision memo

ASSUMPTIONS:

- Electronic copies will be posted to PW for distribution
- 90% review meeting will be held at UDOT
- A 2-week minimum review period will be provided

PRODUCTS:

- Meeting agenda
- Distributed review material
- Meeting notes
- Initial disposition review comment resolution form
- Envision project assessment and point tally memo

## TASK 31L – PREPARE ADVERTISING PACKAGE

OVERVIEW:

Make revisions based on comments made during the 90% review

TASKS:

- Prepare final disposition review comment resolution form
- Address and incorporate 90% review comments
- Revise project cost estimate
- Compile final plan set & project documents package

ASSUMPTIONS:

- None

PRODUCTS:

- Final disposition review comment resolution form
- Final plan set & project documents package

**TASK 33L – REVIEW ADVERTISING PACKAGE**

OVERVIEW:

This meeting is to review the final comment resolution form. At the completion of this activity, all comment resolutions are to be accepted by the respective reviewer. There is to be no review of the plans other than spot checks of proper comment incorporation.

TASKS:

- Invite meeting attendees and hold meeting
- Revise comment resolution form
- Revise plan sheets and documents

ASSUMPTIONS:

- Electronic copies will be posted to PW for distribution
- Review meeting will be held at UDOT

PRODUCTS:

- Revised comments resolution form
- Revised plan sheets and documents

**TASK 37L – ADVERTISE PROJECT**

OVERVIEW:

Advertise the project for bid.

TASKS:

- Obtain and complete advertising checklist
- Obtain the required project certifications (traffic and safety, utility, right of way)



- Assemble advertising package and submit to UDOT for advertising
- Provide support during advertising period to address question and produce addendum if needed
- Provide post design support

ASSUMPTIONS:

- UDOT staff will place the project on the UDOT website for advertising
- Up to 3 addendum will be prepared

PRODUCTS:

- Complete advertising package posted to ProjectWise
- Biddable project on UDOT website
- Advertising package addenda
- RFI responses

**AECOM HOUR & LABOR COST SUMMARY**  
 Prospector Avenue Improvments  
 Project No. F-LC35(213); PIN 10858

AECOM TASK CODES	TASK NO.'S	TASK DESCRIPTION	Project Sponsor	Project Manager	Engineering Lead	Staff Engineer	Drainage and Envision	Lighting/Utility Coordination	Public Involvement support	Public Involvement/ Project Admin	Environmental Lead	Remediation	Environmental Resources	Lead Geotech	Staff Geotech	Geotech Review	Landscaping	Constructibility	CAD tech / Designer	Admin Staff	LABOR HOURS	DIRECT LABOR	
			Greg Davis	Dave Lehman	Nate Jones	Michael Butler	Mike Guymon	Travis Bailey	Destry Hardy	Aubry Bennion	Jaime White	Tammi Messersmith	Brie Hurwitch	Curtis Tanner	Danny Pond, Amy Fredrickson or Tom Grummon	Robert Snow	Robert Pankonin	Ray Carter	Ken Holt	staff			
01L00	01L	PROJECT ORIENTATION MEETING	4	9	13		5			4	4									1	40	\$ 1,816.26	
07L00	07L	KICK OFF MEETING	6	29	50	54	40	4		4	4			5	20	1			26	1	244	\$ 8,761.52	
09L00	09L	INITIAL DESIGN	3	20	59	67	43	10						8	16	2			40	1	269	\$ 9,271.46	
011L0	11L	APPROVE DESIGN EXCEPTIONS	3	6	8															1	18	\$ 850.01	
013L0	13L	PREPARE CAT EX	6	51	22				146	123	38		6									392	\$ 13,947.33
015L0	15L	30% REVIEW	2	10	12	4	4			6								2		1	41	\$ 1,662.72	
019L0	19L	SECONDARY DESIGN		16	24	68	40	32									30		60	1	271	\$ 9,391.30	
021L0	21L	60% REVIEW	3	10	11		4			4										1	37	\$ 1,632.86	
023L0	23L	REVIEW ROW SUBMITTAL		2																1	3	\$ 120.08	
025L0	25L	FINAL DESIGN	2	35	119	94	94	14													1	445	\$ 15,476.19
029L0	29L	90% REVIEW	3	19	12	4	28	4		4										1	75	\$ 2,829.25	
031L0	31L	PREPARE ADVERTISING PACKAGE	2	18	54	30	28	14		1												174	\$ 6,240.23
033L0	33L	REVIEW ADVERTISING PACKAGE	3	5	32	21	15	13		1											1	107	\$ 3,850.93
037L0	37L	ADVERTISE PROJECT	3	40	44	4	4	4		1											1	101	\$ 4,176.96
		<b>TOTAL</b>	40	270	460	346	305	95	146	148	46		6	13	36	3	60	8	222	13	2217	\$ -	

AECOM Direct Labor	\$ 80,027.10
139.14% Overhead	\$ 111,349.71
<b>Subtotal</b>	<b>\$ 191,376.81</b>
11.0% Fixed Fee	\$ 21,051.45
Mileage, pavement design testing	\$ 4,500.00
AECOM Direct Expenses	\$ 4,500.00
Alliance Engineering	\$ 19,000.00
UMS	\$ 17,532.00
<b>TOTAL</b>	<b>\$ 253,460.26</b>

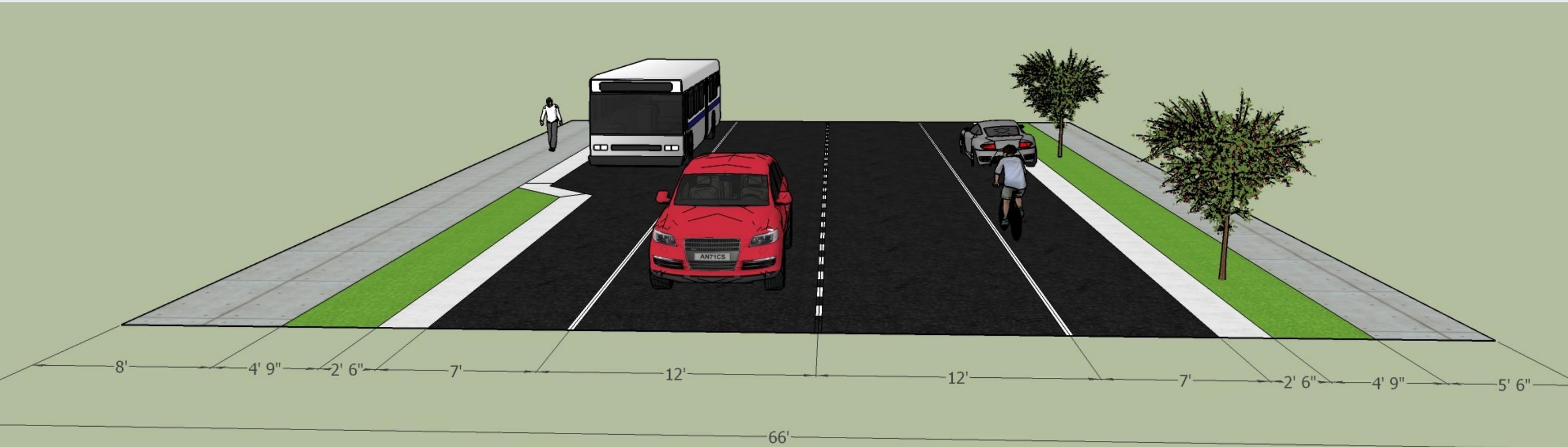
19990  
19991  
19992



		o Conduct one "How to Survive Construction" workshop with interested stakeholders	1	4					8	8												
		o Maintain the project stakeholder contact list								3												
		o Provide regular email updates to stakeholders on construction		2					15	5												
		o Respond to stakeholder comments and inquiries, and troubleshoot project-related stakeholder issues		4					18	16												
		o Coordinate updates with Park City for publication in local newsletter, website, and social media channels	1	4					4	4												
		o Maintain the UDOT project website							8	4												
		o Maintain a project hotline for stakeholder contact during projects							8	4												
		o Compile a post-project report		4					12	8												
		o Additional duties requested and/or required to meet project information needs.		4					24	24												
015L0	15L	<b>30% REVIEW</b>	2	10	12	4	4	0	0	6	0	0	0	0	0	0	0	2	0	1	41	0
		• Distribute the review material	0	4	4					2										1		
		• Prepare for and conduct 30% review meeting	1	4	4		4			4								2				
		• Coordinate and compile review comment	1	2	4	4																
019L0	19L	<b>SECONDARY DESIGN</b>	0	16	24	68	40	32	0	0	0	0	0	0	0	0	30	0	60	1	271	0
		• Address review comment																		1		
		• Complete roadway plan and profile design		4	8	24															16	
		• Complete signing and striping sheets		4	4	40															12	
		• Complete drainage plan and profile sheet		4	4		36														16	
		• Update cost estimate		4	8	4	4															
		• TCE sheets and instruments																				
		o Develop right of way design																				
		o Prepare right of way plan sheets																				
		o Prepare legal description																				
		o Compile right of way documents																				
		Landscaping design sheets															30				16	
		• Coordinate conduit and junction box design with Allwest Communications						18														
		o Provide 60% design to Allwest so they can design their facility						0														
		o Coordinate with the City and Region utility coordinator to preparation of the agreement						14														
021L0	21L	<b>60% REVIEW</b>	3	10	11	0	4	0	0	4	0	0	0	0	0	0	0	4	0	1	37	0
		• Prepare meeting agenda		1																1		
		• Distribute review material		2																		
		• Complete constructability review																4				
		• Hold meeting	1	4	4		4			4												
		• Update risk register	1	1	2																	
		• Prepare meeting notes		1	1					0												
		• Compile review meeting comment	1	1	4																	
023L0	23L	<b>REVIEW ROW SUBMITTAL</b>	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	3	0
		• Submit all plans and documents for review by the City and UDO		1	0															1		
		• Prepare for and conduct review meeting		1	0																	
025L0	25L	<b>FINAL DESIGN</b>	2	35	119	94	94	14	0	0	0	0	0	0	0	0	30	0	56	1	445	0
		• Address review comment	1	4	8	12	12	2												1		
		• Finalize design for all disciplines	0	8	24	40	40	12													40	
		• Finalize minor drainage design																				
		Complete landscaping design and sheets															30				16	
		• Complete plan sheets																				
		• Complete all detail plan sheets			8	32	32															
		• Complete summary sheet		6	8	8	8															
		• Finalize cost estimate		2	4																	
		• Enter cost estimate into PDBS		2	3																	
		• Develop project documents -- specification	1	6	32																	
		• Prepare final disposition review comment resolution form		2	8	2	2															
		• Compile plan set sheets			2																	
		• Verify PDBS estimate		1	2																	
		• Prepare non-discipline specific special provisions			16																	
		• Prepare PS&E review package	0	4	4					0												
029L0	29L	<b>90% REVIEW</b>	3	19	12	4	28	4	0	4	0	0	0	0	0	0	0	0	0	1	75	0
		• Prepare meeting agenda		1						0										1		
		• Distribute review material		2	2					0												
		• Hold meeting	1	4	4	4	4	4		4												
		• Prepare meeting notes		4	4																	
		• Compile review meeting comment			2					0												
		• Complete final Envision Assessment and review with the project team	1	4			16															
		• Prepare final Envision mem	1	4			8															
031L0	31L	<b>PREPARE ADVERTISING PACKAGE</b>	2	18	54	30	28	14	0	1	0	0	0	0	0	0	0	2	24	1	174	0
		• Prepare final disposition review comment resolution form		8	16	4	4	4												1		
		• Address and incorporate PS&E review comment	1	4	24	24	22	8													24	
		• Revise project cost estimate	1	2	8	2	2	2										2				
		• Compile final plan set & project documents package	0	4	6					1												
033L0	33L	<b>REVIEW ADVERTISING PACKAGE</b>	3	5	32	21	15	13	0	1	0	0	0	0	0	0	0	0	16	1	107	0
		• Invite meeting attendees and hold meeting	3	4	4	0	4	2		1										1		
		• Revise comment resolution form		1	8	1	1	1														
		• Revise plan sheets and documents			20	20	10	10														
037L0	37L	<b>ADVERTISE PROJECT</b>	3	40	44	4	4	4	0	1	0	0	0	0	0	0	0	0	0	1	101	0
		• Obtain and complete advertising checklis	1	8	4															1		
		• Obtain the required project certifications (traffic and safety, utility, right of way)	1	4	4					0												
		• Assemble advertising package and submit to UDOT for advertising		8	16					1												
		• Provide support during advertising period to address question and produce addendum if needed	1	20	20	4	4	4			0											

# Prospector Avenue

## Proposed Road Section





**DATE: August 11, 2016**

**TO HONORABLE MAYOR AND COUNCIL**

Resolution supporting two, 2016 Summit County Transportation ballot initiatives. There are two, quarter cent sales taxes under consideration by Summit County and Park City for the November 8, 2016 ballot:

1. The Additional Mass Transit Sales Tax; and
2. The County Option for Transportation Sales Tax.

Taken together, these taxes could provide additional resources to help accelerate City and County transportation solutions and programs to help mitigate traffic and congestion throughout Park City and Summit County. Using sales taxes as a funding source to help mitigate traffic congestion and transportation improvements appears to be a manageable "lift" for Park City and Summit County residents, as groceries and gas are not subject to the sales tax, and most City and County sales taxes are paid by visitors.

However, unlike the County Option Transportation Sales Tax, the Additional Mass Transit Tax is a potential revenue source that Park City has the authority to levy on its own, without the assistance of Summit County. Thus, by supporting Summit County, Park City is agreeing to abandon future rights to levy the Additional Mass Transit Tax. As a result, elected officials from both jurisdictions directed staff to produce a mutually agreeable operating contract that stipulates how future Additional Mass Transit Tax revenues will be allocated into the future.

Currently, the parties have agreement in principle to:

1. Support Summit County's ballot initiative and, if successful, the levying of the Additional Mass Transit Tax;
2. Authorize the Joint Transportation Advisory Board (JTAB) as the responsible entity responsible for allocation of Additional Mass Transit Tax revenues;
  - a. JTAB has agreed upon a list of projects to be funded should the ballot initiative prevail;
  - b. Summit County and Park City agree to fund these projects into the future unless the County decides to eliminate or otherwise change a County service funded by this tax or the City decides to eliminate or otherwise change a City service funded by this tax.;
  - c. In the future, JTAB will determine which projects to fund with any remaining funds that are not already allocated;
3. When and if disagreements occur regarding unallocated revenues, utilize a mutually agreeable 3<sup>rd</sup> party to help mediate and provide recommendations (consultant and or technical experts, another transit organization, etc.); and

4. Impasse; if the parties are truly at impasse and cannot agree how to spend unallocated revenue, distribute, proportionally, by transit district participants, whatever prorated portion of revenue is in dispute to the jurisdiction from where it was generated.

Given the agreement in principle, staff recommends approving the resolutions, contingent upon a signed agreement between Summit County and Park City at the August 24 and 25 regular Council meetings, respectively.

**Respectfully:**

Matt Dias, Asst City Manager



## City Council Staff Report

**Subject: Resolution Supporting Two, 2016 Summit County Transportation Ballot Initiatives**

**Author: Katie Madsen; Matt Dias**

**Department: Executive**

**Date: August 11, 2016**

**Type of Item: Resolution**

### Summary Recommendation

Resolution supporting two, 2016 Summit County Transportation ballot initiatives.

### Executive Summary

There are two, quarter cent sales taxes under consideration by Summit County and Park City for the November 8, 2016 ballot:

1. The Additional Mass Transit Sales Tax; and
2. The County Option for Transportation Sales Tax.

Taken together, these taxes could provide additional resources to help accelerate City and County transportation solutions and programs to help mitigate traffic and congestion throughout Park City and Summit County. Using sales taxes as a funding source to help mitigate traffic congestion and transportation improvements appears to be a manageable “lift” for Park City and Summit County residents, as groceries and gas are not subject to the sales tax, and most City and County sales taxes are paid by visitors.

However, unlike the County Option Transportation Sales Tax, the Additional Mass Transit Tax is a potential revenue source that Park City has the authority to levy on its own, without the assistance of Summit County. Thus, by supporting Summit County, Park City is agreeing to abandon future rights to levy the Additional Mass Transit Tax. As a result, elected officials from both jurisdictions directed staff to produce a mutually agreeable operating contract that stipulates how future Additional Mass Transit Tax revenues will be allocated into the future.

Currently, the parties have agreement in principle to:

1. Support Summit County’s ballot initiative and, if successful, the levying of the Additional Mass Transit Tax;
2. Authorize the Joint Transportation Advisory Board (JTAB) as the responsible entity responsible for allocation of Additional Mass Transit Tax revenues;
  - a. JTAB has agreed upon a list of projects to be funded should the ballot initiative prevail;

- b. Summit County and Park City agree to fund these projects into the future unless the County decides to eliminate or otherwise change a County service funded by this tax or the City decides to eliminate or otherwise change a City service funded by this tax.;
    - c. In the future, JTAB will determine which projects to fund with any remaining funds that are not already allocated;
  3. When and if disagreements occur regarding unallocated revenues, utilize a mutually agreeable third party to help mediate and provide recommendations (consultant and or technical experts, another transit organization, etc.); and
  4. Impasse; if the parties are truly at impasse and cannot agree how to spend unallocated revenue, distribute, proportionally, by transit district participants, whatever prorated portion of revenue is in dispute to the jurisdiction from where it was generated.

Given the agreement in principle, staff recommends approving the resolutions, contingent upon a signed agreement between Summit County and Park City at the August 24 and 25 regular Council meetings, respectively.

### **The Problem**

Greater Park City's strong economy and desirable location have led to strong growth in both jobs and visitors and development. Because we lack relative available and affordable housing stock to meet many of the various needs of our workforce, more and more people are commuting to and from Park City and Summit County from points outside of Park City and Summit County. In addition, the number of visitors to the greater Park City area increases each year as a result of a successful resort economy, integrated tourism and marketing programs, and additional residential and commercial development. The resulting increases in peak season and special event related traffic and congestion, particularly along our key corridors, is something that Park City and Summit County elected officials have committed to jointly addressing via cooperative transit planning in associated infrastructure projects.

In order to move the needle in terms of improving our existing transit and transportation systems and move away from the single occupancy vehicle, more resources are needed to implement many of the recommendations included in our transportation planning studies and joint Park City/Summit County task forces. Net new revenues will bring improvements – new and improved transit facilities, roadway improvements to facilitate transit-only and/or carpool express lanes, resources for complementary and alternative modes of transportation, smart and transit integrated parking, etc. – faster than otherwise would be available using existing revenues and or relying on other State and Federal entities.

### **Background**

During the past several years, various community groups, residents, and stakeholders have spoken out about traffic and congestion issues, particularly about elongated seasonal demands, peak periods, and special events. Collectively, it is clear that these groups desire additional solutions and programs that do not involve merely widening existing road networks and/or adding new roads. In other words, the majority of the feedback has sought a more pragmatic and balanced approach – make infrastructure improvements where necessary, particularly so if they help support and leverage our existing transit system and alternative modes of transportation, utilize transportation demand management programs, and provide higher levels of service and controls during peak periods and special events. Furthermore, much of the feedback received asked Park City and Summit County officials to take matters, collaboratively, into our own hands to try and solve some of our problems, instead of relying on other transportation agencies and/or their own funding schedules and time constraints.

This feedback resulted in the formation of a small group of elected officials and staff from the City and County to explore potential funding mechanisms and projects that would accelerate existing planning solutions to bring them to implementation faster. The small team has since selected a list of priority projects, the two aforementioned funding mechanisms, and a contract for future allocation of the Additional Mass Transit Tax revenues. This balanced approach involves a combination of transit programs, projects, and support related infrastructure that work in unison to build a more effective, efficient, and sustainable future transportation network.

### **Alternatives for City Council to Consider**

#### **1. Recommended Alternative:** Approve the Resolution supporting the Park City and Summit County Transportation Initiative.

##### Pros

- a. The initiatives will allow the City and County to improve existing levels of transit, and in more places, across the City and County, with the intent to reduce the number of cars on the road, help maintain air quality, lower our carbon footprint, and maintain our small-town feel without simply widening roads to support additional capacity.
- b. The initiative will help City Council with its Critical Priorities by decreasing traffic congestion and increasing sustainable practices. In addition, the majority of the taxes will be paid for by visitors, ensuring Council's priority of affordability is not seriously compromised.

##### Cons

- a. Some of these initiatives would likely happen with or without the new revenues; however, that would likely be much further into the future. The new revenue sources will accelerate transit and transportation improvements that would otherwise wait for several years, if not decades, without adequate and/or new funding.
- b. A percentage of Summit County residents and businesses may disapprove of the increased sales tax.

- c. Although we have a verbal agreement in principle, and continue to work collaboratively on an agreement for allocation of Additional Mass Transit Tax revenues, the agreement is not yet final. In other words, Park City is potentially relinquishing a future right to generate approximately \$2.2M a year moving forward without a signed contract.

#### Consequences of Selecting This Alternative

Park City and the County can begin transportation projects that will decrease traffic congestion and lower our carbon footprint that would otherwise take years, if not decades, to implement otherwise.

In addition, by supporting Summit County, Park City relinquishes its own ability to implement the Additional Mass Transit Tax and the associated \$2.2M a year going forward.

### **2. Support the County Option only:** Support for the County Option for Transportation Sales Tax, but not the Additional Mass Transit Sales Tax.

#### Pros

- a. If Summit County declined to support the County putting the Additional Mass Transit Tax on the ballot and decided to do so itself, Park City could preserve its right moving forward to levy the tax. Yet there is no guarantee that Summit County would not move forward as well, and there is no precedent we can point to whereby two jurisdictions disagreed and who gained priority position.
- b. If Park City prevailed, Park City may have more funding options to itself moving forward to enhance the transit system within City limits, respectively.

#### Cons

- d. Many months of cooperative planning has taken place with our partner, Summit County. This would disrupt that process, as well as much good will created by the two different jurisdictions working together over many months.
- e. There is no guarantee that Park City would prevail in a dispute about priority position to levy the Additional Mass Transit Tax.

### **3. Null Alternative:** No resolution from City Council in support of 2016 Summit County ballot initiatives. Summit County residents may be more hesitant to vote for the sales tax increase without the two jurisdictions working together and supporting each other.

### **How the two, 2016 Summit County transportation ballot initiatives further the goals of the General Plan?**

Goal three of the General Plan states “Park City will encourage alternative modes of transportation on a regional and local scale to maintain our small town character.” The additional revenues are critical to the achievement of this goal on an expedited schedule and timeframe and, more specifically, the achievement of the following two Objectives under goal three:

- 3B Prioritize efficient public transportation over widening of roads to maintain the SmallTown experience of narrow roads, modest traffic, and Complete Streets.
- 3C Public transportation routes should be designed to increase efficiency of passenger trips and capture increased ridership of visitors and locals.

### **Department Review**

Executive Department, Transportation Planning, Transit, Budget, and Legal

### **Funding Source**

No funding necessary. However, Park City's support will relinquish the City from any future ability to levy an Additional Mass Transit Tax.



**Resolution No. 18-2016**

**RESOLUTION SUPPORTING SUMMIT COUNTY and Park City TRANSPORTATION INITIATIVES**

**WHEREAS**, Summit County and Park City have unique needs regarding growth-related transportation demands in a relatively rural, mountain resort community dominated by seasonal and special event related traffic and congestion that creates significant challenges for residents and visitors; and

**WHEREAS**, In addition to our strong resort economy and desirable location, close proximity to the Salt Lake Valley has led to strong growth in both Park City and Summit County in terms of jobs and visitors; and

**WHEREAS**, More and more people that work in Summit County live in adjacent communities, and more and more people that work in Park City, live outside the City which requires longer and more frequent commutes on our limited road networks; and

**WHEREAS**, Summit County and Park City require additional local resources to proactively and collaboratively address existing and future transportation needs and work towards a transportation system that reduces dependency on the private and single occupant automobile; and

**WHEREAS**, Park City's General Plan states "Park City will encourage alternative modes of transportation on a regional and local scale to maintain our small town character" and furthermore states Park City shall "prioritize efficient public transportation over widening of roads to maintain the Small Town experience of narrow roads, modest traffic, and Complete Streets."; and

**WHEREAS**, Summit County and Park City are proposing a comprehensive programmatic approach that specifically focuses on critical improvements in the areas of public transit and associated infrastructure to better manage and mitigate our traffic and congestion issues by leveraging the existing transit and transportation systems; and

**WHEREAS**, This comprehensive, programmatic approach would allow our local and regional municipalities to provide elevated and more transit services across Summit County, thereby reducing vehicle trips, maintaining our great air quality, lowering our County's carbon footprint, and preserving our small-town character; and

**WHEREAS**, additional fiscal resources are required to expeditiously implement transportation improvements, services and programs at a rate otherwise not available to us in such a shortened timeframe; and

WHEREAS, There are two 0.25% cent sales taxes available and under consideration by Park City and Summit County, which are as follows:

- 1) County Wide Additional Mass Transit Sales Tax;
- 2) County Option for Transportation Sales Tax; and

**WHEREAS**, sales taxes are specifically not levied on groceries and gas and, most City and County sales taxes are paid for by visitors to our world class resort community and outdoor recreation destinations; and

**WHEREAS**, Unlike the County Option Sales Tax, which is only available to counties, the Additional Mass Transit Tax is a funding mechanism available to both Park City and Summit County, yet mutually exclusive – it cannot be levied by both governmental entities; and

**WHEREAS**, By supporting Summit County, Park City agrees to relinquish its ability to levy the Additional Mass Transit Tax in support of Summit County, provided the funds are allocated under a mutually agreeable process for transit projects, programs, and services that directly and/or indirectly benefit Park City residents, visitors, and businesses, under the terms and conditions of a future operating agreement between Park City and Summit County.

NOW, THEREFORE, BE IT RESOLVED that the Mayor and City Council of Park City, Utah:

- 1. Supports Summit County officials in their efforts to place the Additional Mass Transit Tax on the November 8, 2016, ballot for consideration by the registered voters of Summit County. The 0.25% sales tax, or equivalent to one cent for every four dollars spent on goods or services exclusive of groceries and gasoline, is estimated to generate approximately \$4.1 million annually. The Additional Mass Transit Tax will fund priority transit projects, programs, and services, estimated to reduce approximately 1,500 individual vehicles from our transportation network, per day, or 570,000 vehicles annually. If approved, the funds generated through the Additional Mass Transit Tax would be administered and distributed by a formal agreement between Park City and Summit County.
- 2. Supports Summit County officials in their efforts to place the County Option for Transportation Sales Tax on the November 8, 2016, ballot for consideration by the registered voters of Summit County. The 0.25% sales tax, or equivalent to one cent for every four dollars spent on goods or services exclusive of groceries and gasoline, is similarly estimated to generate approximately \$4.1 million annually. Projects under this funding program must be included on a Summit County Council of Governments approved transportation plan. The County Option Transportation Sales Tax will fund a host of broad transportation improvements, also estimated to reduce 1,650 individual vehicles from our roads, per day, or nearly an additional 600,000 annually.

**EFFECTIVE DATE.** This Resolution shall become effective upon passage.

PASSED AND ADOPTED this 11<sup>th</sup> day of August, 2016.

PARK CITY MUNICIPAL CORPORATION

---

Mayor Jack Thomas

Attest:

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Michelle Kellogg, City Recorder

Approved as to form:

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Mark D. Harrington, City Attorney



**DATE: August 11, 2016**

**TO HONORABLE MAYOR AND COUNCIL**

Park City has been aware of the development pressure on Bonanza Flats for decades. There is also long-standing public support for the idea of preserving Bonanza Flats for recreation and open space. As a result of the recent foreclosure and sheriff's sale, a partnership of lenders now owns Bonanza Flats. Given this change in circumstances, PCMC feels that it is well worth being prepared to make an offer on Bonanza Flats, should it become available. We do not have a deal with the current property owner. If and when this property owner or a subsequent owner should approach Park City, we want to be in a position to make an offer.

Accordingly, the City Council should consider adopting a resolution at the August 11, 2016, regular City Council meeting. The adoption of a resolution to put a \$25,000,000 general obligation bond on the November 8, 2016 ballot would give voters the opportunity to put PCMC in the position of making a financial contribution to the purchase and preservation of Bonanza Flats.

Utah state laws require City Council approval of such a resolution no later than August 18, 2016, in order to put the bond before voters on the November 8, 2016 ballot. If voters approve the bond on November 8, 2016, PCMC would be authorized to sell the bond(s) as early as March, 2017, which would make funds *up to \$25,000,000* available at that time. The amount of the bonds issued and sold could be less than the \$25,000,000 authorization. PCMC would publish notice of the bond issuance and there would be a public hearing prior to any bond(s) being sold. The authorization to issue the bond(s) would remain effective for up to ten years.

**Respectfully:**

Nate Rockwood, Capital Budget, Debt & Grants Manager



## City Council Staff Report

**Subject:** Open Space Bond  
**Author:** Tom Daley, Deputy City Attorney  
**Department:** City Attorney's Office  
**Date:** August 11, 2016  
**Type of Item:** Administrative

### Summary Recommendation

City Council should consider adopting a resolution at the August 11, 2016 regular City Council meeting to put an open space bond on the November 8, 2016 general election ballot. Adopting the resolution would give Park City voters the opportunity to vote on November 8, 2016, in favor of a \$25,000,000 general obligation bond. All or some of the general obligation bond proceeds would be used to purchase and preserve Bonanza Flats should the owner of Bonanza Flats and PCMC reach an agreement.

### Executive Summary

Park City has been aware of the development pressure on Bonanza Flats for decades. There is also long-standing public support for the idea of preserving Bonanza Flats for recreation and open space. As a result of the recent foreclosure and sheriff's sale, a partnership of lenders now owns Bonanza Flats. Given this change in circumstances, PCMC feels that it is well worth being prepared to make an offer on Bonanza Flats, should it become available. We do not have a deal with the current property owner. If and when this property owner or a subsequent owner should approach Park City, we want to be in a position to make an offer.

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### Acronyms

PCMC Park City Municipal Corporation

## The Opportunity

Without a general obligation bond, PCMC does not have funds available to make a meaningful contribution to the purchase and preservation of Bonanza Flats. If the City Council were to adopt the resolution to put a general obligation bond on the November 8, 2016 ballot, Park City voters would be able to vote for or against authorizing PCMC to issue and sell a bond in order to fund PCMC's contribution to the purchase and preservation of Bonanza Flats, should the property become available.

## Background

The purpose of this open space bond would be specific to the potential purchase and preservation of Bonanza Flats. Bonanza Flats is comprised of approximately 1,400 acres of undeveloped and pristine ground situated along Guardsman Pass Road in unincorporated Wasatch County at the upper elevations of the Wasatch Mountains. It is contiguous to Park City's southern boundary which is also the Summit and Wasatch County line. Bonanza Flats is bordered to the west generally by the ridge line of Clayton's Peak and 10420' which is also the Wasatch and Salt Lake County line. Bonanza Flats is a scenic mountain land parcel with alpine terrain of dramatic stands of conifers, large aspen groves, steep cliff areas, alpine lakes, and open meadows.

Park City's long-held legacy of successful open space purchases has been the result of voter approved open space bond measures. If approved by voters, this authorization would enable PCMC to partner in the protection of Bonanza Flats if the opportunity to do so arises. Bonanza Flat's location and unique conservation character present a valuable conservation resource which merits protection.

Redus, LLC currently owns Bonanza Flats along with other property as a result of Wells Fargo's foreclosure on Talisker's loan. Redus, LLC is owned by Wells Fargo and its lending partner Midtown Acquisitions.

## Alternatives for City Council to Consider

**1. Recommended Alternative:** Consider adopting a resolution for a \$25,000,000 general obligation bond at the August 11, 2016 regular meeting.

### Pros

- a. This would result in an open space bond authorization appearing on the November 8, 2016 general election ballot, giving voters the opportunity to express support for a general obligation bond to be used for the purchase and preservation of Bonanza Flats.
- b. The adoption of the resolution on August 11, 2016 would meet the August 18, 2016 deadline proscribed by Utah law.
- c. A general obligation bond for the purposes of funding open space preservation is consistent with Council's Priorities and Desired Outcomes and fulfills the General Plan goal of protecting open space whenever feasible.

### Cons

- a. The impact of adopting the resolution on August 11, 2016 is that the question of whether a voter supports or does not support the authorization to issue up to \$25,000,000 in general obligation bonds will appear on the November 8,

2016 ballot. If at the general election voters approve the bond, council could have as long as ten years to decide to sell a bond for the purpose of purchasing and preserving Bonanza Flats. If no opportunity to purchase and preserve Bonanza Flats arises, PCMC would not issue and sell a general obligation bond and the *status quo* would be preserved. While this is not a “con,” it is also not the desired outcome.

2. **Null Alternative:** This would preserve the *status quo*, as stated above.
3. **Other Alternatives:** Council could consider adopting a resolution on August 11, 2016 which would put an authorization for a bond authorization amount different than \$25,000,000 on the November 8, 2016 ballot. For fiscal and other reasons, staff recommends a resolution for \$25,000,000.

### Analysis

Park City’s approach to open space preservation has always included a willing seller and a willing buyer and the same would need to occur to make the purchase and preservation of Bonanza Flats possible.

In the event Redus, LLC or its successor-in-interest approaches Park City regarding the availability of Bonanza Flats, Park City would need funds readily available to make an offer at that time. Staff has determined that a meaningful offer would need to be supported by the proceeds from a general obligation bond. In other words, staff feels that a general obligation bond may be the only means by which Park City could achieve the preservation and protection of Bonanza Flats. The next opportunity to place a general obligation bond on the ballot would not arise until November, 2017, and the availability of funds would be pushed back twelve months at a minimum.

Though similar to past open space bonds this bond would be different in one respect: Voters in Park City have historically approved by high margins open space bonds without knowing what property might be purchased with those bond funds. For this ballot measure, we would be asking the voters to authorize funding only if PCMC is able to reach an agreement to purchase a specific piece of property – namely Bonanza Flats. So while voters will have the opportunity to vote to preserve a specific piece of property, they will be voting without certainty that PCMC will reach an agreement to buy and preserve that property or that the bond will be issued.

In order to put a general obligation bond before voters on the November 8, 2016 general election ballot, Utah state laws require City Council’s approval of a resolution no later than August 18, 2016. No purchase price has been identified for the Bonanza Flats property.

If PCMC were to issue and sell the full amount of the authorization, or \$25,000,000, it is estimated that full-time residents with primary resident tax status would pay annually \$15.15 for every \$100,000 of the home’s assessed market value. It is estimated that a second homeowners/part time residents would pay \$27.54 per year per \$100,000 of the

home's assessed market value. A business would also pay \$27.54 per \$100,000 of assessed market value. While the ballot language indicates maximum bonds of 16 years, the life of the bonds are anticipated to be 15 years. The parameters of the bond language allows for flexibility should the last payment of the 15 year term require payment at 15 years and one month. Payments are typically made twice per year at six-month intervals. Debt payments would occur for 15 years from the time the bonds are issued.

If the bond resolution is adopted by City Council, on November 8, 2016, Park City voters will have the opportunity to answer this question on the ballot:

Shall Park City, Utah be authorized to issue general obligation bonds in an amount not to exceed \$25,000,000 and to mature in no more than 16 years from the date or dates of such bonds to acquire, improve and forever preserve open space, park and recreational land located in Bonanza Flats, to protect the conservation values thereof, to remove existing unneeded man-made improvements, and to make limited improvements for public access, parking and use?

The following information will appear on the ballot immediately below that question:

#### **PROPERTY TAX COST OF BONDS**

If the bonds are issued as planned, an annual property tax to pay debt service on the bonds will be required over a period of 16 years in the estimated amount of \$122.67 on a \$810,000 primary residence, and in the estimated amount of \$223.05 on a business property having the same value.

The foregoing is only an estimate and is not a limit on the amount of taxes that the governing body may be required to levy in order to pay debt service on the bonds. The governing body is obligated to levy taxes to the extent provided by law in order to pay the bonds.

A complete copy of the bond resolution is attached to this report.

If City Council adopts the resolution on August 11, 2016, and the voters approve the bond on November 8, 2016, up to \$25,000,000 in bond(s) could be sold as early as March, 2017. Park City may sell a bond for less than \$25,000,000 depending on an agreed purchase price and/or contributions from other funding sources both public and private.

The authorization to issue the bond will remain effective for up to ten years, and prior to any issuance of a bond, there will be notice and a public hearing. The long-term viability of the authorization will give Park City latitude well into the future to make an offer should the opportunity present itself.

In the event an agreement to acquire and preserve Bonanza Flats is not reached, Park City would not sell a bond. The resolution the City Council will consider on August 11, 2016, is limited to the possible purchase and protection of Bonanza Flats and it will not allow a bond to be sold for the purpose of acquiring any property other than Bonanza Flats.

### **How this could further the goals expressed in the General Plan**

Goal number four in the General Plan reads “Open Space: Conserve a connected, healthy network of open space for continued access to and respect for the Natural Setting.” If the City was able to acquire this property, it would meet four of the five objectives defined in the Natural Setting section of the General Plan:

- 4A: Protect natural areas critical to biodiversity and healthy ecological function.
- 4B: Buffer entry corridors from development and protect mountain vistas to enhance the natural setting, quality of life, and visitor experience.
- 4C: Prevent fragmentation of open space to support ecosystem health, wildlife corridors, and recreation opportunities.
- 4D: Minimize further land disturbance and conversion of remaining undisturbed land areas to development to minimize the effects on neighborhoods.

### **Department Review**

This report has been reviewed by the Executive Department, Budget and Finance Department, and the City Attorney’s Office.

### **Funding Source**

There is no funding source associated with Council’s approval of the resolution.

### **Attachments**

Attachment A: Image of Bonanza Flats

Attachment B: Open Space Bond Resolution

CityGeoData.DBO.Contours\_100ft  
 CityGeoData.DBO.ski\_lifts  
 CityGeoData.DBO.SkiRuns

Counties  
 WC\_Parcels\_June2016  
 Parcels

**Name**

- Wells Fargo
- Girl Scouts
- Stichting Mayflower
- Deer Valley Resort Co
- United Park City Mines Co
- Girl Scouts
- Girl Scouts
- Utah State Parks
- Utah State Parks
- UPCMC

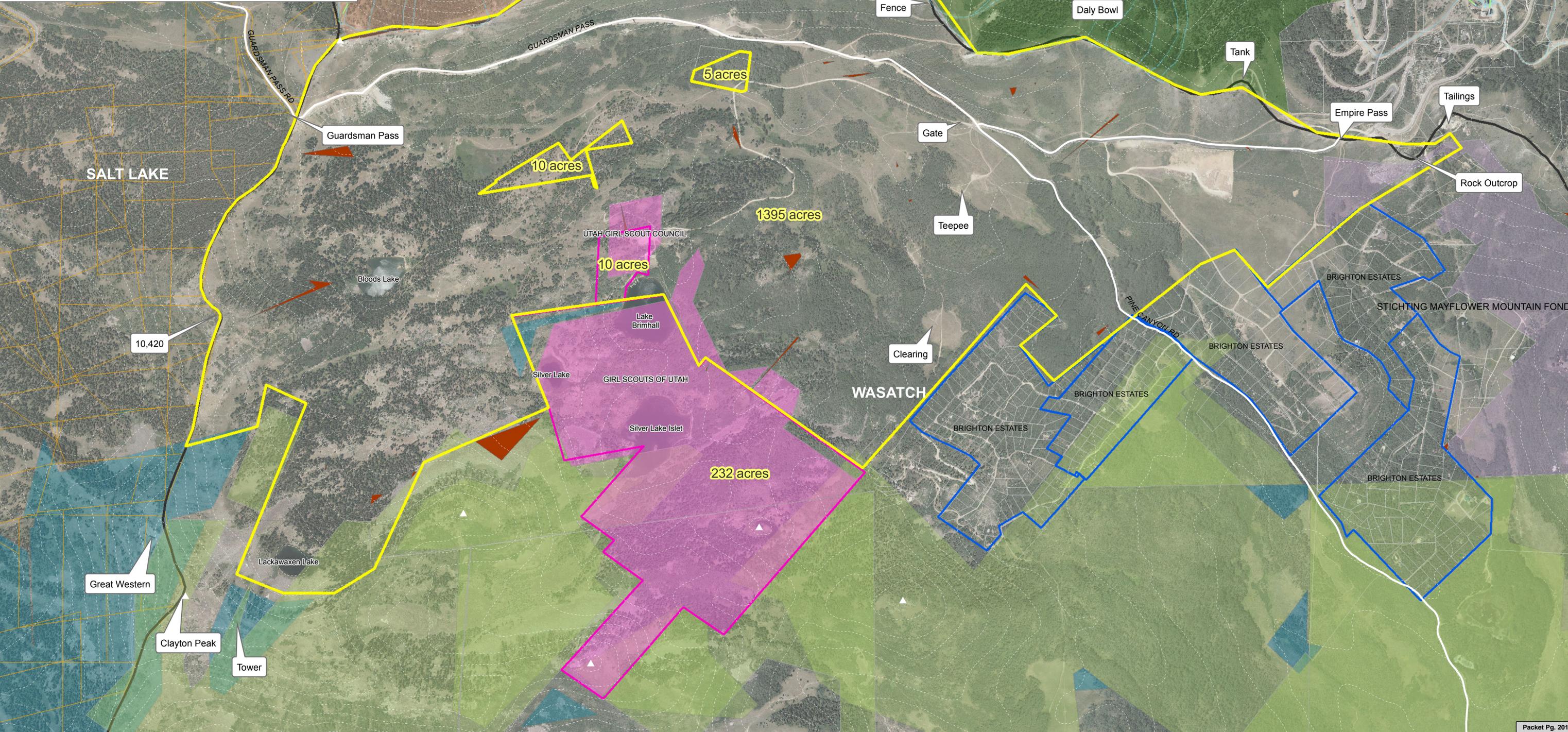
**OWNER**

- Federal
- Private
- State
- Tribal

**PARK CITY**  
1884

0 1,000 2,000 Feet  
 0 0.25 0.5 Miles

Date: 7/13/2016  
 User Name: slace



A RESOLUTION providing for the holding of a Bond Election in Park City, Utah for the purpose of submitting to the qualified electors of the City the question of the issuance and sale of \$25,000,000 General Obligation Bonds; providing for the holding of a public hearing and the publication of a Notice of Public Hearing; declaring official intent with respect to certain expenditures; and providing for related matters.

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WHEREAS, there is a need of raising money for the purpose of to acquiring, improving and forever preserving open space, park and recreational land located in Bonanza Flats, protecting the conservation values thereof, removing existing unneeded man-made improvements, and making limited improvements for public access, parking and use (the "Project"); and, to the extent necessary, for providing moneys for the refunding, at or prior to the maturity thereof, of general obligation bonds of Park City, Utah (the "City") authorized hereunder or heretofore issued and now outstanding;

WHEREAS, there are no funds in the treasury of the City available for this purpose;

WHEREAS, Section 11-14-318 of the Local Government Bonding Act, Chapter 14, Title 11 of the Utah Code Annotated 1953, as amended (the "Utah Code") requires that a public hearing be held with respect to the issuance of such bonds for said purposes and that notice of such public hearing be given as provided by law;

WHEREAS, the City desires to (a) hold a Bond Election on November 8, 2016 to submit to the qualified electors of the City the question of the issuance of such bonds for said purpose (the "Bond Election"), (b) provide for the holding of a public hearing and (c) direct the publication and posting of a Notice of Public Hearing (the "Notice of Public Hearing"); and

WHEREAS, the City desires to provide for the conduct of the Bond Election by designating the election officials, approving the polling places and providing for other related matters;

NOW, THEREFORE, BE IT RESOLVED by the City Council of Park City, Utah, as follows:

*Section 1.* In satisfaction of the requirements of Section 53A-18-102 of the Utah Code, the City hereby finds and determines that it is advisable to issue general obligation bonds to address the needs of the City to raise money for the purpose of acquiring, improving and forever preserving open space, park and recreational land located in Bonanza Flats, protecting the conservation values thereof, removing existing unneeded man-made improvements, and making limited improvements for public access, parking and use, and, to the extent necessary, to provide moneys for the refunding, at or prior to the maturity thereof, of general obligation bonds of the City authorized hereunder or heretofore issued and now outstanding.

*Section 2.* A special bond election shall be called and held in the City on Tuesday, November 8, 2016, to submit to the qualified electors of the City the question of whether bonds of the City to the amount of \$25,000,000 shall be issued and sold for the purpose of raising money for acquiring, improving and forever preserving open space, park and recreational land located in Bonanza Flats, protecting the conservation values thereof, removing existing unneeded man-made improvements, and making limited improvements for public access, parking and use, and, to the extent necessary, for providing moneys for the refunding, at or prior to the maturity thereof, of general obligation bonds of the City authorized hereunder or heretofore issued and now outstanding.

*Section 3.* The question shall be submitted to the qualified electors of the City at the Bond Election and such Bond Election is hereby called to be held in the City on Tuesday, November 8, 2016 (the "*Election Date*"). The question shall be submitted in substantially the form set out in the form of ballot appearing in Section 4 hereof.

*Section 4.* The ballots to be used at the Bond Election shall comply in all respects with the requirements of Section 11-14-206 and Title 20A, Chapter 6, Part 1 of the Utah Code, and shall be in substantially the following form:

**OFFICIAL BALLOT FOR THE  
PARK CITY, UTAH  
BOND ELECTION**

November 8, 2016

(Facsimile Signature)  
\_\_\_\_\_  
City Recorder

**CITY PROPOSITION NUMBER 1**

Shall Park City, Utah be authorized to issue general obligation bonds in an amount not to exceed \$25,000,000 and to mature in no more than 16 years from the date or dates of such bonds to acquire, improve and forever preserve open space, park and recreational land located in Bonanza Flats, if such land is available for purchase by the City, in order to protect the conservation values thereof, to remove existing unneeded man-made improvements, and to make limited improvements for public access, parking and use?

**PROPERTY TAX COST OF BONDS**

If the bonds are issued as planned, an annual property tax to pay debt service on the bonds will be required over a period of 16 years in the estimated amount of \$122.67 on an \$810,000 primary residence, and in the estimated amount of \$223.05 on a business property having the same value.

The foregoing is only an estimate and is not a limit on the amount of taxes that the governing body may be required to levy in order to pay debt service on the bonds. The governing body is obligated to levy taxes to the extent provided by law in order to pay the bonds.

**FOR THE ISSUANCE OF BONDS**

**AGAINST THE ISSUANCE OF BONDS**

Section 5. In satisfaction of the requirements of Section 11-14-318 of the Code, a public hearing shall be held by the Council on a date and location selected by the Council with respect to the issuance by the City of general obligation bonds, if approved by eligible voters at the Bond Election, for the purposes set forth in Section 1 and the potential economic impact of the Project.

Section 6. The City Recorder shall cause the “Notice of Public Hearing,” in substantially the form attached hereto as *Exhibit 1*, to be published (a) once each week for 2 consecutive weeks in *The Park Record*, a newspaper of general circulation in the City, with the first publication being at least 14 days prior to the date set for the public hearing and (b) on the Utah Public Notice Website (as of the date of this Resolution, <http://pmn.utah.gov>) at least 14 days prior to the date set for the public hearing.

Section 7. After the adoption of this Resolution and at least 75 days before the Bond Election, a certified copy hereof, which includes the ballot title and the ballot proposition, shall be furnished on behalf of the City by Farnsworth Johnson PLLC, as bond counsel, to the Lieutenant Governor of the State of Utah and to the election officer.

Section 8. The City Recorder and the County Clerks of Summit County, Utah and Wasatch County, Utah (collectively, the “*County Clerks*”) are hereby authorized and directed to perform and do, and to cause to be performed and done, all things necessary to conduct the Bond Election in accordance with the provisions of this Resolution, Chapter 14, Title 11 of the Utah Code, and Title 20A of the Utah Code, each as election officer (each individually and collectively the “*Election Officer*”).

Section 9. The Bond Election shall be held in the same voting precincts and at the same polling places as those established for the regular election held on Tuesday, November 3, 2015 (the “*Election Day*”). The voting precincts and polling places shall be specified in the notice of the Bond Election, the form of which is attached hereto as *Exhibit 1*. The Election Officer is hereby requested, authorized and directed to make all preparations and take all actions necessary for the conduct of the Bond Election or required pursuant to the Election Code, Title 20A of the Utah Code

Section 10. Notice of the Special Election shall be provided (a) by publishing once a week during at least 3 consecutive weeks a notice of election, the first publication to be not less than 21 days nor more than 35 days before the Election Day, in *The Park Record*, a newspaper of general circulation in the City and (b) on a website established and maintained by the collective efforts of Utah’s newspapers (currently, [www.utahlegals.com](http://www.utahlegals.com)) for the 3 weeks that immediately precede the Special Election. The notice shall be in substantially the form attached hereto as *Exhibit 2*.

Section 11. The officers and employees of the City are authorized and directed to prepare and mail a voter information pamphlet or a notification thereof, including a plan of finance in compliance with Section 53A-18-102 of the Utah Code. The officers, employees and members of the City are authorized and directed to prepare and submit to the Election Officer an

argument and rebuttal argument in favor of the ballot proposition set forth in Section 4 hereof, in compliance with the Transparency of Ballot Propositions Act, Title 59, Chapter 1, Part 16 of the Utah Code.

*Section 12.* The Council shall meet as a board of canvassers no sooner than seven days and no later than 14 days after the Election Day, at the regular meeting place of the Council, located at 45 Marsac Avenue, in Park City, Utah, and if the majority of the votes cast at the Special Election are in favor of such proposition submitted, then the Council shall cause an entry of that fact to be made upon its minutes, and thereupon the Council shall be authorized to issue such bonds.

*Section 13.* The officers and employees of the City are authorized to take such action as they may deem necessary in order to assure that the Bond Election does not violate any applicable state or federal law, including laws regarding the use of the electronic voting devices.

*Section 14.* This Resolution is a declaration of official intent under Treas. Reg. Section 1.150-2. In satisfaction of the requirements thereof:

(a) Expenditures relating to paying the costs of the Project (i) have been paid within 60 days prior to the passage of this Resolution or (ii) will be paid on or after the passage of this Resolution (the “*Expenditures*”).

(b) The City reasonably expects to reimburse the Expenditures with proceeds of general obligation bonds, if any, authorized at the Bond Election, to be issued by the City.

(d) The maximum principal amount of such bonds expected to be issued for the Expenditures to be made from the Fund is \$25,000,000.

*Section 15.* All acts and resolutions in conflict with this Resolution or any part thereof are hereby repealed.

*Section 16.* It is hereby declared that all parts of this Resolution are severable, and if any section, clause or provision of this Resolution shall, for any reason, be held to be invalid and unenforceable, the invalidity or unenforceability of any such section, clause or provision shall not affect the remaining sections, clauses or provisions of this Resolution.

*Section 17.* Immediately after its adoption by at least two-thirds majority of the members of the Council, this Resolution shall be signed by the Mayor or another member of the Council and the City Recorder, shall be sealed with the seal of the City and shall be recorded in a book kept for that purpose and shall take immediate effect.

*(Signature page follows.)*

ADOPTED AND APPROVED by the City Council of Park City, Utah, this August 11, 2016.

PARK CITY, UTAH

By \_\_\_\_\_  
Mayor

[SEAL]

ATTEST AND COUNTERSIGN:

By \_\_\_\_\_  
City Recorder

APPROVED AS TO FORM:

By \_\_\_\_\_  
City Attorney

**CITY COUNCIL VOTE AS RECORDED:**

Council Member	Andy Beerman	_____
Council member	Becca Gerber	_____
Council member	Cindy Matsumoto	_____
Council member	Nann Worel	_____
Council member	Tim Henney	_____

**EXHIBIT 1**

**NOTICE OF PUBLIC HEARING**

**PARK CITY, UTAH**

PUBLIC NOTICE IS HEREBY GIVEN that on Thursday, August 11, 2016, the City Council (the “*Council*”) of Park City, Utah (the “*City*”) adopted a resolution (the “*Resolution*”), providing for a Bond Election to be held in the City on Tuesday, November 8, 2016, for the purpose of submitting to the qualified electors of the City the question of the issuance of general obligation bonds in an amount not to exceed \$25,000,000 (the “*Bond Election*”) and calling a public hearing to receive input from the public with respect to the issuance of general obligation bonds and the potential economic impact that the property for which the bonds pay all or part of the cost will have on the private sector, pursuant to the Section 11-14-318 of the Utah Code Annotated 1953, as amended.

**PURPOSE FOR THE ISSUANCE OF GENERAL OBLIGATION BONDS**

If approved by eligible voters at the Bond Election, the City intends to issue general obligation bonds for the purpose of acquiring, improving and forever preserving open space, park and recreational land located in Bonanza Flats, protecting the conservation values thereof, removing existing unneeded man-made improvements, and making limited improvements for public access, parking and use and, to the extent necessary, for providing moneys for the refunding, at or prior to the maturity thereof, of general obligation bonds of the City.

**MAXIMUM PRINCIPAL AMOUNT OF THE GENERAL OBLIGATION BONDS**

If approved by eligible voters at the Bond Election, the City intends to issue general obligation bonds in an amount not to exceed \$25,000,000, in one or more series at one or more times.

**THE TAXES, IF ANY, PROPOSED TO BE PLEDGED**

The City proposes to pledge the full faith and credit of the City for the payment of its general obligation bonds and may be obligated to levy and collect ad valorem taxes sufficient to pay the general obligation bonds, as provided by law.

**TIME, PLACE AND LOCATION OF PUBLIC HEARING**

The Council will hold a public hearing at \_\_\_\_\_ p.m. on \_\_\_\_\_, 2016. The public hearing will be held at the City’s offices, located at 45 Marsac Avenue, in Park City, Utah. All members of the public are invited to attend and participate in the public hearing. Prior to the public hearing, written comments may be submitted to the City, to the attention of the City Recorder, 445 Marsac Avenue, Park City, Utah 84060.

DATED this August 11, 2016.

Park City, Utah

**EXHIBIT 2**

**NOTICE OF SPECIAL BOND ELECTION**

**PARK CITY, UTAH**

PUBLIC NOTICE IS HEREBY GIVEN that a special bond election will be held in Park City, Utah (the “City”), on Tuesday, November 8, 2016, at which special election there shall be submitted to the qualified, registered voters residing within the City the following question:

**OFFICIAL BALLOT FOR THE**

**PARK CITY, UTAH**

**BOND ELECTION**

November 8, 2016

(Facsimile Signature)

\_\_\_\_\_  
City Recorder

**CITY PROPOSITION NUMBER 1**

Shall Park City, Utah be authorized to issue general obligation bonds in an amount not to exceed \$25,000,000 and to mature in no more than 16 years from the date or dates of such bonds to acquire, improve and forever preserve open space, park and recreational land located in Bonanza Flats, if such land is available for purchase by the City, in order to protect the conservation values thereof, to remove existing unneeded man-made improvements, and to make limited improvements for public access, parking and use?

**PROPERTY TAX COST OF BONDS**

If the bonds are issued as planned, an annual property tax to pay debt service on the bonds will be required over a period of 16 years in the estimated amount of \$122.67 on an \$810,000 primary residence, and in the estimated amount of \$223.05 on a business property having the same value.

The foregoing is only an estimate and is not a limit on the amount of taxes that the governing body may be required to levy in order to pay debt service on the bonds. The governing body is obligated to levy taxes to the extent provided by law in order to pay the bonds.

\_\_\_\_\_

**FOR THE ISSUANCE OF BONDS**



**AGAINST THE ISSUANCE OF BONDS**

The special election shall be held at the voting precincts of Summit County, Utah (“*Summit County*”) and Wasatch County, Utah (“*Wasatch County*”), in which qualified voters of the City reside, at the following polling places, and the poll workers to serve at each such polling place shall be those who have been otherwise appointed under the provisions of general law to conduct the regular general election. The polling places are as follows:

**SUMMIT COUNTY**

**REGULAR VOTING**

**PRECINCT NO(S).**

**POLLING PLACE LOCATION**

**WASATCH COUNTY**

**REGULAR VOTING**

**PRECINCT NO(S).**

**POLLING PLACE LOCATION**

**REGULAR VOTING  
PRECINCT NO(S).**

**POLLING PLACE LOCATION**

The polls at each polling place shall open at 7:00 a.m. and shall remain open until 8:00 p.m., when they will close.

For voters residing in a precinct in which the election will be conducted by mail, the election officer will mail to each registered voter within such precincts an absentee ballot and a postage paid business reply envelope prior to the date of the election. There will be no polling places for such precincts for the election. If a voter fails to follow the instructions included with the absentee ballot, the voter will be unable to vote in the election. Voters in such precincts are not required to apply for an absentee ballot for the election.

There is to be no special registration of voters for the special election, and the official register of voters last made or revised shall constitute the register for the special election, except that all persons who reside within the City and are registered to vote in the regular general election held on that day shall be considered to vote in the special election. The County Clerk will make electronic registration lists available at each of the above-described polling places for use by registered voters entitled to use such voting place.

Any person who is registered to vote may vote by absentee ballot. Absentee ballots may be obtained by making application in the manner and within the time provided by law through (a) the office of the Summit County Clerk at 60 North Main, Coalville, Utah 84017 telephone: (435) 336-3203 or visit the Summit County Clerk's website at <http://www.co.summit.ut.us/270/Clerk> or the office of the Wasatch County Clerk at 25 North Main, Heber City, Utah 84032 telephone: (435) 657-3190 or visit the County Clerk's website at <http://www.wasatch.utah.gov/clerk>, or (b) Utah Lieutenant Governor, State Capitol, 350 N. State Street, Suite 220, Salt Lake District, Utah 84114, (801) 538-1041 or visit the Lieutenant Governor's website at <http://elections.utah.gov>.

NOTICE IS FURTHER GIVEN, that any qualified elector of Summit County who resides within the confines of the City and who has complied with the law in regard to registration may vote in the special election at designated polling locations up to 14 days in advance of the day of

the special election. The dates, times and places for early voting in the special election are as follows:

**SUMMIT COUNTY EARLY VOTING**

<b>DATES</b>	<b>TIMES</b>	<b>LOCATIONS</b>
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For information about alternate times and forms of voting (including absentee ballot and early voting) and information on registering to vote, voters may contact the office of the Summit County Clerk at 60 North Main, Coalville, Utah 84017 telephone: (435) 336-3203 or visit the Summit County Clerk’s website at <http://www.co.summit.ut.us/270/Clerk>.

NOTICE IS FURTHER GIVEN, that any qualified elector of Wasatch County who resides within the confines of the City and who has complied with the law in regard to registration may vote in the special election at designated polling locations up to 14 days in advance of the day of the special election. The dates, times and places for early voting in the special election are as follows:

**WASATCH COUNTY EARLY VOTING**

<b>DATES</b>	<b>TIMES</b>	<b>LOCATIONS</b>
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For information about alternate times and forms of voting (including absentee ballot and early voting) and information on registering to vote, voters may contact the office of the Wasatch County Clerk at 25 North Main, Heber City, Utah 84032 telephone: (435) 657-3190 or visit the County Clerk’s website at <http://www.wasatch.utah.gov/clerk>.

Pursuant to applicable provisions of Sections 11-14-208 and 20A-4-403 of the Utah Code, the period allowed for any contest of the special election shall end 40 days after the date on which the results of the election are to be canvassed and the results thereof declared.

IN WITNESS WHEREOF, Park City, Utah has caused this notice to be given.

DATED: \_\_\_\_\_, 2016.

PARK CITY, UTAH



**DATE: August 11, 2016**

**TO HONORABLE MAYOR AND COUNCIL**

The continued growth and success of Park City as well as ongoing operational changes and increasing Federal and State regulations, continue to place challenges on Public Utilities efforts to continue the current Level of Service (LOS). To address these challenges the expansion of operational and administrative facilities is needed.

In response, staff has identified a location that can serve for both the development of a new Public Utilities and Streets Facility. Subsequently, to address development of the site, staff has issued Requests for Qualifications (RFQ) for architectural related services. Architectural services are intended to address, programming, facility layout and master planning, concept design, project sustainability and energy programming, schematic design, and building & site design.

Through a RFQ process, RNL Design, Inc. (RNL) has been selected to provide architectural services. This staff report addresses the initial step, Phase 1, of architectural services required for the selected site. These Phase 1 – Architectural Services will address programmatic and concept design efforts through the development of a master planned development (MPD) submittal to the City. Once the MPD has been developed with facility design concepts and criteria established, and the project scope fully established, staff will bring the Phase 2 – Architectural Services scope and fee to City Council for authorization.

**Respectfully:**

Roger McClain, Water Engineer



## City Council Staff Report

**Subject:** Public Utilities and Streets Facility Architectural Services  
Professional Services Agreement – RNL, Inc.  
**Author:** Roger McClain, Public Utilities Engineering Manager  
**Department:** Public Utilities  
**Date:** August 11, 2016  
**Type of Item:** Administrative

### Summary Recommendation

Staff recommends Council authorize the City Manager to execute a Professional Services Agreement, in a form approved by the City Attorney, with RNL Design, Inc., for the Public Utilities and Streets Facility Architectural Services in an amount not to exceed \$245,000.

### Executive Summary

The continued growth and success of Park City as well as ongoing operational changes and increasing Federal and State regulations, continue to place challenges on Public Utilities efforts to continue the current Level of Service (LOS). To address these challenges the expansion of operational and administrative facilities is needed.

In response, staff has identified a location that can serve for both the development of a new Public Utilities and Streets Facility. Subsequently, to address development of the site, staff has issued Requests for Qualifications (RFQ) for architectural related services. Architectural services are intended to address, programming, facility layout and master planning, concept design, project sustainability and energy programming, schematic design, and building & site design.

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### Acronyms

The following acronyms and abbreviations have been used in this report:

City	Park City Municipal Corporation
LOS	Level of Service
MPD	Master Planned Development
RFP	Request for Proposals
RFQ	Request for Qualifications
RNL	RNL Design, Inc.

## **The Problem**

Park City's greatest assets include the built infrastructure and natural environments which offer a truly world class experience and lifestyle. Management of these assets and the services provided by Public Utilities has provided the foundation for our unprecedented success and we must prioritize and invest in securing the long term Public Utilities resource needs to achieve City Council's vision and goals.

In order to continue the current Level of Service (LOS) provided by Public Utilities resulting from growth demands in Park City, increasing Federal and State regulations, and progressive operational needs, additional land and financial capital must be allocated for the expansion of operational and administrative needs. Public Utilities must expand its physical operational space and provide the tools, resources, and basic administrative needs for staff at all levels.

## **Background**

Staff has recently developed a detailed space needs assessment for the Public Utilities Department. It is estimated that the Public Utilities Team (Water, Streets, and Storm Water) will need at least 4 acres to address current and 30-year projected space needs for requisites such as equipment and material storage, operations area, employee workspaces, training and meeting spaces, administrative space, and customer service areas. The site would also require approximately 5 acres for a raw water operational storage basin and future treatment facilities.

In preparation for the development of the new Public Utilities and Streets Facility staff, has issued Requests for Qualifications for both engineering and architectural services.

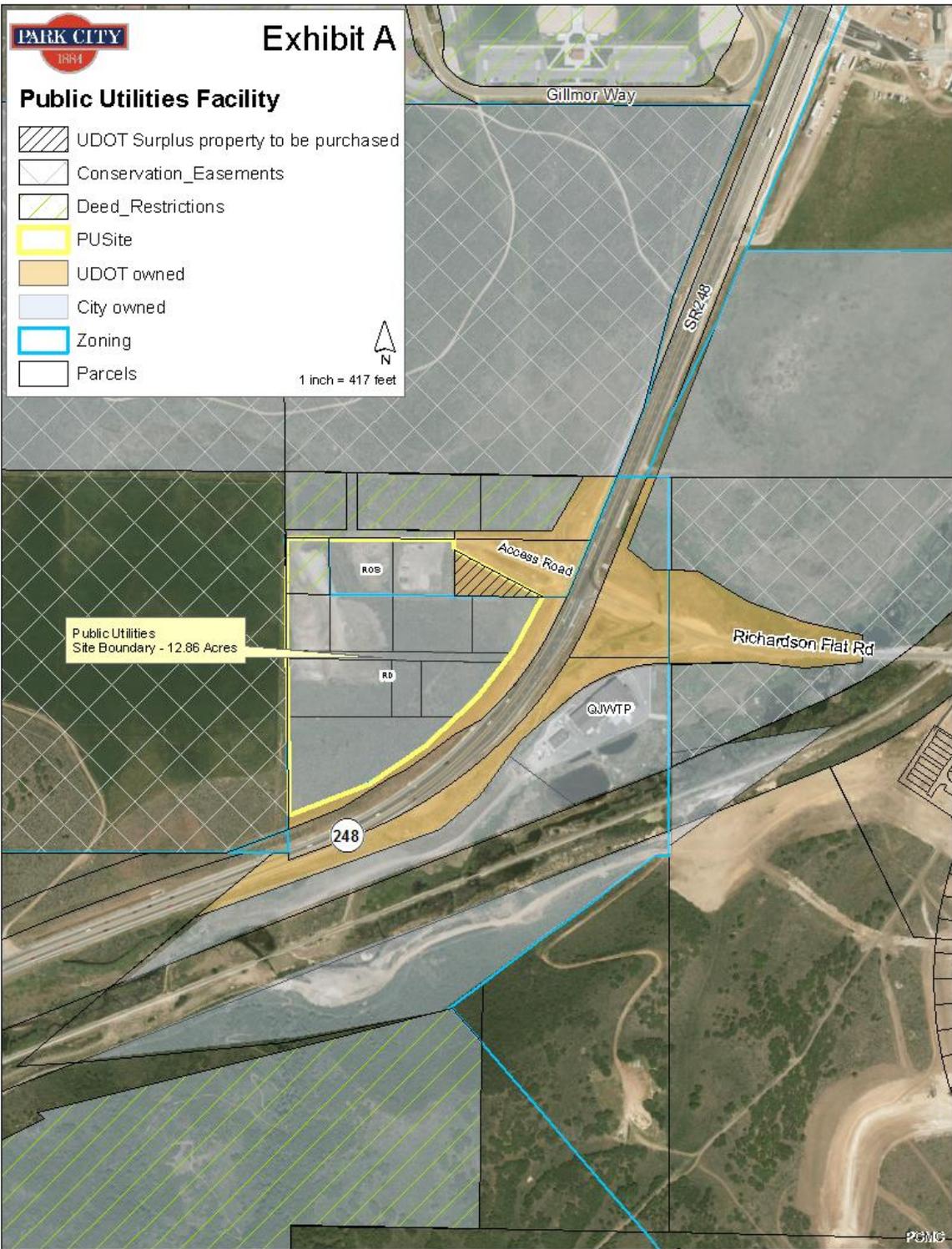
- Staff has prepared a Needs Assessment which identifies Public Utilities department needs for the facility.
- Public Utilities has reached out to other City departments to solicit input regarding other City-wide needs that could potentially be integrated into the site space is available in excess of that required to meet Public Utilities long-term planning needs
- Staff has identified and secured a site for the facility and is in the process of platting and rezoning the property. The subject property is shown on the following display.
- The open surface raw water operational storage basin, site utilities, and the site grading are being addressed under a separate engineering services contract. The initial engineering and geotechnical services work has been previously authorized by City Council under a contract with Bowen Collins and Associates.



# Exhibit A

## Public Utilities Facility

-  UDOT Surplus property to be purchased
  -  Conservation\_Easements
  -  Deed\_Restrictions
  -  PUSite
  -  UDOT owned
  -  City owned
  -  Zoning
  -  Parcels
- 1 inch = 417 feet



## Alternatives for City Council to Consider

### A. Recommended Alternative:

Staff recommends Council approve the contract with RNL to enable the programmatic and conceptual design of the future Public Utilities Facility site to progress.

*Pros* – Promotes the development and definition of space needs and facility programmatic goals, addresses Land Management Code requirements, further develops project concepts and refines project budgets for Council review prior to progressing to preliminary and final design

*Cons* – Capital cost impacts

– Supports use of the site as a Public Utilities Facility and potentially restricts property use for other purposes

### B. Null Alternative:

Council could choose not to approve the contract.

*Pros* – Capital improvement funds allocated for this project could be used for other projects

*Cons* – Delays could affect the overall project completion schedule which would impact other time-sensitive water related projects including the Stipulated Compliance Order for mining-influenced-water treatment projects

– Delays would require other equipment and vehicle storage solutions to be pursued which would potentially impact Levels of Services and operating budgets for the Public Utilities Department

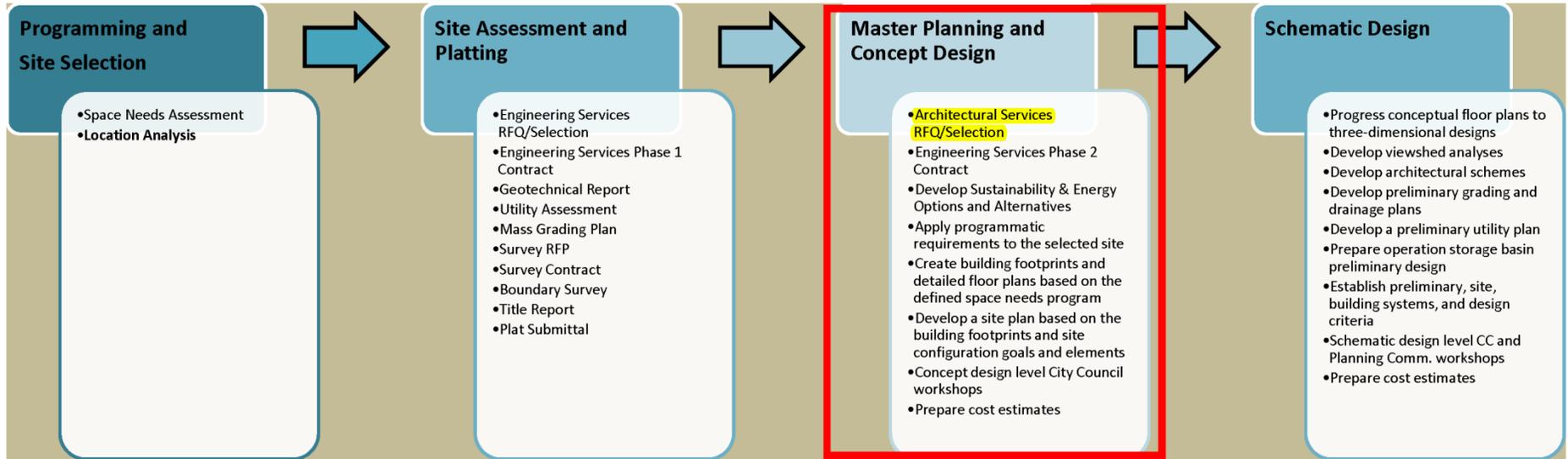
### Analysis:

In preparation for the development of the new Public Utilities and Streets Facility, staff has issued Requests for Qualifications for both engineering and architectural services. The two disciplines were separated to better address the distinctly different project design needs. Engineering services are addressing the geotechnical related work, utility design, site mass grading design and operational storage basin design. Architectural services will address facility site circulation and layout, space needs functionality, entry corridor viewshed concerns, and the building design. It is expected that the two consultants will be working in collaboration to prepare a complete project design. The City's Project Manager, Roger McClain, will be working under the guidance of the Public Utilities Director.

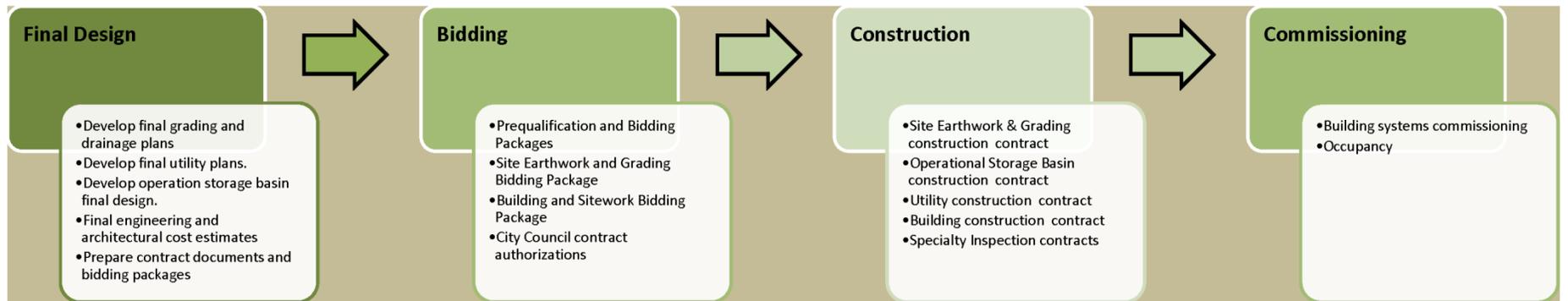
This recommendation addresses the initial phase of the architectural services which includes development of programmatic elements such as establishment of sustainability and energy goals and approaches, finalizing site space needs, site layout and circulation planning, schematic designs, viewshed analysis, and, in conjunction with the engineering consultant, development of a preliminary earthwork and grading plan and approach. The following display presents the Project Work Plan with the current status reflected in red.

# PCMC PUBLIC UTILITIES AND STREETS FACILITY – WORK PLAN

## PHASE 1



## PHASE 2



Consultant Selection:

- RFQ for Public Utilities and Streets Facility Architectural Services was issued on March 16, 2016.
- RFQ was advertised on the City website, online at utahlegals.com, in the Park Record, and in the Salt Lake Tribune during the period of March 16, 2016 through April 14, 2016.
- Seven consultants submitted Statements of Qualifications (SOQ) in response to the RFQ:

Blalock & Partners  
CRSA  
Elliott Workgroup  
GSBS  
JRCA Architects  
RNL Design  
Think Architecture

- Following receipt of the SOQ on April 14, 2016, and based on selection criteria identified in the RFQ, the selection committee, comprised of staff, selected three firms to submit technical proposals. The Request for Proposals (RFP) included requests for supplemental detailed qualification related information and an interview. The selected firms were:

Blalock & Partners  
RNL  
Think Architecture

- Based on selection criteria identified in the subsequent Request for Proposal (RFP) and the interviews the selection committee, comprised of staff, determined RNL to be the highest ranked firm.
- Subsequently, staff developed and negotiated the Phase I scope of services and associated fees with RNL which is included in Exhibit A to the Staff Report. The scope of services and fee summary are to be included in the Professional Services Agreement, as Addendum A, in an amount not-to-exceed of \$245,000.00. Staff feels that these fees are usual and customary with projects of this type, scope, and complexity.

Next Steps:

- Upon City Council authorization and subsequent contract execution, staff and RNL will begin programmatic efforts, establish project design criteria and schedules, and develop site design alternatives.
- Following substantial completion of Phase 1 architecture and engineering services, a scope and fee for final architectural and engineering design services, Phase 2, will be developed.
- Staff intends to return to City Council with an addendum to the RNL and Bowen Collins & Associates original professional services agreement contract for Phase 2 services.

**Department Review:**

Public Utilities, Legal and Executive

**Funding Source:**

The funding for the project is from service fees and is part of the approved 5-year Water and Stormwater CIPs and the City general fund.

**Exhibits:**

EXHIBIT A: Public Utilities Facility – Architectural Services, RNL Design, Inc., Phase 1  
Scope of Services and Fee Summary

**EXHIBIT A**  
**Public Utilities Facility – Architectural Services, RNL Design, Inc., Phase 1 Scope  
of Services and Fee Summary**

## Park City New Net-Zero Streets and Utilities Facility

### Task 1: Scope and Timeline (August 15 – Mid-December, 2016)

Below is a summary of the initial scope items and timelines for our Task 1. The City's Project Manager, Roger McClain, would like to gain a full understanding of the project, and then develop full service design fees once the full scope and budgets are known. **The master plan and concept design charrettes will be a bit different, because we will also need to start strategizing Net-Zero strategies at the master plan level.**

#### **Summary:**

1. Existing Facility Tours: in CO, 8/16 afternoon and 8/17 all day (RNL and MDG)
2. Distribute Program Questionnaires: Streets, Utilities, Facilities 8/16 (MDG)
3. Receive Questionnaire Responses from Park City: 9/2 (PC)
4. Program Interviews: in Park City, 9/6 – 9/9, TENTATIVE - - Trip will be 3 days, 2 night, (RNL + MDG)
5. Existing Facilities Tours: in Park City, 9/6 – 9/9, TENTATIVE - - Trip will be 3 days, 2 night, (RNL, MDG, Colvin)
6. Goals & Visioning Discussion: in Park City, 9/6 – 9/9, TENTATIVE - - Trip will be 3 days, 2 night, (RNL, MDG, Colvin)
7. Final Program Review: in Park City, 9/19 (RNL + MDG)
8. Master Plan Charrette: in Park City, 10/3 – 10/7 (RNL, MDG, Colvin, CRSE)
9. Hard Line Preferred Master Plan + Program/Master Plan Report: 10/10 – 10/31
10. Concept Design Charrette: in Park City, 11/1 – 11/4 (RNL, MDG, Colvin, CRSE)
11. Finalize Conceptual Design + Cost Estimating: 11/7- 11/18
12. Deliver Final Program, Master Plan, Concept Design Report: in Park City, 11/21 – 11/22 (RNL)
13. Council Presentation: in Park City, 12/8 –or 12/15

### Scope of Work

#### **PROGRAMMING**

RNL and MDG will participate in the detailed space needs programming task for these facilities. Our programs not only address the 5, 10, and 20 year facility needs of each group or department, but also include number of staff, number of vehicles, exterior parking, heated parking, covered storage, and uncovered storage needs.

They are comprehensive and detailed by defining affinities between spaces and/or people or people and their equipment/vehicles, appliances + furniture needs in the case of meeting/conference rooms and break rooms. Key tasks will include:

#### Existing Facility Site Tours

RNL will lead Park City staff on tours of recently completed facilities along the Front Range in Colorado. It is anticipated that we will see 3 facilities over a day and half. These will include the following.

- NREL – National Renewable Energy Laboratory's Research Support Facility, Net-Zero administration building for all NREL employees
- Louisville Public Works, great daylighting and energy efficient administration, operations, shops, and fleet maintenance
- Loveland Public Works, great daylighting and energy efficient administration, operations, welding shop, heated vehicle storage facility.

Questionnaires / Interviews

Questionnaires will be provided to all users groups to collect basic information regarding current and projected staffing levels, internal and external adjacencies for each user group, current and projected vehicles and equipment, and current operating procedures. Interview meetings of approximately one to two hours in length will then be conducted with the various user groups to discuss the needs of each department/division in more detail including:

- Current space utilization and efficiencies
- Current vs required space standards
- Required support space requirements
- Anticipated changes in operations, use of technology, programs or practices
- Security and fundamental technology requirements
- Customer interface requirements
- Requirements for vehicle repair bays, inspection and special use bays.
- Requirements for workshops and material storage areas.
- Support facilities requirements including offices, restrooms, lunchrooms and locker areas.
- Requirements for training rooms and facilities.
- Building and storage requirements for equipment, parts, and materials.
- Site security requirements.
- Storage and/or parking requirements for vehicles, buses, employee vehicles, Visitor vehicles and delivery vehicles.
- Vehicle maneuvering requirements
- Applicable codes and amendments
- Hazardous materials storage requirements.

Project Visioning Discussion and Tours of Park City's Existing Facilities

Additionally during the programming interview trip, RNL will conduct an overall Project Vision and Goals discussion with the City's stakeholders. This step is vital as it becomes the basis for design evaluation throughout the entire project and even into construction. Faces change over time, and this document outlines all items that the project must achieve.

We will also tour Utilities and Streets existing facilities throughout the City to gain a better understanding of the existing conditions, work environments, storage, and equipment.

Draft Detailed Facility Program Review

Following the collection of all the data as well as the interview meetings and tours, a Draft Facility/Space Needs Program will be prepared for all the facilities which will include current and projected space needs, a narrative description of the major functions, adjacencies and other requirements for each space. The space needs program will include:

- Interior spaces (offices, shops, maintenance, storage, vehicle storage work spaces, etc.)
- Exterior spaces (vehicle parking, covered parking, employee parking, visitor parking, large vehicles, small vehicles, material storage)

- Site circulation, landscape areas, storm detention and total site area requirements.

Final Program Review and Approval by Town Staff

The final program will include all items discussed during the interviews and draft review sessions.

**MASTER PLANNING**

The master plan will encompass three basic stages, as follows:

*Master Plan Charrette*

- Through a 4 day workshop in Park City, RNL will work with the stakeholder team to explore possible options, their benefits and drawbacks, and any unknowns that were not defined through the programming process. This will be iterative process whereby each pass at exploring options improves and refines the last.
- Daily presentations will be made to Park City's stakeholders which over the course of the week builds upon the ideas generated by RNL and valuable input provided by your team.
- Coordination with the water storage pond and civil grading team will be developed based on the needs of that project in conjunction with the Utilities & Streets Facility.
- Throughout the week Master Plan concepts will be developed that address the following:
  - Circulation patterns for vehicles
  - Materials storage and delivery
  - Material access and operations
  - Employee parking
  - Fleet parking
  - Weather Operations
  - Ingress and egress routes
  - Site Safety and Security
  - Minimizing potential vehicular and pedestrian conflicts
  - Pedestrian circulation
  - Site area relationships, including administration, operations, shops, storage, and parking
  - Building orientation
  - Stormwater quality and detention
  - Views into the facility from the hill sides above
  - Views from the roadway below
- If the City elects to do so, a public community presentation of the preferred master plan will be conducted to gain perspective from the community.

*Master Plan Refinement*

- RNL will develop the preferred master plan to the next level of detail assessing feasibility, phasing implications, and the ability to meet overall goals, values and objectives defined in the project kick-off meeting.
- Hard line the preferred master plan utilizing Autocad or Revit to ensure drawing accuracy
- The facilities portion of the master plan will address:
  - How and where to accommodate each of the functions as they change, grow or shrink.
  - Improvements to operations, customer service, space use efficiencies and cost effectiveness.
  - Building footprints, vehicle parking, covered parking, fuel and wash facilities.

*Cost Estimating*

- Once the preferred master plans has been approved, RNL will engage our independent cost estimator, Parametrix, Inc. to provide an order of magnitude cost of the program and master plan.
- The cost estimate will include soft costs, facility design contingencies, and annual cost escalation.
- These costs will be incurred hourly as a change order between RNL and the City.

**CONCEPT DESIGN**

The purpose of this effort is to provide the Park City a conceptual design for the new Utilities and Streets Operations Facility. The conceptual design will clearly define the spatial requirements of the facility (plan and volume). Initial design materials and exterior wall + roof assemblies will identified to further assist the cost estimator.

Additionally, the intended strategies to achieve Net-Zero will be included in the report. This will require input from all team members including architecture, sustainability, mechanical, electrical, and potentially the City's civil engineer.

By advancing the master plan level of design, a better understanding of the costs of this new facility will be gained prior to implementing full design services. If necessary, the project budget can be adjusted, or the overall scope of the project can be refined. Design contingencies will be included for the design because it will be at a conceptual level.

Additionally, planning and City Council will be able to review the design and respond to the requirements of the RFP, like view shed concerns, "fitting" within the Park City context, etc.

*Deliverables:*

- Architectural Building Floor Plan with Structural Grids and Dimensions
- Architectural Building Mezzanine Plan with Structural Grids and Dimensions (if needed)
- Architectural Building Roof Plan with Structural Grids and Dimensions

- Architectural North Elevation
- Architectural East Elevation
- Architectural South Elevation
- Architectural West Elevation
- Architectural Longitudinal Building Section
- Architectural Transverse Building Section
- Architectural 3D Exterior Massing Views
- Architectural Intended Materials Product Data
- Architectural 3D Renderings Views Board
  
- Equipment Preliminary Floor Plan
- Preliminary Equipment List and Product Data
  
- 3D printed model (if necessary)

*Cost Estimating*

- Once the concept design has been approved, RNL will engage our independent cost estimator, Parametrix, Inc. to provide a detailed cost estimate of the design.
- The cost estimate will include soft costs, facility design contingencies, and annual cost escalation.
- These costs will be incurred hourly as a change order between RNL and the City.

*Final Report*

The final deliverable will be a complete report that ties the whole process together into one document. This report will not only provide the final outcomes and decisions but will also include the overall process for each phase including an executive summary, the project goals and vision, Net-Zero Energy design intent, the overall detailed program, vehicle lists, equipment lists, the preferred master plan, all of the master plan schemes generated during the charrette, a cost estimate summary, and the cost estimate detail.

This report will be issued as a draft for the City's review. After all comments have been received, the final report will be generated and a project conclusion meeting will be conducted to identify the next steps.

## **Exhibit A**

### **Street and Utilities Facility Park City Park City, Utah**

### **Consultant Scope of Services July 31, 2016 *Maintenance Design Group, LLC***

#### **Overview**

Maintenance Design Group (MDG) will assist RNL Design in the planning, design, and construction of the Streets and Utilities Facility. During Preliminary Design, MDG will participate in programming (data collection) of the space needs for the facility and assist RNL Design with site and building plans for the Streets and Utilities Facility. The following is a detailed breakdown of each task during design including deliverables and estimated travel requirements.

This scope of work is only for Task 1, other scope will be defined in the future.

#### **Task 1A: Programming**

##### **Objective**

Review and evaluate the functional requirements as input into the design process which will ensure a facility which responds to the needs of Park City. Ensure that the functional requirements, including circulation and proximity relationships, are appropriately addressed in the Conceptual Design.

##### **Work Elements**

###### Facility Tours

- Participate in tours with RNL Design and the Park City staff. The tours will be a one and a half day visit to several facilities located within the region to see design ideas that have been implemented for other Front Range municipalities.

###### Data Collection

- Develop interview questionnaires to be used during programming sessions with Park City staff.
- Tour existing facilities in order to gain an understanding of current operating philosophies and conditions.
- Conduct programming interviews with key Park City staff to stimulate dialogue relating to staff, and vehicle projections, office, shop, and storage space requirements, as well as general operating practices.
- Review requirements for workshops and material storage areas.
- Review support facilities requirements including offices, restrooms, lunchrooms, and locker areas.
- Review building and yard storage requirements for equipment, parts, and materials.

- Review requirements for vehicle storage, parking, washing and fueling.
- Review site and building security requirements.
- Review project goals and vision.
- Conduct wrap-up meeting outlining schedule and presenting the findings from the interview sessions.

#### Space Needs Program

- Address functional areas to be located at the facility.
- Develop space program requirements for the facility based on information and projections developed as part of the data collection effort.
- Establish space standards for offices, repair bays, and support spaces.
- Determine number and size of various workstations.
- Determine number of repair bays based on industry standards and Park City-specific factors.
- Determine shop area requirements based on function and operational needs.
- Determine storage requirements for parts, materials, and equipment.
- Determine parking requirements for employee, visitor, and delivery vehicles.
- Identify clearance requirements throughout the project.
- Establish net to gross factors for each functional area of the facility.

#### Draft Preliminary Design Report

- Provide a report that documents the programming process outlines key planning and design issues. The paper will be distributed to the Design Team and key Park City staff for review. The paper includes the following narratives:
  - ✓ Project Overview - Describes the background and gives an overview of the project and the entities involved.
  - ✓ Basis for Design - Provides a summary of the more qualitative planning issues that were noted during interview sessions. The summary includes a description of each group's responsibilities, hours of operation, staff counts, vehicle parking, vehicles maintained, and a list of key planning issues. All of this is compiled for consideration during future planning and design efforts.
  - ✓ Space Needs Program - Presents a detailed listing of space requirements for all the stakeholders on the site. The intent of the program is to identify program spaces to fulfill the current and future facility needs. Programmed spaces are further defined by their quantity, area, and any remarks significant to design.

#### **Deliverables**

- Programming Questionnaires
- Preliminary Space Needs Program (delivered electronically via PDF)
- Concept Design Report (Draft) (delivered electronically via PDF) - including:
  - ✓ Project Overview
  - ✓ Basis for Design (Interview Documentation)
  - ✓ Space Needs Program

#### **Estimated Travel**

- Two people for three days to conduct programming session.

## Task 1B: Master Plan

### Objective

Ensure that the functional requirements, including circulation and proximity relationships, are appropriately addressed in the Conceptual Design.

### Work Elements

#### Site Master Plan Charrette

- Identify potential alternatives to meet the requirements established in the previous task.
- Participate in an on-site design charrette working directly with the Design Team and Park City to develop at least three alternatives for site configuration and general building design. During this on-site process, alternatives will be reviewed by Park City staff. Based on review comments, selected alternatives will be refined and presented for review. A final review meeting will result in a selected Master Plan and Conceptual Design.
- Site issues addressed will include:
  - ✓ Developing circulation patterns for vehicles, materials and personnel that will provide the most efficient, cost effective, and safest maintenance operation.
  - ✓ Developing ingress and egress routes, which maximize safety and security and minimize vehicular and pedestrian conflict on and off the site.
  - ✓ Establishing site area relationships including administration, operations, and maintenance facilities and Park City, employee, delivery, and visitor parking.

### Deliverables

- Sketches and technical memos as necessary

### Estimated Travel

- Two people for three days to conduct on-site Site Master Plan Charrette

## Task 1C: Concept Design

### Objective

Ensure that the functional requirements, including circulation and proximity relationships, are appropriately addressed in the Conceptual Design. Address electrical design systems that

### Work Elements

#### Concept Design Charrette

- Identify potential alternatives to meet the requirements established during the Site Master Plan Charrette.
- Participate in an on-site design charrette working directly with the Design Team and Park City to develop specific conceptual building floor plans. During this on-site process, alternatives will be reviewed by Park City staff. Based on review comments, selected alternatives will be refined and presented for review. A final review meeting will result in selected Conceptual Building Floor Plans.
- Facility issues addressed will include:
  - ✓ Developing circulation patterns for equipment, materials, and personnel within the buildings and their relation to site circulation patterns.

- ✓ Establishing functional area relationships both between departments and between workstations within department. Primary considerations to be industrial workflow, supervision and safety.
- ✓ Reviewing architectural design for functional response to program and adherence to approved maintenance concept.
- Electrical Systems issues will include
  - ✓ Identify strategies for electrical system to reach net zero

#### Probable Costs Estimate

- Equipment: Provide an estimate of equipment costs based on the conceptual floor plans and key planning issues identified in previous tasks. MDG will assist the cost estimator to include equipment pricing and process piping costs in the construction costs of the facility.
- Electrical Design: Provide an estimate of electrical systems cost based on the conceptual floor plans and key planning issues. MDG will assist the cost estimator to include electric systems pricing in the construction costs of the facility.

#### Final Concept Design Report

- Assist RNL Design with a report that identifies the criteria for site and building requirements, and includes an estimate of design and construction costs based on the Master Plan and Conceptual Floor Plans. The paper will be distributed to the Design Team and key staff with Park City for review. The paper includes the following narratives:
  - ✓ Estimate of Probable Costs - Presents costs based on the projected facility equipment needs to assist in developing an initial cost estimate based on the selected Conceptual Plan.
  - ✓ Update all of the previously developed reports, as pertinent, including all the comments from the Design Team and Park City.

#### **Deliverables**

- Sketches and technical memos as necessary
- Final Concept Design Report - including:
  - ✓ Functional and Equipment Design Narrative
  - ✓ Estimate of Probable Equipment and Electrical System Costs

#### **Estimated Travel**

- Three people for four days to participate in an on-site Concept Design Charrette

July 29, 2016

Merlin Maley, AIA, LEED AP BD+C  
R N L  
1050 17<sup>th</sup> Street, Denver, Colorado 80265

RE: NEW PUBLIC UTILITIES AND STREETS FACILITY  
TASK 1: PROGRAM/MASTER PLAN/CONCEPT DESIGN  
MECHANICAL ENGINEERING FEE PROPOSAL

Dear Merlin,

Thanks for the opportunity to present you with our proposal for this project. Following is our current understanding of the scope, as well as our proposed fee for Mechanical Engineering services.

**Scope of Project**

Develop a program document that details performance goals, strategies and budget, and defines preliminary mechanical systems for a new public utilities and streets facility.  
The Owner desires a low or zero energy building

**Exclusions:** Computer modeling and analysis for energy comparisons  
LEED Documentation, other than preliminary checklist  
Engineered design drawings or calculations

**Consulting Engineering Services Scope**

- Attend existing facility tours in Park City
- Participate in Goals and Visioning discussion in Park City (approximately 8 hours total)
- Participate in the Master Plan Charrette (approximately 12 hours total)
- Develop draft of master plan/report
- Participate in Concept Design Charrette in Park City (approximately 12 hours total)
- Develop Final Program, Master Plan and Concept Design Report

**Deliverables/Approximate Schedule**

Draft master plan/report ..... approximately October 31, 2016  
Final Program, Master Plan, Concept Design Report..... approximately November 22, 2016

**Fee Proposal**

Based on the above scope of work, our proposed fee for Mechanical Engineering services is \$12,500.

Again, thanks for the opportunity to present this proposal. If you have any questions or wish to discuss the terms of this proposal, please call me.

Sincerely,



Stephen G. Connor, P.E.  
President



**CALDER RICHARDS**  
CONSULTING ENGINEERS

July 29, 2016

Merlin Maley, Associate Principal  
RNL Design  
1050 17<sup>th</sup> street, Suite A-200  
Denver, CO  
**Sent via email: [merlin.maley@RNLDESIGN.com](mailto:merlin.maley@RNLDESIGN.com)**

Reference: New Park City Public Utilities and Streets Facility

Merlin,

First of all, congratulations on being awarded the contract for the above-referenced project! Per your request, we have estimated the scope of work and estimated fee for structural engineering services for the Task 1 phase of the project as follows:

**1.0 Project Description**

The first phase involves the development of Programming, Master Plan and Conceptual Design for a new public works project located in Park City.

**2.0 Scope of Services**

- a. Provide input on structural systems and design requirements as needed for completing programming phase of the project.
- b. Provide structural input and preliminary design as needed during the conceptual design of project.
- c. Upon request, attend portions of both the Master Planning and Concept Design charrettes to be held in Park City.
- d. Provide review and input on the preparation of Final Program and Concept Design Report.

**3.0 Estimated Lump Sum Fee:**      \$ 7,000

We appreciate the opportunity to work with RNL Design on this project and we are excited to move forward with the design. Please call if you have any questions or concerns regarding this proposal.

Respectfully,

Jonathan (JR) Richards, P.E., S.E.  
Managing Partner

# Public Utilities Facility – Architectural Services, RNL Design, Inc., Phase 1 Fee Summary

RNL		PARK CITY UTILITIES & STREETS OPERATIONS FACILITY			Proposal Date: August 1, 2016	
PHASE ONE: PROGRAMMING, MASTER PLANNING, CONCEPT DESIGN		PROPOSED FEES AND EXPENSES				
Firm	Discipline	Site Tours + Programming	Master Planning	Concept Design	Total	
RNL	Report/Sustainability/Landscape Architecture/Lighting Design	\$19,040	\$29,880	\$77,650	\$126,570	
MDG	Programming/Master Planning/Electrical Engineering	\$25,280	\$10,420	\$29,320	\$65,020	
Colvin Engineering	Mechanical Engineering	\$0	\$0	\$12,500	\$12,500	
Calder Richards	Structural Engineering	\$0	\$2,000	\$5,000	\$7,000	
<i>Sub-Total RNL Basic Services</i>		<i>\$44,320</i>	<i>\$42,300</i>	<i>\$124,470</i>	<i>\$211,090</i>	
<i>Estimated Expenses</i>		<i>RNL Only, MDG's included in fees</i>		<i>\$3,600</i>	<i>\$6,000</i>	<i>\$12,500</i>
<b>TOTAL:</b>		<b>\$47,920</b>	<b>\$48,300</b>	<b>\$136,970</b>	<b>\$233,190</b>	
<p><b>Proposal Includes the Following:</b></p> <ul style="list-style-type: none"> <li>2 person trips for RNL and MDG for Programming and Master Planning Charrettes</li> <li>3 person trips for RNL and MDG for Concept Design and Net-Zero Charrette</li> <li>Final report</li> <li>Coordination with cost estimator during Master Planning and Concept Design</li> </ul> <p><b>Proposal Excludes the Following:</b></p> <p>Cost Estimating Fees (Parametrix, Inc. is on board as the cost estimator, fees will be hourly for master plan and concept design estimates).</p>						



**DATE: August 11, 2016**

**TO HONORABLE MAYOR AND COUNCIL**

In June of 2007, the City entered into five-year City Services Agreement with the Kimball Art Center (KAC) to host the annual Art Festival on Main Street. As part of the City Service Contract, approval of an annual supplemental plan, which articulates the details of the operation of the festival is required. For the 2016 Festival there is one “substantial” change from the previous year, which is modifying the past use on the top of China Bridge from artist parking to private transportation service drop off and pick up. The 2016 Art Festival is in the last year of the current City Services Agreement. Staff finds the KAC has been meeting all of the requirements of the contract and continues to mitigate challenges as they arise.

**Respectfully:**

Jason Glidden, Economic Development Program Manager



## City Council Staff Report

**Subject:** Kimball Art Festival  
**Author:** Jason Glidden, Economic Development Program Manager  
**Department:** Economic Development  
**Date:** Thursday, August 11, 2016  
**Type of Item:** Proposed Amendment to City Services Agreement

### Summary Recommendation

Staff recommends that the Park City Council conduct a public hearing and review the proposed amendment to the supplemental plan for the 2016 Kimball Art Festival based on findings that they are operating consistently with the City Services Agreement and the Level Three Special Event Permit, as entered into on June 11, 2007 and renewed on September 12, 2011.

### Executive Summary

In June of 2007, the City entered into five-year City Services Agreement ending in 2011 with the Kimball Art Center (KAC) to host the annual Art Festival on Main Street. As part of the City Service Contract, approval of an annual supplemental plan, which articulates the details of the operation of the festival is required. In 2011, the City Services Agreement was renewed for a new five-year term thru 2016.

For the 2016 Festival there is one “substantial” change from the previous year, which is modifying the past use on the top of China Bridge from artist parking to private transportation service drop off and pick up.

The 2016 Art Festival is in the last year of the current City Services Agreement. Staff finds the KAC has been meeting all of the requirements of the contract and continues to mitigate challenges as they arise.

### Acronyms

HPCA – Historic Park City Alliance  
PCMC/City – Park City Municipal Corporation  
KAC – Kimball Art Center  
SEAC – Special Events Advisory Committee

### The Problem

The Special Events Department continues to work to both facilitate events and mitigate their impacts including efficiently managing events taking place in the Park City Community. Discussions have centered on balancing positive economic and cultural outcomes and community impacts. As you consider the review of 2016 Kimball Art Festival Supplemental Plan, it is important to consider how the event will impact:

- Traffic and Transportation;
- Public Safety;

- Businesses; and
- Residents in Old Town.

## Background

On June 11, 2007 Park City Municipal Corporation (PCMC) and the KAC entered into a City Service Agreement for provision of financial assistance and costs and amount of City Services in return for holding the Kimball Art Festival on Main Street. As part of the City Service Contract, KAC is required to present a supplemental plan for review by City Council when “substantial” changes are proposed from the previous year.

The 2016 Kimball Art Festival is in the last year of the current City Services Agreement. Staff believes the KAC has been meeting all of the requirements and continues to work in coordination with the City as challenges arise.

### Changes from 2015 Supplemental Plan:

#### **Operations Parking**

For the 2016 festival, the Kimball Art Center has brought on UBER as a new sponsor. KAC has requested that they modify the use of the south China Bridge, which is already identified in the supplemental plan as an approved KAC use area, to allow for UBER to stage cars for pick up and drop off of festival guests. Since its current use is still parking, KAC does not pay any lost parking or rental fee for the existing use of Level 4 of China Bridge. In the past, the Art Festival has utilized the top level of South China Bridge for artist parking with oversized vehicles. This parking lot has not been used to capacity in past years. The KAC plans to continue to use half of the lot for oversized vehicles and the other half for UBER operations. A maximum of 40 parking spots will be taken up by the UBER operation. However, staff does not recommend any payment for the parking due to the fact that this area of the parking lot was part of the prior approved use area for the event and no additional parking has been requested as part of this amendment to the supplemental plan. No additional temporary structures or lighting are proposed.

After receiving the proposed UBER operational plan from the KAC, staff from several departments evaluated the plans and has identified a number of challenges that needed to be addressed. Many of these concerns centered around the management of the operations and fear that if not managed correctly could cause negative impacts to traffic flow, parking access, and confusion in way finding. Staff recommends the following set of conditions of approval to address these potential issues.

#### UBER Operations – Conditions of Approval

1. The applicant, in accordance with the City Service Agreement, shall incorporate such measures as directed by Staff in order to ensure that any safety, health, or sanitation equipment, and services or facilities reasonably necessary to ensure that the event will be conducted with due regard for safety are provided and paid for by the applicant.
2. The applicant will work with City Staff to orient the activities so as to minimize sound impacts to the neighborhoods and the applicant shall monitor the

following:

(A) The program manager, or his/her designee, shall provide on-site management for each aspect of the event.

(B) The program manager shall be responsible to ensure that the sound systems maintain level adjustments not to exceed provisions of the Park City Noise ordinance for the outdoor events.

3. The following conditions of approval apply to the change use of South End China Bridge Level 4:
  - a. Hours of operations for UBER staging and operation consistent with festival hours.
  - b. A maximum of 40 parking spaces can be used South End China Bridge Level 4 by UBER.
  - c. Constant Management of the area by KAC or UBER personnel during use times.
  - d. Assurance by KAC and UBER that the number of UBERS that will be used and cued for drop-off and pickup does not exceed the number of assigned parking spaces.
  - e. Proper signs, directional signs and a specific use plan to pickup/drop on site.
    - a. All signage needs to be approved by PCMC and must be within the approved use areas for the event.
    - b. All signage created will be placed and removed by KAC/UBER
  - f. Park City reserves the right to immediately revoke the UBER plan approval if it does not work operationally or creates traffic or public safety hazards, as determined in the Park City's sole discretion.
4. Applicant's shall provide proof of liability insurance in the amount of four million dollars (\$4,000,000) or more as may be required by the Special Events Manager or the City Attorney's Office, and shall further name Park City Municipal Corporation as additional insured. All Applicants shall further indemnify the City from liability occurring at the event except for any claim arising out of the sole negligence or intentional torts of the City or its employees.
5. All plans for tents, stages and other temporary structures shall be submitted to the Building Department for review and permitting by August 1, 2016.
6. The applicant is responsible for an Operation, Parking and Pedestrian Management Plan in a form approved by the Park City Municipal Event Coordinator and Chief of Police.
7. The applicant use of barricade and signage will be in accordance with the Manual of Uniform Traffic Control Devices (MUTCD) for the duration of the event.
8. All City, County and State permit approvals required for this event shall be secured by August 11, 2016 and submitted to Park City Municipal.

The preceding conditions for the UBER Operations is based on Kimball's operational plan (Exhibit B) submitted to and approved by PCMC staff. In addition to the concerns raised by the potential impacts of the UBER operations, staff has concerns regarding the use of public property to facilitate one commercial entity. City Council has provided policy direction in the past that they would like to have the free market run its course in

regards to various forms of transportation companies and avoid providing the use of city facilities to one entity over others.

Staff believes that the benefits of approving the 2016 Art Festival Supplemental Plan outweigh the public policy implication for the following reasons:

- Improves coordination of UBER vehicles.
- Improves event guest experience by providing an additional advertised method of transportation.
- Adds to the transportation plan to reduce single occupant car load.

### **Department Review**

The Special Events, Economic Development, Police, Transportation, Parking Services, Parks, Streets, Transit, Executive, Budget and Legal Departments have reviewed this report and comments have been incorporated.

### **Funding Source**

There is a City Service Agreement between the City and the KAC. The funding for this agreement comes from the City's general fund within existing department budgets. The UBER modification has no implication on the funding portion of the Service Agreement.

### **Alternatives for City Council to Consider**

#### **1. Recommended Alternative:**

City Council approve the proposed 2016 Kimball Art Festival Supplemental Plan

#### Pros:

- The event organizer would have an operational plan to work with staff that addresses the challenges/impacts that arise regarding this event.
- This event adds to a diverse event calendar, which allows for both economic and cultural opportunities, as well as helps create a world class, multi-seasonal destination.
- More control over management of UBER than is allowed normally by state law.

#### Cons:

- The plan could be viewed as contradicting previous Council direction regarding use of City facilities to promote a single transportation company rather than allowing the free market to prevail.
- The short notice minimizes opportunity for public engagement/comment and planning analysis, however the public already did not have access to this area under the existing approval.

#### **2. Option 1:**

City Council could deny approval of the proposed 2016 Kimball Art Festival Supplemental Plan

#### Pros:

- This would be consistent with previous Council direction

#### Cons:

- UBER would not be able to operate as one of the KAC sponsors for the festival in the proposed location.
- UBER would be expected to use the existing taxi staging area approved for the top of Main St which was the source of several neighbor complaints last year.

### **3. Option 2:**

City Council could amend the proposed 2016 Kimball Art Festival Supplemental Plan by defining another location or additional terms of the proposed use area.

#### Pros:

- The event organizer would have an operational plan to work with Staff that addresses the challenges/impacts that arise regarding this event.
- This event adds to a diverse event calendar, which allows for both economic and cultural opportunities, as well as helps create a world class, multi-seasonal destination.

#### Cons:

- The plan could be viewed as contradicting previous Council direction regarding use of City facilities to promote a single transportation company rather than allowing the free market to prevail.

### **Attachments**

Exhibit A – 2016 Art Festival Use Area Matrix

Exhibit B – Proposed UBER Operational Plan

Exhibit C – Special Event Permit with Conditions of Approval

### 2016 KIMBALL ART FESTIVAL USE AREA

Use Area	Address	Use Period	Intended Use	Type of Use	Basic City Service	Access Control	Traffic Control
Main Street (9th Street to Swede Alley)	Main Street	8/11/16 - 8/14/16	Festival Venue	Pedestrian and Vendor	Enhanced restroom cleaning and placement of additional trash cans.	Kimball	None
Heber Avenue	Heber Avenue	8/11/16 - 8/14/16	Festival Venue	Pedestrian and Vendor	None	Kimball	None
Brew Pub Parking Lot	Swede Alley	8/11/16 - 8/14/16	Festival Venue	Pedestrian and Vendor	Placement of additional trash cans	Kimball	Kimball
Flag Pole Lot	Swede Alley	8/11/16 - 8/14/16	Parking	Parking	Parking Management	PCMC	PCMC
China Bridge (South End, Level 2 & 3)	Swede Alley	8/11/16 - 8/14/16	Artist Parking	Parking	None	Kimball & PCMC	Kimball & PCMC
China Bridge (South End, Level 4)	Marsac Avenue	8/11/16 - 8/14/16	Artist Parking & Uber Staging	Parking & Transit	None	Kimball & PCMC	Kimball & PCMC
Bob Wells Parking Lot	Swede Alley	8/11/16 - 8/14/16	Festival Operations	Operations	None	Kimball	Kimball

## Park City Kimball Arts Festival 2016

### UBER Car Service Operations – China Bridge Roof (South) PCKAF Operations

Contact: Chris Crowley – 801-718-4628/clcrowley@gmail.com

#### 1. Operational Period

Friday	8/12/16	5PM – 9PM
Saturday	8/13/16	9AM – 7PM
Sunday	8/14/16	9AM – 6PM

#### 2. Pick-Up Drop-Off (PUDO) Management

The PCKAF, UBER and Park City Municipal Corporation Parking (PCMC) will work together to manage PUDO during hours of operations (HOO). PCKAF will assign dedicated staff to manage our parking and marshaling operations. UBER will provide Brand Ambassadors to assist customers and drivers.

Location	Element	Responsible	Hours	Operations
China Bridge	UBER PUDO	PCKAF Ops	HOO	<ul style="list-style-type: none"> <li>Operations staff to manage and monitor area ensuring orderly system and issue resolution.</li> <li>Primary Contact with PCMC.</li> <li>UBER to inform drivers of PUDO location.</li> </ul>
China Bridge	UBER PUDO	UBER	HOO	<ul style="list-style-type: none"> <li>UBER to provide Brand Ambassadors.</li> </ul>
China Bridge	Customer Wayfinding Signage	UBER/PCKAF Ops	HOO	<ul style="list-style-type: none"> <li>UBER/PCKAF to provide wayfinding signage @ Swede Alley directing to PUDO location.</li> </ul>
China Bridge	UBER Driver Directional Signage	UBER/PCKAF Ops	HOO	<ul style="list-style-type: none"> <li>UBER/PCKAF to provide Driver Directional signage @ PUDO entry and operational area.</li> </ul>
China Bridge	UBER Driver Parking Signage	UBER/PCKAF Ops	HOO	<ul style="list-style-type: none"> <li>UBER/PCKAF to provide Driver Parking signage @ PUDO.</li> </ul>
China Bridge	UBER Use Monitoring	UBER/PCKAF Ops	HOO	<ul style="list-style-type: none"> <li>UBER/PCKAF to monitor usage and limit vehicle access or expand PUDO as required.</li> </ul>
China Bridge	UBER Rejection	UBER/PCKAF Ops	HOO	<ul style="list-style-type: none"> <li>UBER drivers not displaying proper credentials will be turned away entry on Marsac.</li> <li>PCKAF/UBER to work with PCMC parking staff.</li> <li>UBER to redirect drivers if overcrowded.</li> </ul>

#### 3. Estimated Usage

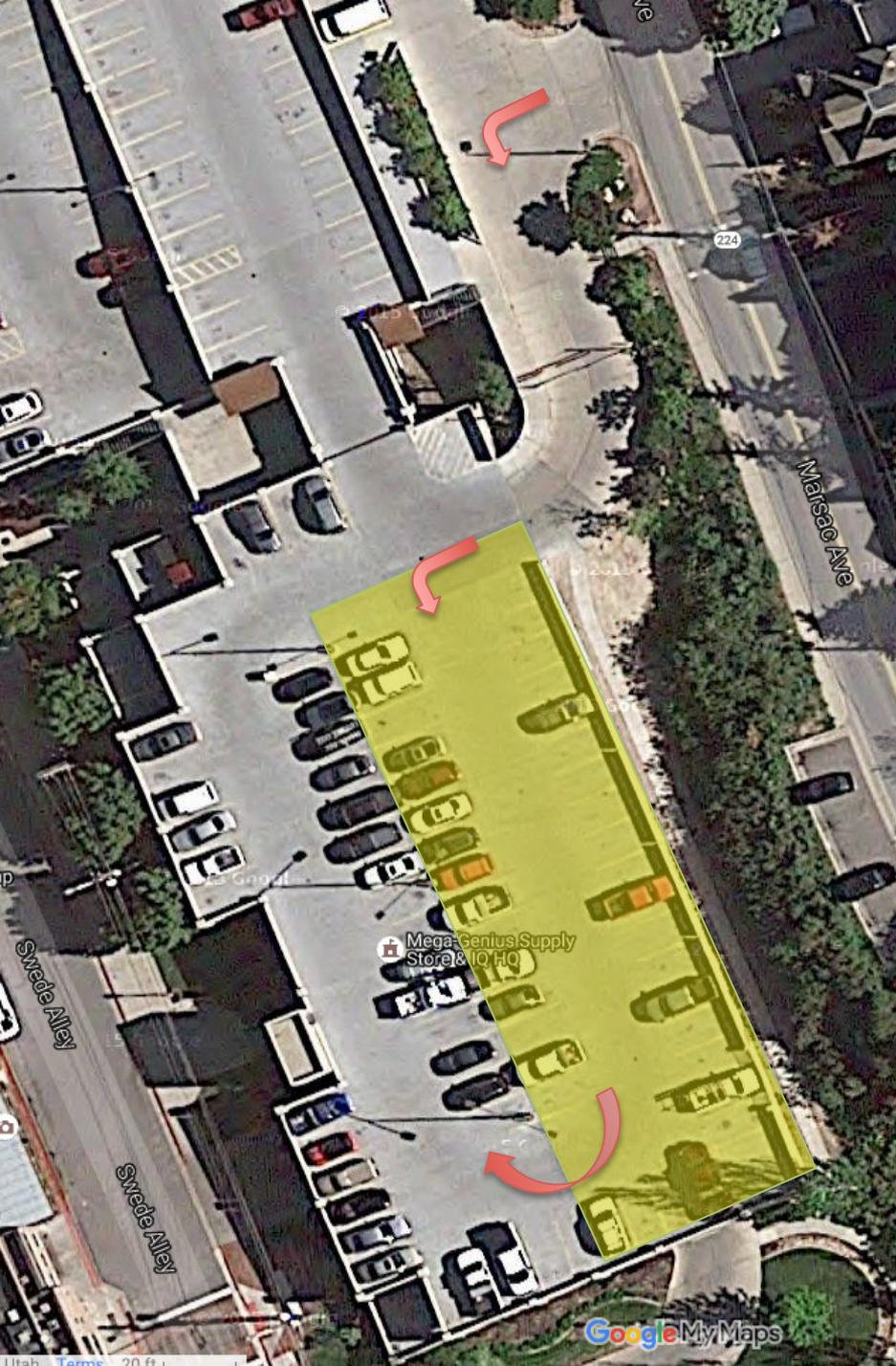
Assumptions:

- PCKAF taxi/UBER usage low compared to Sundance.
- 2015 data shows average of 85 UBER rides per day @ 84060 area code.
- Data does not break down exact locations – assume majority @ Old Town.
- UBER messaging and popularity estimated to increase usage up to 20%.
- Salt Lake City > Park City trips insignificant.

Day	Ave. Rides p/day @ 84060 (2015)	Total HOO	Est. Rides p/hour 2015	Est. Rides p/hour 2016 (20% increase)
Friday	85	5	17	20.4
Saturday	85	10	8.5	10.2
Sunday	85	9	9.5	11.4

### 4. Location SWOT Analysis

	China Bridge	North Marsac	Unmanaged
<b>Strength</b>	<ul style="list-style-type: none"> <li>• Access: High</li> <li>• Visibility: High</li> <li>• Location Knowledge: High</li> <li>• Traffic Capacity: High</li> <li>• Traffic Safety: High</li> <li>• L/R Turn: Yes</li> <li>• PUDO Staffing: Yes</li> <li>• PUDO Capacity: 32 spaces (expandable to 50)</li> <li>• PUDO Visibility: High/Medium</li> <li>• PUDO Wayfinding: Easy</li> <li>• PUDO Driver Signage: High</li> <li>• PUDO Safety: High</li> <li>• Accessibility/ADA: High</li> <li>• ADA Shuttle: <b>None</b></li> <li>• Direct Stair Access: 3 locations</li> <li>• Direct Elevator Access: 1 location</li> <li>• Indirect Access: 3 locations</li> <li>• User Learning Curve: Easy</li> <li>• Consolidate UBER operations in town.</li> </ul>	<ul style="list-style-type: none"> <li>• Access: Medium</li> <li>• Visibility: Medium</li> <li>• Traffic Capacity: High</li> <li>• Traffic Safety: High</li> <li>• L/R Turn: Yes</li> <li>• PUDO Staffing: Yes</li> <li>• PUDO Capacity: 55 spaces (reserved spaces TBD)</li> <li>• PUDO Driver Signage: High</li> <li>• PUDO Safety: High</li> <li>• Direct Stair Access: 1 location</li> <li>• Direct Elevator Access: 0 location</li> <li>• Indirect Access: 6 locations</li> <li>• Consolidate UBER operations in town.</li> </ul>	<ul style="list-style-type: none"> <li>• Zero management cost to PCKAF</li> </ul>
<b>Weakness</b>	<ul style="list-style-type: none"> <li>• Usage Data: <b>Low</b></li> <li>• Comingled Use: High/Medium</li> <li>• Traffic Congestion: Medium</li> <li>• UBER drivers w/o credentials.</li> </ul>	<ul style="list-style-type: none"> <li>• Usage Data: <b>Low</b></li> <li>• Location Knowledge: <b>Low</b></li> <li>• PUDO Visibility: <b>Low</b></li> <li>• PUDO Wayfinding: <b>Complicated</b></li> <li>• Accessibility/ADA: <b>Low</b></li> <li>• ADA Shuttle: <b>Required</b></li> <li>• User Learning Curve: <b>Difficult</b></li> <li>• Comingled Use: Medium/Low</li> <li>• Traffic Congestion: Medium</li> <li>• UBER drivers w/o credentials.</li> <li>• Close proximity to roundabout and reduced visibility of entrance @ Marsac.</li> <li>• UBER drivers w/o credentials</li> <li>• ADA accessibility requires use of shuttle call-up system to/from lot – reducing ADA shuttle @ Swede Alley.</li> <li>• Stair access via Transit Center only.</li> <li>• Elevator access via China Bridge only.</li> <li>• No sidewalk access along Marsac.</li> <li>• Additional Wayfinding required to redirect @ China Bridge Parking, Swede Alley &amp; Transit Center to N. Marsac lot. \$\$</li> <li>• Requires PCMC to shuttle to N. Marsac lot upon request.</li> <li>• Non-standard PUDO - complicated instructions - user learning curve steep</li> <li>• Parking for PCMC staff reduced.</li> <li>• Additional PCKAF radio required for ADA call up. \$\$.</li> </ul>	<ul style="list-style-type: none"> <li>• UBER drivers unmanaged</li> <li>• UBER to drop @ Main Street – no access w/o passes resulting in alternative routes.</li> <li>• “Hunt &amp; Peck” PUDO by UBER drivers</li> <li>• Likely unmanaged PUDO locations @ Main/Swede or 9<sup>th</sup> Street turnaround.</li> </ul>
<b>Opportunity</b>	<ul style="list-style-type: none"> <li>• Manage UBER in Park City</li> <li>• Direct instruction to UBER drivers</li> <li>• Reduce “hunt &amp; peck” PUDO by UBER drivers</li> <li>• Increased PUDO safety.</li> <li>• Reduce parking demand.</li> <li>• PUDO expandable.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage UBER in Park City</li> <li>• Direct instruction to UBER drivers</li> <li>• Reduce “hunt &amp; peck” PUDO by UBER drivers</li> <li>• Increased PUDO safety.</li> <li>• Reduce parking demand.</li> <li>• Underutilized parking</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>



## UBER @ Park City Kimball Arts Festival 2016

- UBER drivers to use highlighted area @ top of China Bridge for pick-up and drop-off.
- Entry/exit via Marsac Avenue only.
- UBER vehicles to drop/wait/pick-up in designated area only.
- UBER vehicles must display window/vehicle UBER decal.

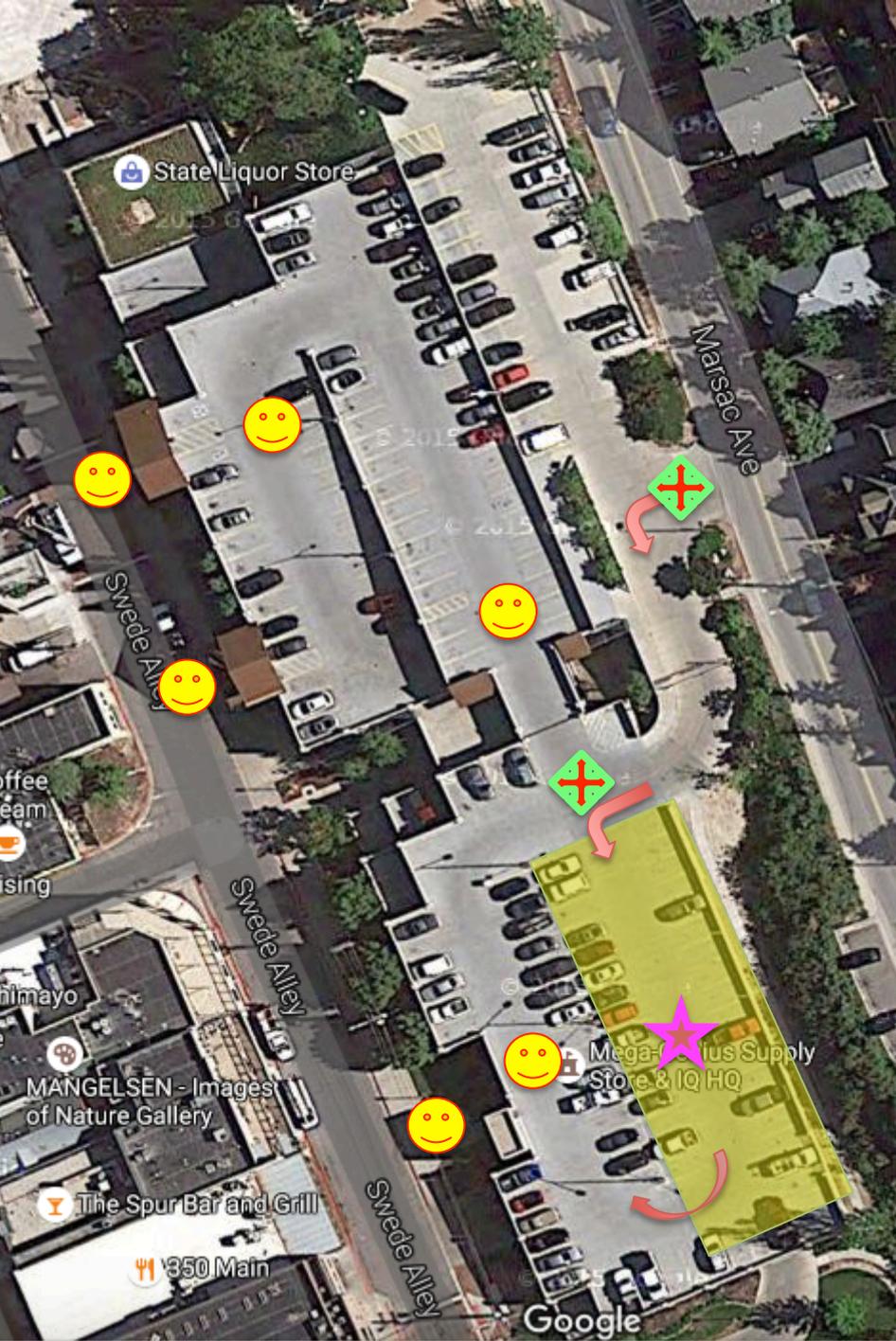


- PCKAF to provide signage.
- PCKAF to manage UBER drop/pick area.
- Tickets issued if requested by PCKAF

# UBER @ Park City Kimball Arts Festival 2016

-  Uber PUDO: 32 – 50 spaces
-  PUDO Signage
-  Uber Driver Directional Signage
-  Uber Customer Wayfinding

- UBER vehicles must drop and wait in designated parking slips.
- UBER vehicles must display window/vehicle UBER decal.
- PCKAF can expand PUDO area as needed.



# UBER Accreditation



U B E R



U B E R

U B E R





**SPECIAL EVENT LICENSE**

**Type of License:**    \_ Level 1     \_ Level 2     X Level 3

**Event Name:**        **Park City Kimball Arts Festival**

**Event Date(s):**     **Friday August 12; Saturday August 13 & Sunday August 14, 2016**

**Event Location:**    **Main Street from 9<sup>th</sup> Street and DV Drive to Swede Alley, Heber Ave, Miners Plaza, Brew Pub Parking Lot, Flagpole Parking Lot, China Bridge Park Garage, and Bob Wells Parking Lot.**

**Licensee:**            **Kimball Art Center**

**Contact Person:**    **Chris Crowley - 801-718-4628 ; [elcrowley@gmail.com](mailto:elcrowley@gmail.com)**

**Approved By:**           Special Events Coordinator    X    City Council of Park City

**Approval Date:**     **Thursday, August 11, 2016**

Special Events Coordinator has approved the Level Three Special Event Permit for the Park City Kimball Art Festival to be held within Park City on Friday August 12 – 5pm – 9pm; Saturday August 13 – 9am – 7pm and Sunday August 14; 9am – 6pm , 2016. Event use areas include but are not limited to Main Street from 9<sup>th</sup> Street and DV Drive to Swede Alley, Heber Ave, Miners Plaza, Brew Pub Parking Lot, Flagpole Parking Lot, China Bridge Park Garage, and Bob Wells Parking Lot. This Level Three Special Event permit has been issued under the authority described within the Park City Municipal Code Section 4-8-4(C) based on the following Findings of Fact, Conclusions of Law, and Conditions of Approval:

Findings of Fact:

1. The Park City Kimball Art Festival will be held on Friday August 12 - 5pm – 9pm; Saturday August 13 – 9m – 7p & Sunday August 14 – 9am – 6pm, 2016 Park City. Event use areas include but are not limited to Main Street from 9<sup>th</sup> Street and DV Drive to Swede Alley, Heber Ave, Miners Plaza, Brew Pub Parking Lot, Flagpole Parking Lot, China Bridge Park Garage, and Bob Wells Parking Lot.
2. The event has received permission of use with the following entities: State of Utah DABC, Park City Municipal, Park City School District Parking Lots, Park City Resort Parking ( limited use), Deer Valley Resort Parking Lot (limited use), and Summit County Health Department.
3. The event is oriented towards families and youth. The events associated with Running with Ed will not require the diversion of so great a number of police, fire, or other essential public employees from their normal duties as to prevent reasonable police, fire, or other public services protection to the remainder of the City.
4. An operational plan has been created by City Staff and the Applicant to safely manage the concentration of persons, vehicles, and the rerouting of traffic caused by this event to insure movement of police, fire, ambulance, and other emergency vehicles on the streets or with the

provision of other public health or safety services.

5. There are three (3) other Event Licenses that have been granted in Park City Limits for Park City Trail Series Saturday, August 13, 2016 - 9:00 a.m. – 1:00 p.m.; Deer Valley Concert Saturday, August 13, 2016 – 7:00pm – 9:00pm; St. Mary’s Procession Sunday August 14 – 9:00am – 11:30am. These activities of these events will not negatively interfere with the others operations for which a license has already been granted and with the provision of City services in support of other such events or governmental functions.
6. The size of the crowd and nature of the event will not create an imminent possibility of violent disorderly conduct likely to endanger public safety or cause significant property damage.
7. The applicant has been working with City Staff and applicable departments to address all event concerns. The Applicant demonstrates an ability and willingness to conduct the event pursuant to the terms and conditions of this Chapter and has not failed to conduct a previously authorized event in accordance with the law or the terms of a license, or both.

Conclusions of Law:

1. The application is consistent with the requirements of the Park City Municipal Code, Title 4, Chapter 8.

Conditions of Approval:

1. The applicant, in accordance with the City Service Agreement, shall incorporate such measures as directed by Staff in order to ensure that any safety, health, or sanitation equipment, and services or facilities reasonably necessary to ensure that the event will be conducted with due regard for safety are provided and paid for by the applicant.
2. The applicant will work with City Staff to orient the activities so as to minimize sound impacts to the neighborhoods and the applicant shall monitor the following:
  - (A) The program manager, or his/her designee, shall provide on-site management for each aspect of the event.
  - (B) The program manager shall be responsible to ensure that the sound systems maintains level adjustments not to exceed provisions of the Park City Noise ordinance for the outdoor events.
3. The following conditions of approval apply to the change use of South End China Bridge Level 4:
  - a. Hours of operations for UBER staging and operation consistent with festival hours.
  - b. A maximum of 40 parking spaces can be used South End China Bridge Level 4 by UBER.
  - c. Constant Management of the area by KAC or UBER personnel during use times.
  - d. Assurance by KAC and UBER that the number of UBERS that will be used and cued for drop-off and pickup does not exceed the number of assigned parking spaces.
  - e. Proper signs, directional and a more specific use plan to pickup/drop of site.
  - a. All signage needs to be approved by PCMC and must be within the approved use areas for the event.
  - b. All signage created will be placed and removed by KAC/UBER
  - f. Park City reserves the right to immediately revoke the UBER plan approval if it does not work operationally or creates traffic or public safety hazards, as determined in the Park City’s sole discretion.

4. Applicants shall provide proof of liability insurance in the amount of four million dollars (\$4,000,000) or more as may be required by the Special Events Manager or the City Attorney's Office, and shall further name Park City Municipal Corporation as additional insured. All Applicants shall further indemnify the City from liability occurring at the event except for any claim arising out of the sole negligence or intentional torts of the City or its employees.
5. All plans for tents, stages and other temporary structures shall be submitted to the Building Department for review and permitting by August 1, 2016.
6. The applicant is responsible for an Operation, Parking and Pedestrian Management Plan in a form approved by the Park City Municipal Event Coordinator and Chief of Police.
7. The applicant use of barricade and signage will be in accordance with the Manual of Uniform Traffic Control Devices (MUTCD) for the duration of the event.
8. All City, County and State permit approvals required for this event shall be secured by August 11, 2016 and submitted to Park City Municipal.