



PARK CITY VISION 2020 THINK-TANK WORKSHOP REPORT

July 29-30, 2019



PARK CITY VISION 2020 COMMUNITY VISIONING PROJECT

THINK-TANK WORKSHOP REPORT

This report summarizes the visioning session held at the Miners Hospital, Park City on July 29, 2019 and at the Christian Center, Park City on July 30, 2019. Approximately 35 Park City community stakeholders participated in the Think-Tank and developed the scenarios presented in this report. This report has been produced as part of the Park City Vision 2020 Community Visioning process which aims to develop a community vision and strategic action plan that will guide City decision-making for the next ten years.

Report Prepared by:



Think-Tank Hosted by:



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1.0 INTRODUCTION

Park City is a vibrant mountain community, located 30 miles from Salt Lake City, Utah. Park City is celebrated as both the home of the annual Sundance Film Festival and for hosting the 2002 Winter Olympics. The population of Park City is estimated at 8,378 (2018 figures) however the tourist population greatly exceeds the number of permanent residents. Park City's aesthetic appeal coupled with its reputation as a major ski destination and the annual Sundance festival continues to attract a growing number of tourists.

Park City Municipal Corporation (PCMC) is undertaking a community visioning project throughout 2019, in order to define through extensive community engagement and dialogue the Park City Community Vision and Strategic Action Plan.

The Park City visioning and strategic planning process aims to provide a response to the following questions:

- What makes Park City the place that people wish to call home and how do the individual aspects of people and neighborhoods intersect to create a place where people live, work, visit and recreate?
- What makes Park City special and what should Park City become?
- What are the tangible and intangible elements of the community that, if lost, would fundamentally change the character of Park City?

The results of this process will set the framework for future land use, economic, social, and environmental decisions. A key goal of this process is to help the community articulate tangible and intangible elements that, if lost, would fundamentally change the character of Park City. The City's goal is to clearly define a vision for the Park City community that can serve as a blueprint for growth over the next decade.

This scenario-based Think-Tank report summarizes the Park City visioning and planning workshop that took place on July 29 and 30, 2019. The Think-Tank Workshop was conducted as the first step in the project to develop a vision and strategic action plan for Park City that will guide City decision-making for the next ten years. The components of planning work thus far have included an extensive community survey, long-term Scenario Planning as part of the strategic visioning workshop, and discussion about preferred and expected futures.

- **Vision 2020 Community Survey** – An extensive community survey was completed by over 600 Park City community stakeholders in both English and Spanish. The survey endeavored to understand stakeholders perspectives about key trends shaping the future of Park City. This input helped guide the Think-Tank discussions.
- **Scenario Based Think-Tank Workshop** – The scenario-based planning Think-Tank workshop held on July 29 and 30, 2019, provided an important opportunity to engage Park City community stakeholders in a critical dialogue about the future and impacts of changing dynamics in Park City.

The Park City Think-Tank was an opportunity for Park City community stakeholders to take a 'deep-dive' into community visioning through a scenario-planning process.



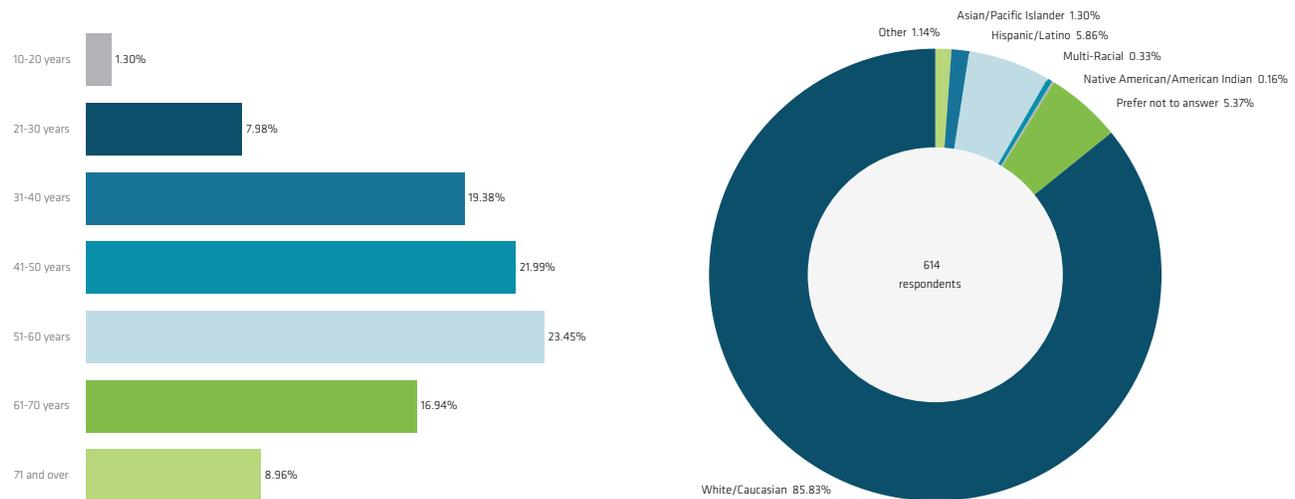
2.0 COMMUNITY SURVEY RESULTS – KEY STAKEHOLDER INPUT

Prior to the Think-Tank, a community survey was conducted to gather insight into the community’s perceptions of trends influencing their future, including the most significant perceived opportunities and threats facing Park City. Over 600 community stakeholders responded to the survey. The survey was also produced in Spanish, in order to obtain the views of the Spanish speaking members of the Park City community. This was essential in order to capture the views of all members of the Park City community and to align with the City’s strategic priority of Social Equity. **Below are the compiled results of the survey, as of August 2019. The community survey is currently still running and will be updated automatically. The ongoing results from the survey can be viewed on the dedicated Vision 2020 portal at <https://lab.future-iq.com/park-city-community-visioning-2020/data-visualization/community-survey/about-the-survey/>.**

2.1 PROFILE INFORMATION

2.1.1 AGE AND ETHNICITY

These charts show the profile of the people who completed the survey, in relation to age and ethnicity.



DataInsight

DATA INSIGHT:

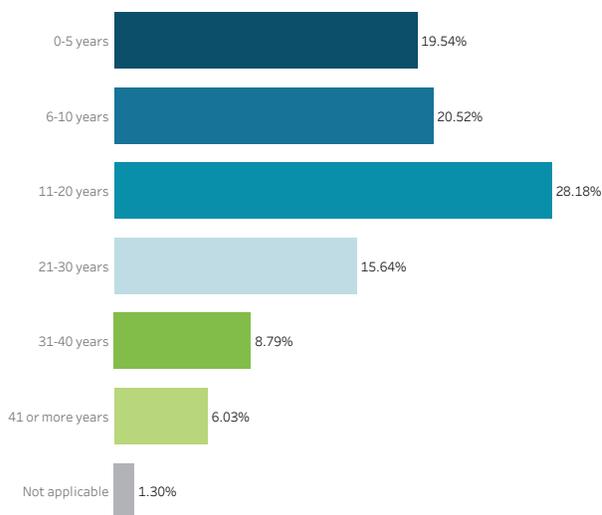
- The survey was predominantly completed by people between the ages of 41 and 60 years but shows a general good spread between age groups.
- The majority of respondents were White/Caucasian, followed by the Hispanic/Latino population which reflects the community profile.



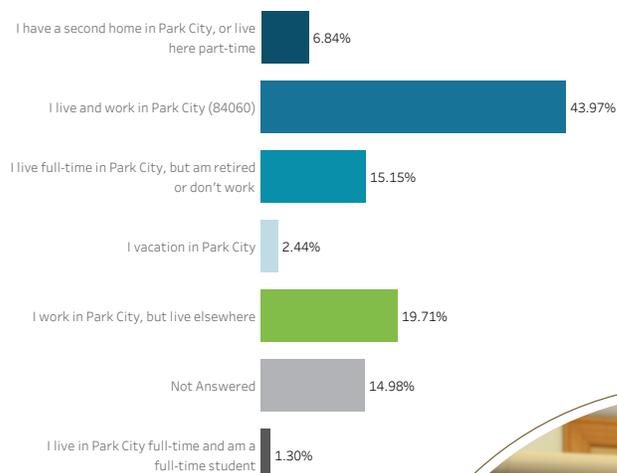
2.1.2 RESIDENCY AND YEARS LIVING IN PARK CITY

These charts show how long people have lived or worked in Park City, and their relationship to Park City.

How Long Have Lived/Worked in Park City



Relationship to Park City



DATA INSIGHT:

- The majority of respondents lived in Park City in the zip code area of 84060. This was followed by those who worked in Park City and lived elsewhere. This was closely followed by those who lived full time in Park City but were retired or didn't work.
- The respondents who had lived in Park City for 0-20 years made up the majority, which reflects the growth of Park City in recent decades.

DataInsight

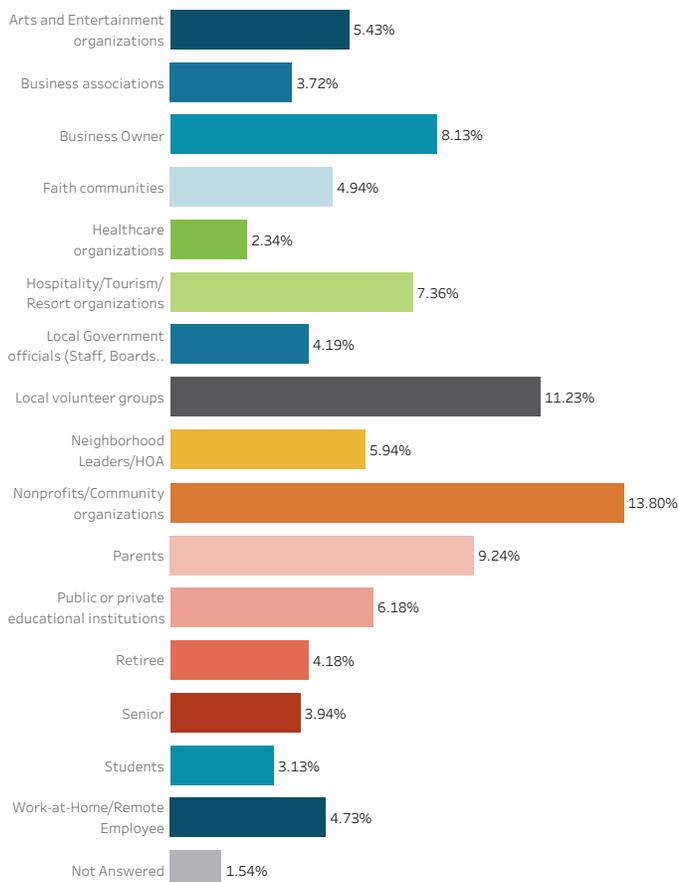




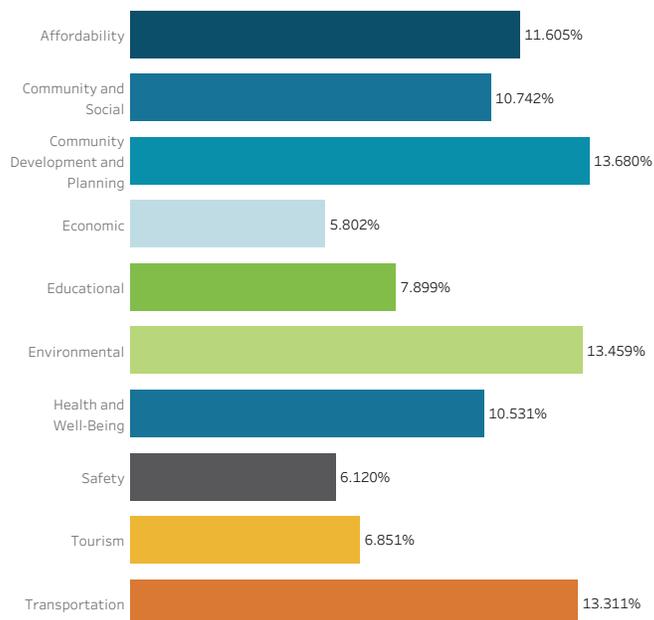
2.1.3 AFFILIATION AND INTERESTS

These charts show the Community Stakeholder Groups that the respondents identified with and the broad topics that they were interested in.

Affiliation



Interested In



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DATA INSIGHT:

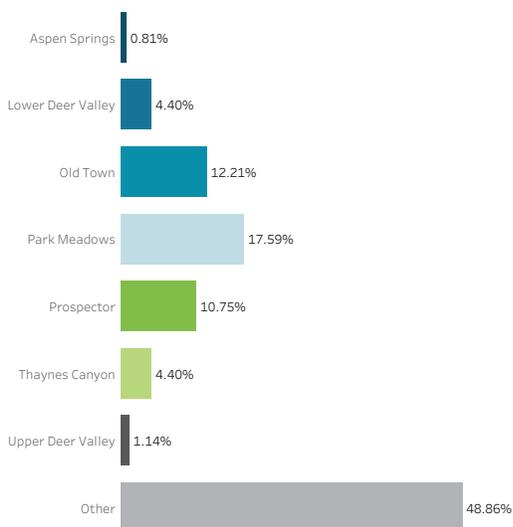
- The majority of respondents came from the Non-profits/Community Organizations, followed by Local volunteer groups, Parents and Business Owners.
- The respondents were predominantly interested in Community Development and Planning, followed by Environmental and Transportation topics.



2.1.4 NEIGHBORHOOD AND ZIP CODE

These charts show the neighborhoods in which people lived and the zip codes that they related to.

Your Neighborhood



ZIP Code



DataInsight

DATA INSIGHTS:

- The majority of respondents came from other places outside of those neighborhoods included in the survey, followed by people who lived in Park Meadows and then Old Town.
- Over half of respondents identified with the 84060 zip code.



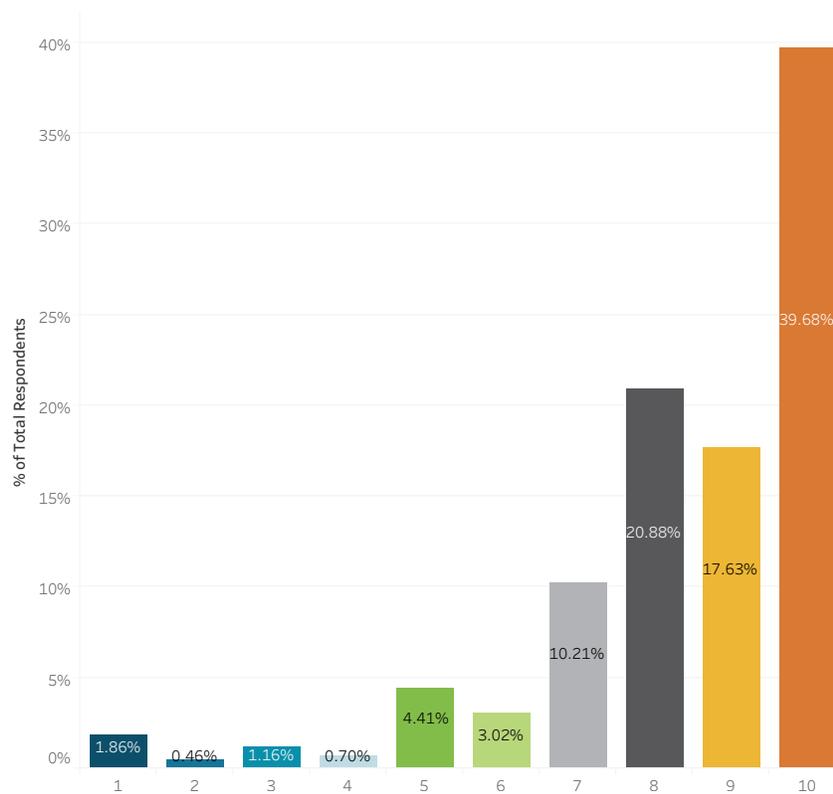
A shared vision for Park City will build collaboration and a connected community ecosystem.

2.2 IMPORTANCE OF A SHARED VISION

Respondents were asked to respond to a question about the 'Importance of having a Shared Vision'. The question was:

How important do you think it is to have a SHARED VISION (an agreed future plan) for the future of Park City?

Scale: 1 = Not Important; 10 = Highly Important



DataInsight

DATA INSIGHTS:

- An overwhelming majority of respondents felt that it was highly important to have a shared vision for the future of Park City.
- These results reflect a strong view that people view the visioning process as critically important to helping shape the future of the community.



2.3 VIEWS OF THE FUTURE – OPPORTUNITIES FOR PARK CITY

In order to gauge where Park City should focus its efforts in leveraging resources, survey respondents were asked to describe in narrative form what they believed are the biggest opportunities for Park City over the next 5-10 years. Transportation Solutions, Strategic Development, Environmental Initiatives and Affordable Housing ranked as the biggest opportunities.



Examples of community members responses below indicate some of the perspectives on the biggest opportunities for Park City:

- “Finding innovative solutions to traffic congestion and transportation that can facilitate easy and efficient movement of people with a low impact on the environment.”
- “I feel that we have the opportunity to preserve Park City as an actual, living town – not just as a town of second home owners. We still have a community feel and can save that through planning, development guidance, affordable housing and preservation of open space”
- “Create housing to keep a vibrant and diverse community. Be leaders in climate change initiatives. Find balance with tourism and residents”
- “To shape Park City into the kind of town it will become as growth is inevitable”



DataInsight

DATA INSIGHTS:

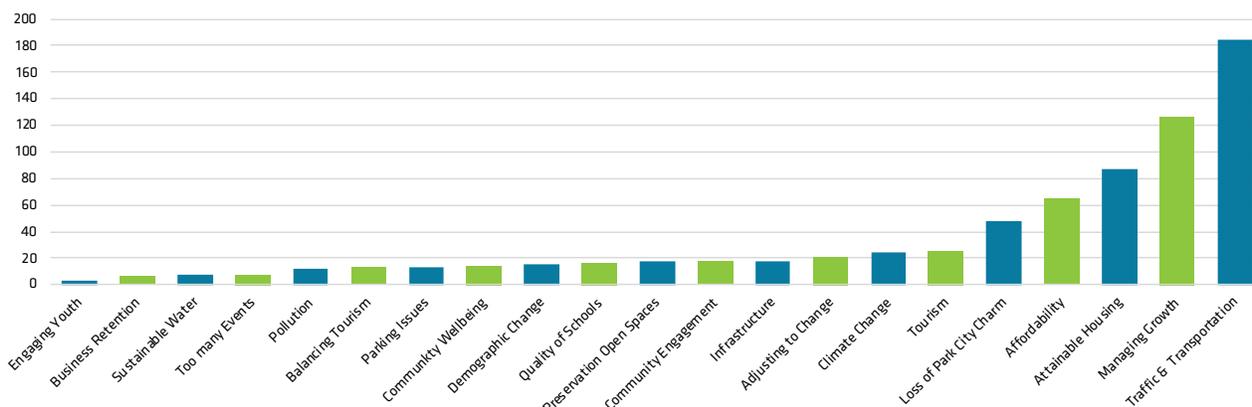
- ‘Transportation solutions’, ‘Strategic development’, ‘Environmental initiatives’ and ‘Affordable Housing’ were seen as biggest opportunities for the future of Park City in the next 5-10 years.
- ‘Retain Park City Charm’ with keeping Park City as a ‘Tourist destination’ were also seen as key opportunities.



2.4 VIEWS OF THE FUTURE – BIGGEST CHALLENGES TO PARK CITY

As a measure of where community members considered themselves unprepared or challenged by future impacts, survey respondents were asked to cite in narrative form, what they believe are the biggest challenges facing Park City over the next 5-10 years. Initial results show considerable concern over Traffic and Transportation, Managing Growth, Attainable Housing and Affordability.

What are the biggest challenges facing Park City over the next 5-10 years? (n=437)



The community survey responses below indicate some of the respondents' perspectives on the biggest challenges for Park City:

- *"Traffic is becoming a nightmare, especially when workers return home"*
- *"We need a realistic approach to traffic and employee parking. I feel as if the city has a major disconnect with the folks that work in the service industry in Park City. Park and rides are not a viable solution for much of the working class"*
- *"Transportation of people into the city and out of it. Housing for people who work in the city"*
- *"Degradation of quality of life due to development, which leads to loss of open space and increase in traffic and cost of living"*



DataInsight

DATA INSIGHTS:

- 'Traffic and Transportation' were seen as the biggest challenge facing Park City over the next 5-10 years. This was followed by 'Managing Growth', 'Attainable Housing' and 'Affordability'.
- 'Loss of Park City Charm' and 'Tourism' were also seen as key challenges.
- Interestingly, the key opportunities were similar to the key challenges facing Park City, therefore showing the positive and negative aspects of the same topics.



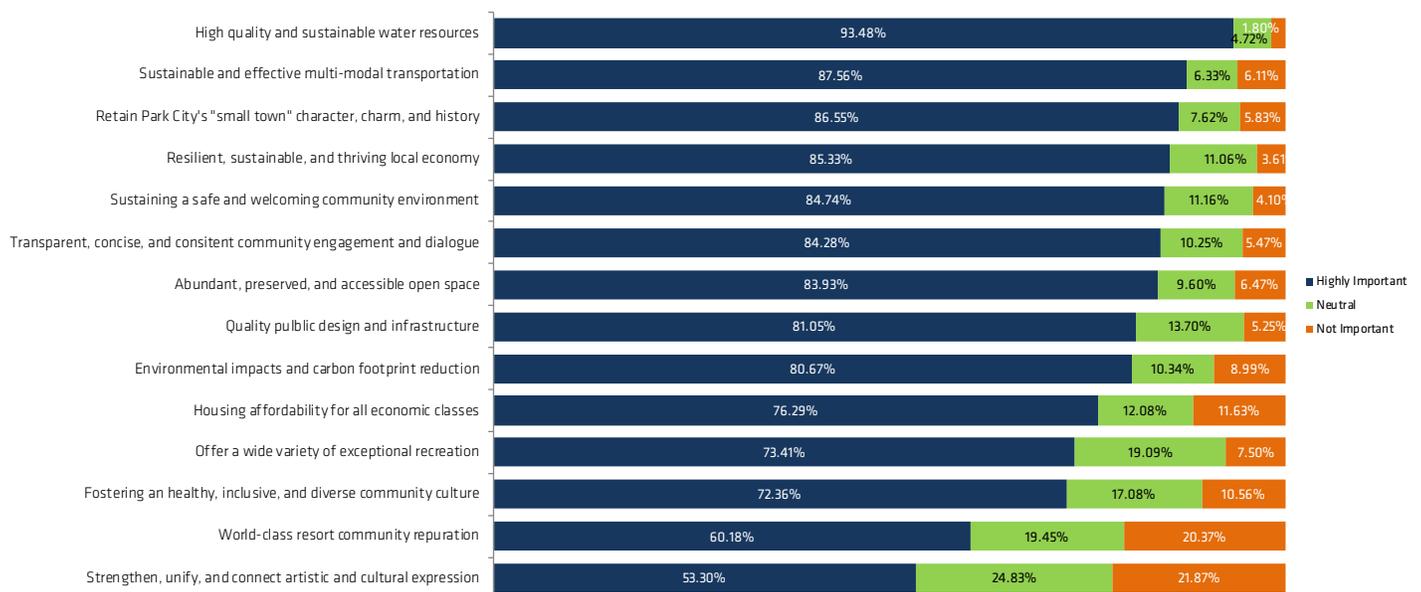
2.5 FACTORS OF INFLUENCE

Looking to the future, survey respondents were asked two questions related to factors that are likely to impact Park City over the next 10 years.

2.5.1 IMPORTANCE OF FACTORS

To gauge the relative importance of certain factors and their impact on Park City in 2030, survey respondents were asked to rank fourteen factors identified as important to the future of Park City.

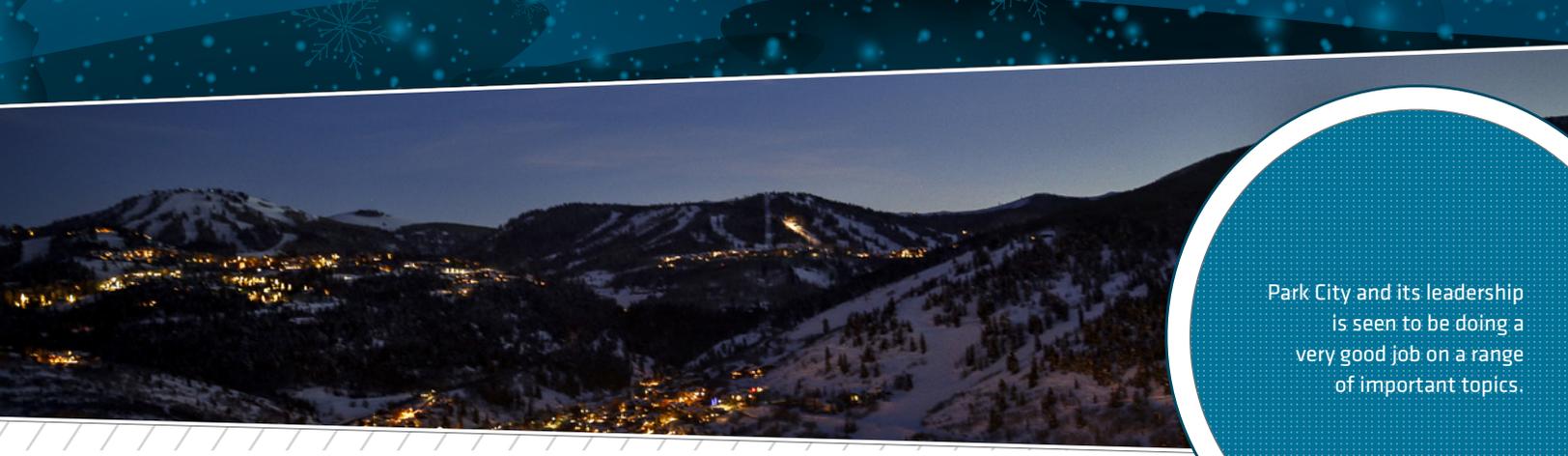
IMPORTANCE in the FUTURE – How important do you think these issues and topics are in terms of the future of Park City over the next 10 years? (n=451)



DATA INSIGHTS:

- 'High quality and sustainable water resources', 'Abundant, preserved, and accessible open space', 'Retain Park City's "small town" character, charm, and history' and 'Sustainable and effective multi-modal transportation' were seen as the most important topics in terms of the future of Park City.
- 'World-class resort community reputation' and 'Strengthen, unify, and connect artistic and cultural expression' were seen as the least important topics in terms of the future of Park City.

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Park City and its leadership is seen to be doing a very good job on a range of important topics.

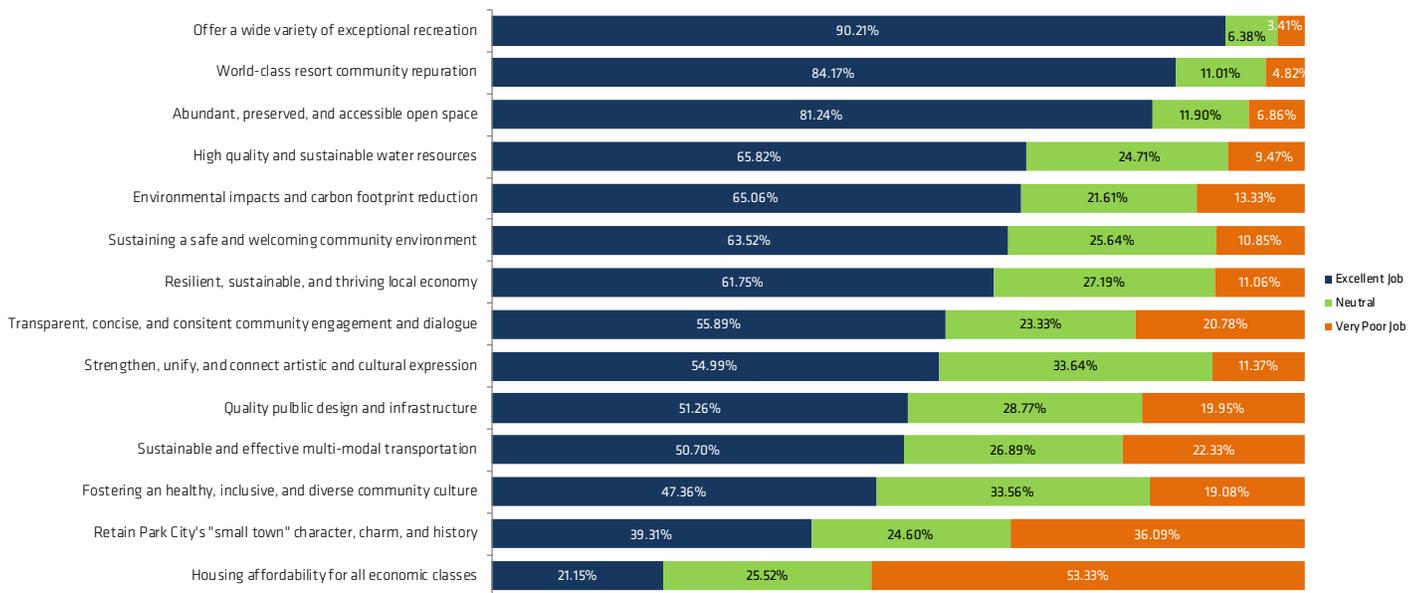
2.5.2 HOW WELL IS PARK CITY DOING ON THESE TOPICS

Respondents were asked to respond to a question about 'How good a job do you think Park City is currently doing on each of these topics?'

The question was: How good a job do you think Park City is currently doing on each of these topics?

Scale: 1 = Doing a very poor job; 10 = Doing an excellent job

How good a job do you think Park City is currently doing on each of these topics? (n=442)



DataInsight

DATA INSIGHTS:

- Park City was seen to be doing a very good job regarding 'Offering a wide variety of exceptional recreation'. This was followed by retaining a 'World-class resort community reputation' and 'Abundant, preserved and accessible open space'
- Park City was seen to be doing less well regarding retaining 'Park City's 'small town" character, charm and history' and 'Housing affordability for all economic classes'.



Scenario planning provided a way to explore various plausible futures and consider the implications and consequences of different future pathways. This adds a richness and depth to the discussions about preferred future, and a consideration of the intended and unintended consequences.

3.0 THINK-TANK WORKSHOP

The Park City Vision 2020 Think-Tank workshop was conducted on July 29 and 30 2019, at the Miners Hospital and The Christian Center, Park City. The workshop explored how Park City could change over the next 5-10 years and consisted of:

- A review of global trends and the impact of these trends on Park City
- Formulation of the different plausible scenario ‘spaces’ and development of detailed narratives and descriptions of each scenario
- Examination of the impact and consequences of each scenario on various aspects of community and economic development in Park City
- Identification of the preferred future and critical action steps to achieve the preferred future

The Think-Tank began with an in-depth presentation on future trends and global conditions before moving on to conduct scenario planning for Park City. Future IQ’s scenario planning process provides a methodology from which to explore plausible futures and takes into consideration the implications of various future scenarios. The process aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making
- Identify and understand the key influences, trends, and dynamics that will shape Park City looking out to 2030
- Create and describe four plausible long-term scenarios for the City
- Begin exploring alignment around a shared future vision

The scenarios developed during this Think-Tank workshop and outlined in this report are important to provide a framework to discuss future possible outcomes and implications for Park City. Workshop deliberations can assist in identifying key actions for the City and how various groups might best contribute to future developments.





Macro and regional trends and their implications for Park City were explored in order to create a future thinking mind-set. In the face of accelerating speed of change, the key to long-term community resiliency is the ability to anticipate change and remain agile in response to emerging trends.

4.0 FORCES SHAPING THE FUTURE – MACRO TRENDS

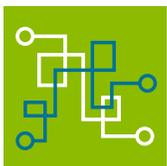
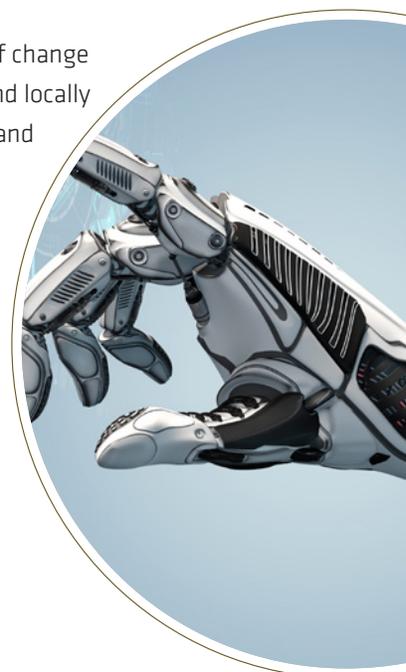


At the Think-Tank, participants explored the forces of change shaping the future of Park City including three key areas of emerging macro trends and forces of change. Perceptions around the nature of impact of these trends, both in terms of size and timing of impact, were explored to gauge how important participants consider the trends. Participants discussed the emerging trends on global, regional and local scales, and related them directly to Park City in terms of how well prepared they considered themselves.

Specifically, the key trend areas included:

- Demographics, population and mass urbanization
- Energy, food, water, changing climate and technology

Of particular relevance to the discussion on trends is the speed and scale of change occurring. Newly developed innovations are being implemented globally and locally at all scales, thereby changing the face of industries and society in a rapid and profound way.



Future**Insight**

FUTURE INSIGHTS:

- Park City enjoys its relatively isolated ‘tranquil’ feel as an iconic mountain town. External global trends will impact Park City by 2030. The challenge will be to provide solutions in advance of these impacts. This will involve community participation, collaboration with leadership and a ‘future thinking’ and evolving mindset.



Drivers are events, trends, developments, catalysts or forces; that actively influence or cause change. The top 20 drivers identified by the workshop participants demonstrates are forces shaping the future of Park City.

5.0 KEY DRIVERS IDENTIFICATION

With the background of external trends, participants identified drivers that they considered most likely to shape the future of Park City. The drivers were then discussed at group and workshop levels. The scope of each driver was clarified, and any similar drivers were grouped and new drivers added, until a list of twenty unique key drivers were identified, .

Key drivers shaping the future of Park City as identified by participants are listed below. Additional explanatory notes accompany the title of the drivers.

1. **Major Developments** – Impact of building development and unrestricted growth
2. **Climate Change** – Impact of climate change and changing weather conditions including the impact on snow and the ski industry
3. **Loss of Socio-Economic Diversity** – Relating to the loss of a wide diversity of socio-economic groups in Park City
4. **Growth of ‘Peer-to-Peer’ Economy** – The upsurge of Airbnb and Uber as examples of the peer-to-peer economy
5. **Surrounding Growth** – Impact of unmanaged growth around Park City and the intrusion of this growth on Park City
6. **Fractured Regional Political Structure** – The effects of an uncollaborative and decentralized regional political structure
7. **Effects of the Olympics** – impact of holding a future Olympics on infrastructure and roads
8. **Loss of Affordability** – Impact of lack of affordability relating to housing and livability on the middle and working classes
9. **Potential of Recession** – Impact of a future recession
10. **Sustaining Quality of Education** – Impact of lack of young families moving to Park City due to affordability and challenge of maintaining quality of education as a result
11. **Volatility of Ski Industry** – Changing weather conditions and impact on snow relating to a volatile ski industry
12. **Perpetuation of Lifestyle Values** – Retaining the lifestyle and ‘quality of life’ that attracted people to live in Park City
13. **Expansion of Salt Lake City Airport** – Relating to increased tourism and the impacts of over tourism
14. **Impact of Federal Immigration Policies** – Relating to sustaining a workforce for the service industry
15. **Tools for Community Communication** – Loss of traditional print media and communication methods and impact on community connectivity
16. **Loss of Prestige** – Impact on appeal for tourists and new residents and resulting potential decline of Park City
17. **Impact of Aging Community** – Youth out-migration and lack of affordability resulting in an aging community and the impact of this on health care and housing options
18. **Danger of Over Tourism** – Impact of too many tourists on infrastructure and quality of life for residents
19. **Transportation** – Impact of traffic congestion and parking and need for innovative multi-modal transportation systems
20. **Cost of Solutions** – Relating to how the City will be able to fund the initiatives and ideas that will be suggested from this project



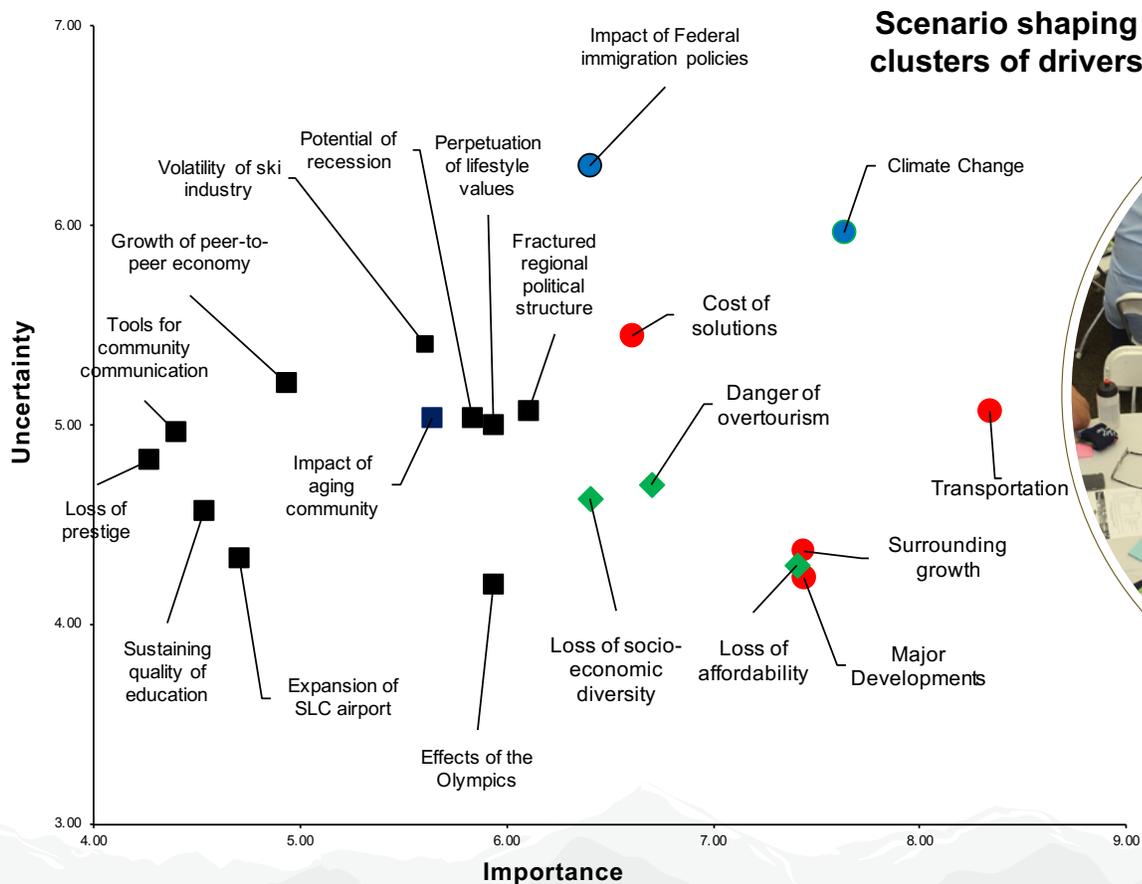


Clusters relating to 'Community Evolution' and 'Development Trajectory' within Park City were identified with the wild cards of 'Climate Change' and the 'Impact of Federal Immigration Policies'

6.0 IDENTIFYING SCENARIO SHAPING CLUSTERS OF DRIVERS

The participants rated each of the twenty key drivers for its 'Importance' and 'Uncertainty'. The scale used was 1 – 10 (1 = low; 10 = high). Importance refers to how important the participant considers the driver will be in shaping the future of Park City. Uncertainty refers to the degree of uncertainty associated with the driver in terms of its future level of uncertainty, impact, or both. The individual ratings by each participant were pooled and averaged, providing an overall rating for each driver by the entire group of stakeholders.

Then, a scatter diagram of the drivers, based on importance and uncertainty, was developed. The scatter diagram allows the identification of clusters which are relatively high in Importance and Uncertainty. This process illustrates the clusters of drivers that were seen as most critical in shaping the future – these clusters are termed 'Scenario Shaping Clusters of Drivers.'





The two axis of the scenario matrix were developed through thematic clustering of the key drivers.

7.0 CLUSTER MAP DEVELOPMENT AND SCENARIO AXIS

Grouping similar drivers into two categories, clusters of drivers were identified by adding a thematic name linking the drivers in the clusters. These themes became the basis for two axes on the scenario matrix that define four scenario 'spaces', with quadrants either towards or away from each driver cluster. These quadrants were used to formulate four plausible scenarios.

The two axes were defined as **Community Evolution** and **Development Trajectory**.

CLUSTER THEMES

Community Evolution

- Loss of Socio-Economic Diversity
- Loss of Affordability
- Danger of Over-Tourism

Development Trajectory

- Major Developments
- Surrounding Growth
- Transportation
- Cost of Solutions

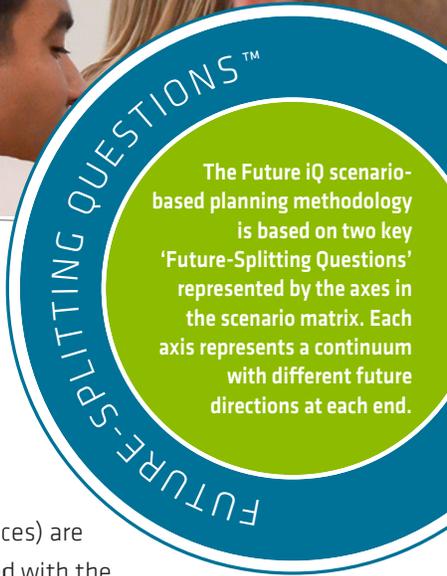
In addition to the two key Cluster Themes, there were two additional drivers that were considered outliers. These are the two highlighted in blue, called 'Impact of Federal Immigration policies' and 'Climate Change'. These are two critical over-arching issues that will have direct impact on the future of Park City, but are not drivers that are within overall direct control of the community. These important drivers are considered contextual in nature, but were not directly included in the clusters. It is noted however that Park City is actively taking steps to achieve carbon neutrality.



DATA INSIGHTS:

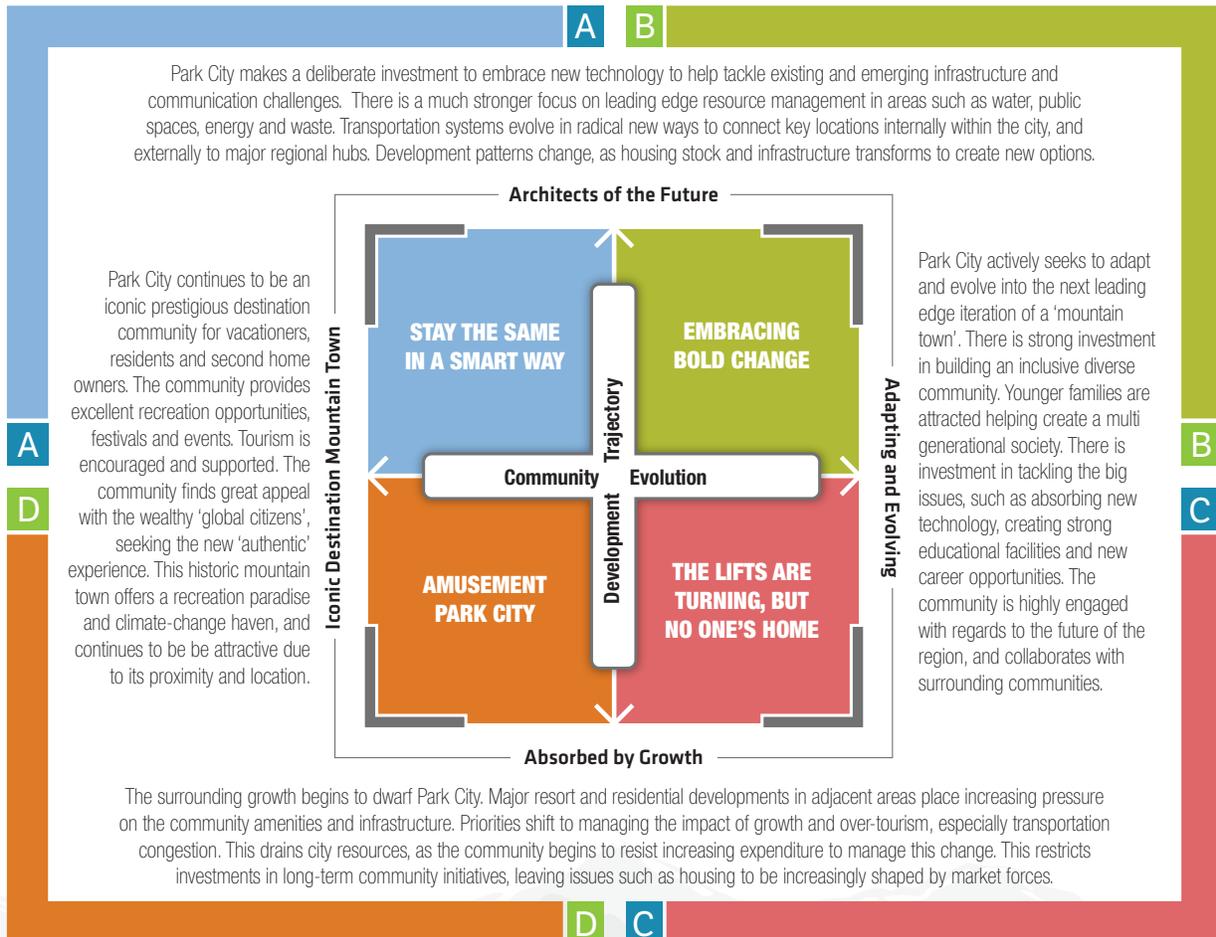
- The Cluster Themes represent potent topics that create significantly different future outcomes for the community of Park City. The process of identifying and ranking the drivers was insightful in identifying the big 'Future Splitting Questions' or themes.
- The two themes are ideal for a planning framework, as they allow both the community dimension and the physical development impacts to be explored.

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8.0 CREATING THE SCENARIO FRAMEWORK

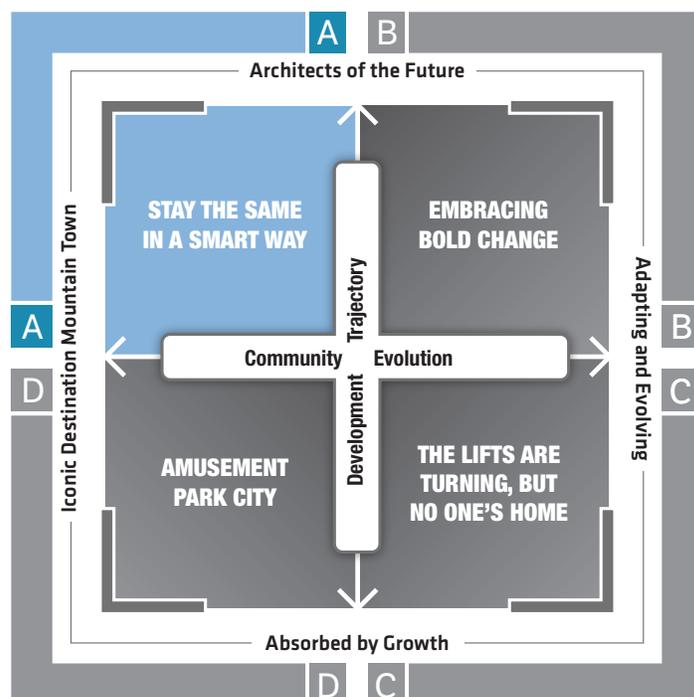
Workshop participants were presented with the scenario matrix, defined by the two major axes generated through the cluster development of the key drivers. Brief descriptions were also attached to the end points of each axes. These end points represent two ends on a broad linear continuum. They are distinct enough to suggest a significant broad separation of future outcomes, and a plausible range of outcomes between them. The four quadrants (scenario spaces) are based on different combinations of the two cluster themes. These were reviewed and discussed with the workshop participants. This discussion explored the description of the end points included in each scenario space, the possible interaction between these axes, and how they defined the four scenario spaces.





8.1 SCENARIO A: STAY THE SAME IN A SMART WAY

This scenario forecasts a future where Park City remains an iconic, prestigious destination community for residents, second home owners and visitors. Park City's leadership have listened to the community and have made deliberate investments in new technologies which tackle infrastructure challenges and have created innovative new transportation systems. While there had been a concern regarding 'overtourism' in the past, in 2030 tourism is once again encouraged and supported. There is a focus on retaining what is appealing to the 'global visitor', including the 'authentic experience' of the historic mountain town. Visitors are now visiting Park City from Asia and there is also a more elite clientele visiting, due to the innovative changes that have been made to the town and transportation system. There are less cars and the parking issues from previous years, have been eliminated. This makes the town more appealing for visitors and residents. The residents do not feel the impacts from tourism and are happy that the aspects of Park City, which made them choose to move to the town, have been restored and retained.



The 'Stay the Same in a Smart Way' scenario paints a future where Park City retains its 'small town feel' and everything that makes it special, while embracing new technology and transportation systems to alleviate previously challenging aspects.



In the 'Stay the Same in a Smart way' scenario, the community enjoys and seeks to maintain what makes Park City special. However there is increasing pressure on housing prices due to the desirability of the community.

SCENARIO A CHARACTERISTICS: Stay the Same in a Smart way - 2030

The characteristics of this scenario paint a future where Park City retains its appeal to both residents and visitors. Investment has meant an enhanced quality of life in terms of housing, education and an intention to keep 'Parkites' within Park City, with new vocational pipelines and access to leadership opportunities through increased diversity and social equity.

Economy and Industry Impacts

The Economy is buoyant due to the renewed and thriving Tourism economy.

- Innovative transportation solutions have mitigated the issues of traffic and parking associated with people traveling into Park City for work.
- Park City has a thriving tourism industry enhanced by the Asian market.
- Changing housing patterns and options have encouraged even more diversity into '84060'.

Community and Societal Impacts

The community is relieved that Park City has retained its 'Small Town Feel' and 'Charm'

- Improved infrastructure and transportation solutions have enabled residents to enjoy an enhanced quality of life.
- Residents, second home owners and visitors co-exist due to the mitigation of issues associated with tourism in 2030.
- The City focuses on retaining Parkites via a cutting edge education system and a new vocational pipeline.

Environmental and Landscape Impacts

Park City retains its world class standards in relation to Environmental initiatives and priorities

- Park City is a net zero community at the forefront of innovative initiatives.
- Park City is proud of its sophisticated and efficient water system, after concerns about water in 2020.

2020 HEADLINE NEWS:
 "Park City lays groundwork for new zoning and housing as regulations loosen up"

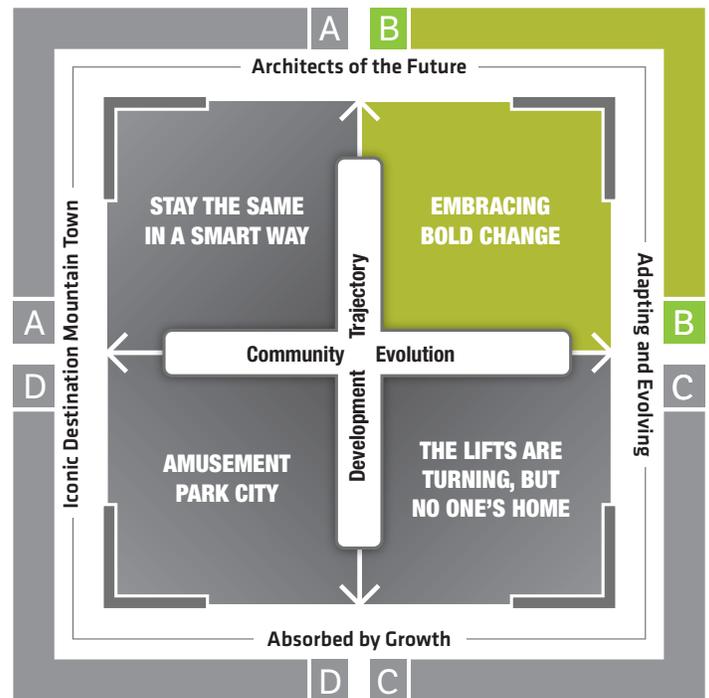
2025 HEADLINE NEWS:
 "Park City buys Peaks and other hotels for affordable housing"

2030 HEADLINE NEWS:
 "Peaks Hotel turns into a senior center"



8.2 SCENARIO B: EMBRACING BOLD CHANGE

This scenario forecasts a future where Park City actively seeks to adapt and evolve into the next leading-edge iteration of a 'mountain town'. While recognizing what has been appealing and attractive about Park City in previous decades, it is now seen as time to move forward and invest in building a more inclusive and diverse community. There has been a deliberate investment to embrace new technology in order to rectify infrastructure challenges caused by increased tourism and people loving Park City when visiting and choosing to relocate to the town. There has been a keen focus on resource management, while trying to cater to younger families moving in. Park City knows that it can no longer be that prestigious and iconic 'mountain town' without change. This change means that Park City needs to take a more regional approach and diversify away from a concentration on tourism. This scenario presents real challenges regarding how does Park City move from being an iconic 'mountain town' to a more livable town in 2030 and beyond.



The 'Embracing Bold Change' scenario paints a future where Park City seeks to adapt and evolve into the next iteration of a successful and prestigious 'mountain town'.



In the 'Embracing Bold Change' scenario, there is recognition about what has made Park City appealing in previous decades. It is now seen as time to move forward and invest in building a more inclusive and diverse community.

SCENARIO B CHARACTERISTICS: EMBRACING BOLD CHANGE - 2030

The characteristics of this scenario paint a future where Park City retains its reputation as an iconic 'mountain town', however there is a need to adapt and evolve, looking out to the future. This means that there will be less of an economic focus on tourism, and the town will look forward to diversifying towards a more livable, yet still remain an iconic destination.

Economy and Industry Impacts

Economic and industry ties have become regional, producing an interconnected society

- There has been a move away from the Tourism economy towards a more stable year-round economy.
- Park City, Camus, Heber and Kimble Junction have become regional hubs, while trying to retain their own identity. This has benefited from Transportation, which has been one of Park City's critical priorities.
- With economic diversification away from tourism, there has been innovative job growth and live-work opportunities.

Community and Societal Impacts

The community has become a more diverse and inclusive society

- An increasingly diverse population has led to increased affordability and housing options.
- What it means to be a 'Parkite' has shifted with the diversity and regional focus.
- Park City has retained its 'small town feel', but the community has changed and is less connected to the status of living in '84060'.

Environmental and Landscape Impacts

The City increases investment in order to advance environmental priorities

- Preservation of open space initiatives in the past has been beneficial and is no longer a concern in 2030.
- There is higher density housing in Park City as a result of a more diverse community. This changes the appearance of the townscape.
- With an increased population, there has been increased efforts to retain Park City's Net Zero impact.

2020 HEADLINE NEWS:
 "Park City planning commission insists on workforce housing at resort bases"



2025 HEADLINE NEWS:
 "Park City implements tools and code changes to reign in nightly rentals"



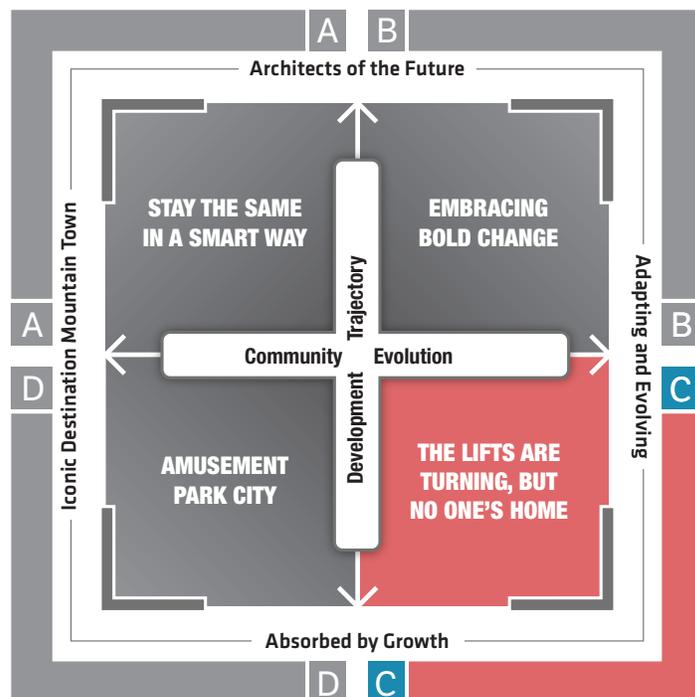
2030 HEADLINE NEWS:
 "Olympics drives increased diversity"





8.3 SCENARIO C: THE LIFTS ARE TURNING BUT NO ONE'S HOME

This scenario forecasts a future where Park City tries to adapt and evolve to become the next iteration of a 'mountain town', however it has been engulfed and absorbed by surrounding growth. New resorts and residential developments encroach upon Park City, placing an impossible burden on amenities and infrastructure. Traffic congestion has increased as a result and new transportation solutions haven't been put in place due to leadership trying to solve the immediate effects of the unplanned surrounding development. There has been investment in tackling big issue such as absorbing new technology, creating strong educational facilities and new career opportunities. However, this investment has to take second place to dealing with the immediate pressures of surrounding growth. The town has lost much of its 'charm' and has failed to retain its 'small town feel' as residents who 'loved where they live' and made a conscious decision to move to Park City due to these qualities, decide to relocate. Visitors and second home owners make up the larger percentage of the community, however there is a more diverse community of full-time residents, along with a more transient and disconnected population of resort and service workers. This leads to community frustration and tension. The open spaces surrounding Park City have almost disappeared, after the great efforts made in previous decades to preserve these open spaces. Park City has lost the 'tranquil' feel of a mountain town however, the ski industry is still successful and attracts an increasing number of tourists due to resort development.



The 'Lifts are Turning but No One's Home' scenario paints a future where overwhelming and unrestricted surrounding development has changed the very nature of Park City. The city struggles to deal with an overburdened infrastructure and the effects of over tourism, while trying to adapt and evolve into the next iteration of a 'mountain town'.





In the scenario, 'The Lifts are Turning, but No One's Home', surrounding and overwhelming growth and development has led many Park City residents to relocate as a result of frustration that Park City no longer resembles the town that they chose to move to.

SCENARIO C CHARACTERISTICS: THE LIFTS ARE TURNING BUT NO ONE'S HOME- 2030

The characteristics of this scenario paint a future where Park City is struggling with surrounding growth. Transportation solutions and other 'forward thinking ideas' have been delayed as Park City deals with immediate concerns. The residents of Park City are relocating and Park City is becoming a town for tourists and second home owners.

Economy and Industry Impacts

Economic Development has become reactionary as Park City has become absorbed by surrounding growth.

- Surrounding growth and development has led to an engulfed town with increasing traffic and congestion issues.
- Issues such as housing are solely shaped by market forces.
- Priorities shift to focusing on the effects of over tourism, impacts on infrastructure and transportation congestion.

Community and Societal Impacts

Park City has lost its sense of history and character as it is engulfed by rapid growth.

- Residents move out of Park City, frustrated and unable to deal with the changes to the town that they love.
- The community consists of more tourists and second home owners than full-time residents, with a transient and disconnected population of service workers.
- While Park City has become a more diverse community, the increasing lack of 'charm and soul' leads to community tension.

Environmental and Landscape Impacts

Open spaces surrounding Park City have been developed.

- Major resort and residential developments around Park City have increased pressure on amenity use.
- There are mini communities on the periphery of Park City, changing the look and feel of the once picturesque town.
- With density increase, the City is able to accomplish small walkability areas in contrast to the 400 miles of trails a decade previously.

2020 HEADLINE NEWS:
"Second Home Owners reach 75%"



2025 HEADLINE NEWS:
"Double decker electric buses – first in ski town and the buses are full"



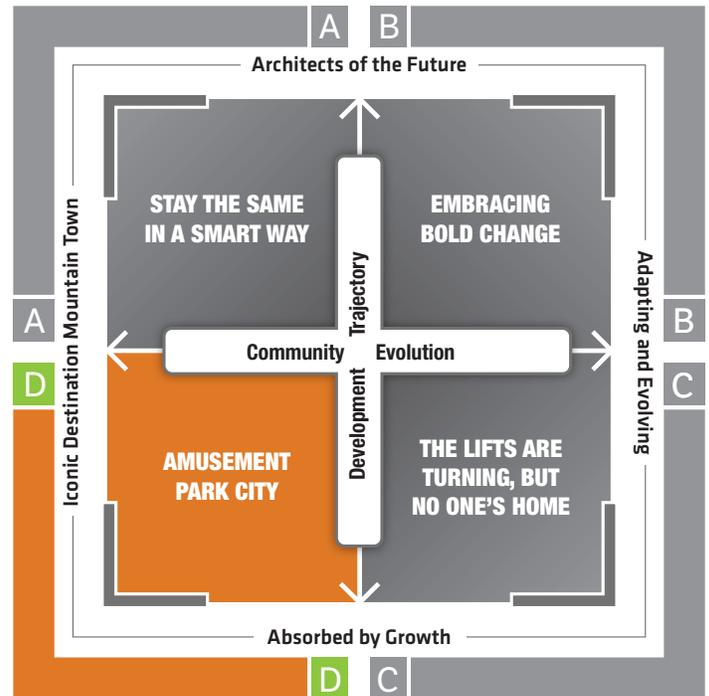
2030 HEADLINE NEWS:
"60% of local community live in affordable housing"





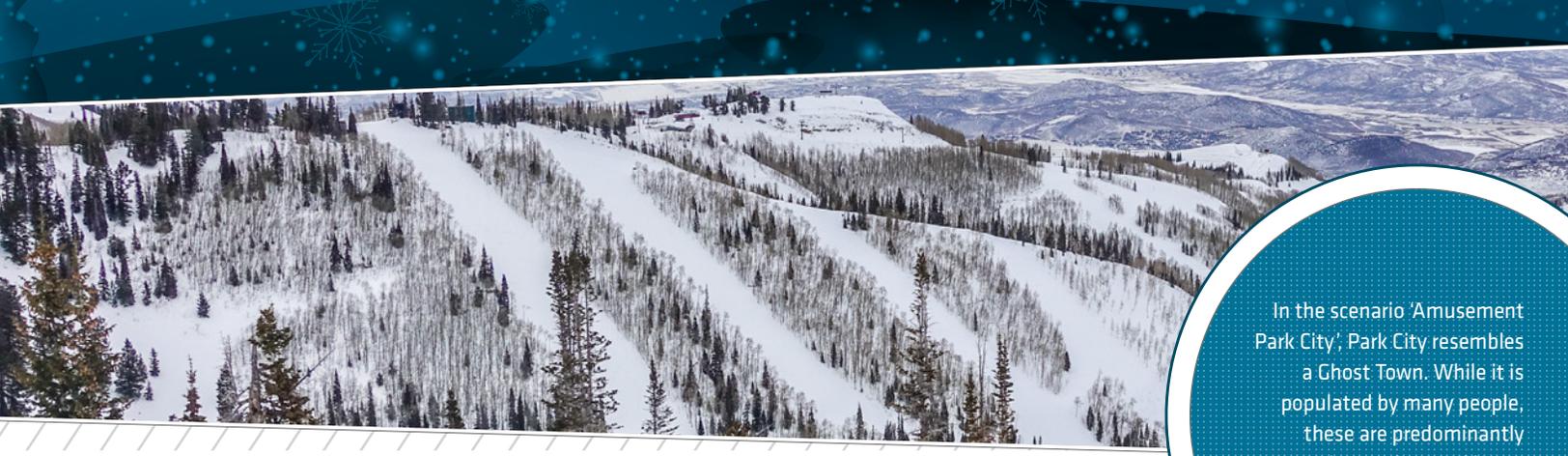
8.4 SCENARIO D: AMUSEMENT PARK CITY

This scenario forecasts a future where Park City continues to be an iconic destination community and mountain town, while being absorbed by surrounding and overwhelming growth. Park City takes a passive stance as it enjoys its prestigious reputation, built up over decades through hosting the Olympics in 2002 and successful leadership. However, Park City has to now react to encroaching residential and resort development which threatens this reputation and the quality of life for its residents. As it has not adapted and evolved into the next leading-edge iteration of a 'mountain town', it is not prepared for the sudden impact of over tourism on infrastructure, amenities and full-time residents moving out of Park City. Through trying to manage the impacts of tourism and traffic congestion suddenly and without years of previous planning for this eventuality, city resources have been drained and they are unable to invest in solutions. However, Park City is still of great appeal to tourists, with an increase of tourists from Asia and second home owners. This creates a 'ghost town' where visitors are predominant and there is a lack of full-time residents and an ensuing loss of community fabric.



The 'Amusement Park City' scenario paints a future where Park City has taken a passive stance towards external and surrounding development, focusing instead on enjoying its decades old prestigious reputation. This has resulted in a lack of options regarding how to adapt and evolve with the growth that threatens to absorb the town.





In the scenario 'Amusement Park City', Park City resembles a Ghost Town. While it is populated by many people, these are predominantly tourists and second home owners. There is an ensuing lack of 'soul' to Park City.

SCENARIO D CHARACTERISTICS: AMUSEMENT PARK CITY – 2030

The characteristics of this scenario paint a future where Park City has become a 'Ghost Town'. While Park City has retained its appeal to tourists, it has lost what it means to people who live in Park City. It is now the ultimate tourist destination. Park City without a 'soul'.

Economy and Industry Impacts

Park City has become reactionary to encroaching external growth, while retaining a passive stance in order to maintain the status quo and its existing prestigious reputation.

- There is a lack of economic diversification away from tourism, and Park City becomes more dependent on the ski industry.
- There are more visitors with multi-resort ski passes who "stay cheap/eat cheap". This leads to a decline in the prestigious appeal and reputation of Park City.
- Workers live outside of Park City contributing to traffic congestion, due to a lack of investment in housing options and transportation solutions.

Community and Societal Impacts

Park City retains its 'small town feel', however it resembles a ghost town with a loss of full time residents and the lack of a diverse active community.

- There are many events and a thriving arts and culture district to attract tourists and second home owners.
- There are lots of people in Park City, but not many people live in the town. It has become predominantly a tourist town, with a lack of genuine community fabric.
- With less full time residents and more second home owners, there are less children attending Park City schools resulting in less community friendships and a more superficial community fabric.

Environmental and Landscape Impacts

Park City continues to be an environmental role model, but this is diminishing as the reality of over tourism and second home owners contribute to increased carbon outlay.

- Open space around Park City remains, maintaining the 'moat' effect. However, this open space is now being developed.
- The iconic nature around Park City starts to suffer as there is a lack of full-time community who cares about protecting nature and what Park City represents regarding the environment.
- Park City is vulnerable to climate change as there has been a lack of adapting and evolving regarding investment and new technologies to tackle climate change. This has a potential impact on the ski industry, in relation to lack of snow. As Park City is reliant on the ski industry, this is potentially catastrophic.

2020 HEADLINE NEWS:
"Plans approved for Bonanza Park Arts and Cultural District."



2025 HEADLINE NEWS:
"McPolin Elementary School is torn down and restored to wet lands – student numbers decline."



2030 HEADLINE NEWS:
"Return of the Ghost Town. 400 full time residents in Park City"





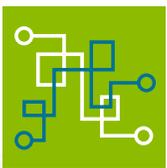
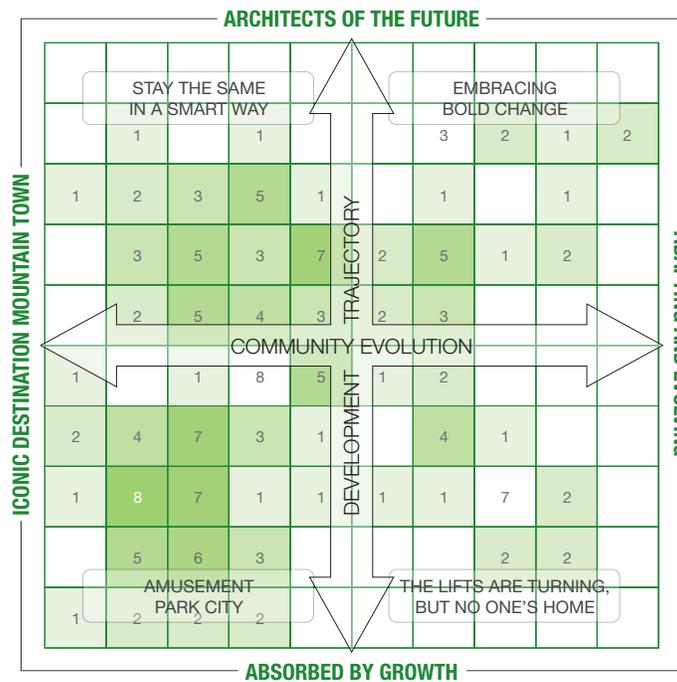
The Expected Future represents the future that is most likely to happen if the community does not change direction.

9.0 EXPECTED AND PREFERRED FUTURES

9.1 EXPECTED FUTURE – SCENARIO D – AMUSEMENT PARK CITY

The expected future is one deemed most likely to happen if there is no change in the current trajectory of Park City. Workshop participants generally indicated that Scenario D, “Amusement Park City”, is the scenario they believed most represented the expected future for Park City.

PARK CITY THINK TANK EXPECTED FUTURE – 2030



FUTURE INSIGHTS:

- The expected future may retain Park City’s prestigious reputation that has taken decades to build, however the passive stance in relation to surrounding growth and over tourism will result in the loss of this reputation and quality of life.
- The Think-Tank scenario planning is the first step in the community’s transparent process to define collectively how Park City will strategically plan to steer away from the expected future.

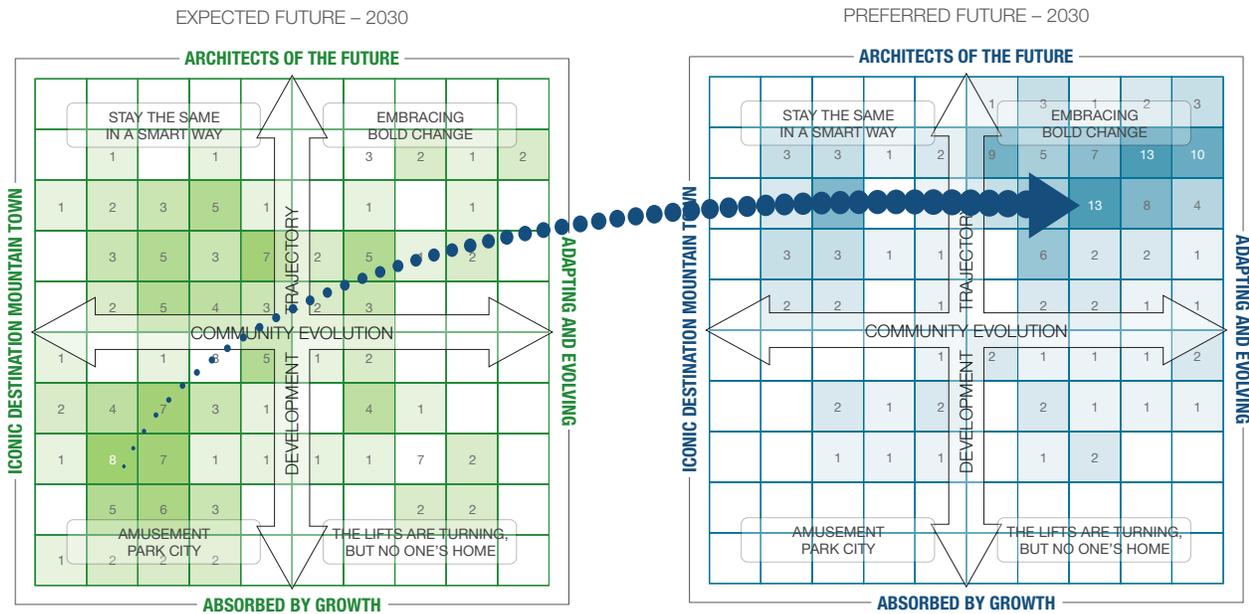
FutureInsight



The scenario planning Think-Tank workshop represents the first step in the development of a strategic action plan for Park City.

9.3 NEXT STEPS – GETTING TO THE PREFERRED FUTURE

The Think-Tank participants discussed the ramifications and implications of failing to achieve the preferred future. While there was strong alignment among participants that Scenario B, “Embracing Bold Change” represented the preferred scenario for Park City, it was also recognized that it will be necessary to leverage trends and opportunities that present themselves over time. There is a delicate tension between retaining the qualities that make (and have made) Park City an iconic and prestigious ‘mountain town’ and adapting and evolving to become the next iteration of what it means to be an iconic ‘mountain town’ in the face of external trends and developments. It is critical to ask, ‘what is the next iteration of excellence in Park City and how will it retain all that is unique and iconic over the next decade?’. Because of the long-term nature of Scenario Planning methodology, stakeholders often see the ‘distant future vision (2030)’ as unattainable and unrealistic. However, this underestimates the progress that can be made during the intervening years, and the cumulative positive impacts of change.



FutureInsight

FUTURE INSIGHTS:

- Park City is well positioned to move towards the preferred future by making deliberate investments to embrace new technology in order to help tackle existing and emerging infrastructure and transportation challenges.
- There will be a need for the Park City leadership and community to be agile in relation to external trends and surrounding developments and growth that are threatening to encroach upon Park City now. This will be critical looking out to the potential impacts on Park City in 2030.



10.0 ACKNOWLEDGEMENTS

The Park City community members engaged in the Think-Tank workshop and discussions with great enthusiasm and commitment. Their knowledge, passion for Park City and interest ensured that the discussions were sophisticated, thoughtful and well-informed. This dedication is reflective of the deep commitment that the Think-Tank participants have to the future of Park City.

Think-Tank Participants

- Ron Aldrich
- Beth Armstrong
- Chris Cherniak
- Craig Dennis
- Cheryl Fox
- Jennifer Franklin
- John Fry
- Hans Fuegi
- Tom Horton
- Dan Howard
- Bob Kollar
- Janice Lafarga
- Evan Levine
- Mike Lewis
- Mark Maziarz
- Ruth Meintsma
- Cristopher Mora Rubio
- Angela Moschetta
- Tom Oliver
- Ed Parigian
- Kelly Perkins
- Myles Rademan
- Deanna Rhodes
- Enrique Sanchez
- Randy Scott
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- Jocelyn Scudder
- Cheryl Slosnick
- Mary Christa Smith
- Lorraine Stuecken
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- Linda Jager, Community Engagement Manager
- Emma Prysunka, Communications Specialist
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12.0 ABOUT FUTURE IQ

Future iQ specializes in applying innovative tools and approaches to assist municipalities, organizations, regions and industries shape their economic and community futures. With nearly two decades of experience, the company has a global clientele spanning three continents. To learn more about Future iQ, and our recent projects [visit www.future-iq.com](http://www.future-iq.com) or by email at info@future-iq.com

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