



BOARD OF DIRECTORS MEETING
Tuesday, August 16, 2016
Treasure Mountain Inn
8:30am - 10:00am

Mission statement:

To promote, enhance and encourage an atmosphere that is beneficial to the businesses of Historic Park City and the community, while informing and building consensus among property owners, merchants and governmental agencies.

HPCA Regular Meeting

I.	Roll Call	8:30am
II.	Minutes from July 19, 2016	8:35am
III.	Public Input (Any matter of business not scheduled on agenda)	8:40am
IV.	Community/District Topics and Issues	8:45am
V.	Introduction of new City Hall Staff	8:50am
VI.	Business Friendliness	8:55am
VII.	Marketing Plan Review	9:00am
VIII.	Building Use Change	9:15am
IX.	Adjourn Regular Meeting	9:45am

Future Meetings

Note: This future meeting schedule is TENTATIVE and subject to change.

September 20, 2016
October 18, 2016

November 15, 2016
December 20, 2016

Pending Discussion Items:

- State of Events - August
- Swede Alley Development
- Taxis and Shuttles
- Workforce Shortage
- Future Olympic Bid

DRAFT
Minutes of the Board of Directors Meeting
Tuesday July 19, 2016 8:30a.m.
Treasure Mountain Inn

BOD Attendance: Sandra Morrison, Lori Harris, Chris Retzer, Karen Flinn, Greg Ottosan, Cristina Aguirre, Ken Davis, Craig Elliott, Emerson Oliveira, John Kenworthy, and Alison Kuhlow (Executive Director)

Absent: Puggy Holmgren, Judy Cullen, Mike Diamond, Susan Meyer, Melissa Berry, Georgia Anderson (ex-officio) and Ginger Ries (ex-officio).

Others present: Becca Gerber, Tim Henney, Mike Sweeney, Myles Rademan, Michael Kaplan, Jeff Bernard, Jason Glidden, Jonathan Weidenhamer, Craig Sanchez, and Bob Kollar.

Minutes from June 17, 2016 Meeting

Sandra Morrison asked for a motion to approve the minutes from June 17, 2016. John Kenworthy motioned to approve the minutes. Chris Retzer seconded. The minutes were unanimously approved.

Items not on agenda

Ken Davis alerted the Board that Java Cow received a phone call regarding a Rocky Mountain Power bill. The call was a hoax. Email alert recommended for the merchants.

Ken was trying to restock his store and could not find a parking spot at 3:00 p.m. on a Sunday. We used to do business on Sundays prior to PSSM. Java Cow does ok during PSSM but the upper portion of the street seems to be suffering. Ken wanted to re-iterate that due to PSSM, there is no parking.

John Kenworthy agreed that parking is worse than Sundance. John stated that the businesses that do business are doing well but parking is a nightmare. John raised the question, why aren't we practicing on Sundays and getting some of the changes implemented from the Parking Management Demand Study.

Jason Glidden responded that the City is securing infrastructure and temporary regulations will be tested during Sundance. Jonathan reminded the group that The City had a graduated plan for parking there was little consensus and some pushback. Alison stated that the current group is supportive of the new plan. Regarding PSSM, Alison said the Council is seeing a mid-season review so she asked if vendors can be relocated to allow for more parking. Jonathan said the mid-year review is a great time to bring up these issues. Jason is also asking for another Economic Impact report as well.

Jason said VMS boards will be up by 9/1/16. Messages can be changed on the fly to direct people where to park. John suggested using the word "FREE" to direct people to different lots. Michael Kaplan suggested better ADA parking. Sandra asked if people should attend the Council Meeting. Jonathan stated that people are welcome to come at 6:00 p.m.

John asked that parking not be removed, whether it is the library, Brew Pub lot, etc. unless there is a replacement.

Alison has asked the City if the bike racks on Main Street could be placed by the trailheads and not on the street. The City Council did not support the request. A discussion regarding bike racks occurred and feedback was there are never any bikes on them.

Community/District Topics and Issues.

Alison announced Leadership Park City applications are being accepted. City Tour is to Aspen. Myles stated that the City Tour is full.

Written Update Section

Meisha provided a written update on marketing efforts.

Alison updated the board on the dining decks. She has been working with the Building Department monitoring that lunch is being served no later than noon. All is going well.

Film Code Revisions = Positive things happening. One thing that would affect Main Street is a bond that will cover incidentals when needed. Sandra asked if the City would discuss the permits with the HPCA. Alison confirmed she reviews the permits now.

The 9th Street stop sign is coming back. Craig Elliott asked why. Alison responded that it is for pedestrian safety.

Brew Pub Plaza and Miner's Park Update

Jonathan was asked to come give an update on the Brew Pub and Miner's Park.

Miner's Park project has been delayed due to the Brew Pub budget changes and the bid timing. Jonathan showed an exhibit that is a \$7m project that limited vertical build out, contains 40 parking stalls, shows the removal of coffee/sandwich shops and multipurpose space. There is enough structure to allow for expansion later. Jonathan stated the goal is to take care of existing visitors and neighbors and create more of a park-like experience. Tim reiterated that The City wants to see existing businesses thrive and not compete with existing businesses

Ken asked how many spaces we will lose and is there trash removal. Jonathan stated 8-9 parking spaces are lost and yes there is a plan for compactors for both trash and cardboard.

Ken asked if there is nothing going on in the park, could it be used as a parking lot. Sandra responded that events like the Classic Car show could utilize it. Ken stated he thinks if it is not activated, the park will sit empty. Ken's opinion is that we should use that area for parking.

Alison reminded the group that back in April the board regrouped and came to consensus that we want a plaza. If down the line it is not working, we can revisit usage. Alison asked the board if they want to change their direction. Craig said no. Let's see what happens with the space. Jeff spoke in favor of the project and stated activation of the lot is the trick. Jeff discussed moving PSSM to top of Main Street which will move traffic. Jonathan agreed that was a good thought.

Jonathan stated there will be one more opportunity to talk to Council before any money gets spent.

Becca stated that it is really easy to look at Main Street and parking issues. When you look at it, Main Street is not an island. The City is addressing parking and aware that a comprehensive plan is needed.

Tenant Mix

Jonathan stated that in order of priority, vacancy, chain stores, hot beds, and building use impacts are the issues that will be addressed by the City.

Regarding vacancies due to construction, they are working on right of way permits and construction mitigation plans and beautification plans. The legal team is looking at intentional vacancies and having a business license tool that would not allow businesses to remain empty except for events. They are looking at conditional use permits vs. business licenses.

Regarding chain stores, the City is looking at limiting the size of the square footage of buildings. Supporting local businesses is the focus and the City acknowledges the importance of hot beds and offices uses.

Sandra asked for timelines. Jonathan said possibly 60-90 days for Council to review proposed code changes.

Craig Elliott added that change in ownership approvals makes it difficult to guarantee opening dates. One suggestion is to add staff to support approvals process.

Michael Kaplan added that he has written about this topic and companies are buying spaces and using other businesses in that space. There implications to becoming a company town. We need to be aware of trends. John stated that everyone is aware of the trends. For example, Northface is 100% Vail.

Tim stated that these are the forces of free market. Big players will be trying to lease space. As a City we are trying to balance that. It isn't a Vail issue; it is a free market issue. The question is what we are going to do with that.

Alison asked the Board if we want to push the Council to prioritize these items more. Cristina asked what happens if we place regulations on these businesses and then back out. There are unintended consequences from applying pressure one way and not another.

Myles stated it is more important to have buildings occupied. Empty spaces hurt all of us.

Craig Elliott asked what we want vs. what we don't want. He asked if there a program to get a business entrepreneurial group that goes out and tries to get people to start their businesses on Main Street. John stated that there are businesses who have tired and simply can't because of the cost of entry.

Michael stated he is against government getting involved in free market. He asked if we want to follow in the Aspens' of the world or be proactive in tenant mix. Michael stated to push vacant buildings as the #1 priority.

Park City Trademark Update

Tim is appreciative of Vail's action to withdraw Trademark application. There is no longer a dialog for branding and marketing. He thanked Vail for recognizing what we were asking for.

If Vail were to apply to trademark again, the question becomes, whose job is it to protect the brand of "Park City." He questioned if the Chamber holds the role of the brand of "Park City" or it is the City. We would start the next application with much more information but some questions should be answered.

Ken asked if The City could trademark could Park City. Tim said no municipality can do that. The Chamber could because it is a brand representing the businesses in Park City.

Vail said they will work on name confusion and change signage. Whitney is working with Janna Cole on the signage and direction.

Craig Elliott asked if the City is interested in partnering with PCM regarding parking garage and Transit Center. Tim said yes.

Lori Harris motioned to adjourn the meeting. Craig Elliott seconded the motion.

Meeting adjourned at 9:59.

Next meeting August 16, 2016 at 8:30 am at the Treasure Mountain Inn

August 16, 2016
Board Packet
Discussion Topics

Introduction of new City Hall Staff – Jonathan Weidenhamer

Action Requested: No action requested.

Jonathan Weidenhamer, Economic Development Director with Park City Municipal, will introduce new staff to the HPCA Board.

Business Friendliness– Jonathan Weidenhamer

Action Requested: No action requested.

Governor Herbert recently asked all cities to conduct a review of their existing business regulations in order to determine which ones should be modified or eliminated. Governor Herbert requested that cities reach out to local businesses to find out what concerns they may have about city regulations that impact businesses in their cities.

Marking Plan Review – Meisha Ross

Action Requested: No action requested.

Historic Park City: Marketing and Communications

Objective:

The mission of the Historic Park City Alliance is to promote, enhance and encourage an atmosphere that is beneficial to the businesses of Historic Park City and the community, while informing and building consensus among property owners, merchants and governmental agencies.

Position Statement:

Branding and Marketing Historic Park City

Goal: Maintain the district as the center of the community, communicate the character and offerings of the area to the right people and make their experience fun, friendly and memorable.

Approach: The HPCA will utilize PR, advertising, inbound marketing, social media and event partners to further reinforce the Historic Park City message.

Target Audience: Historic Park City's target audience consists of destination visitors, local Park City residents and Wasatch Front visitors. Recent efforts have added regional drive markets as a target audience.

Our Customer: Historic Park City businesses want to appeal to a broad base of customers seeking distinct products in a unique atmosphere. Although increased traffic is important, merchants prioritize bringing the 'right' customers to the district: the one's seeking to spend money on shopping, food, entertainment or services.

Key Attributes:

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

Key Messages:

- Events
- Enhancements
- New Business
- Sustainability

Content Strategy:

The Rules of Engagement

1. Create Quality, Engaging Content
2. Create Customer Centric Content
3. Content is Content – Social, Web, Email
4. Content has to be consistent, across all channels
5. Content is Changing, Daily

HPCA Produced Events:

Events in the district create an opportunity to fill the valleys and increase visitation to the street during need times.

- Halloween on Main Street
- Holidays in Historic Park City
- A Peek of Historic Park City
- Spring Into Historic Park City

Advertising:

Traditional marketing tactics still have a place in the marketing environment. The following will be used when selecting design and placement of advertising.

- Brand Consistency
- Strategic Placement
- Added-Value
- Partnerships / Co-Ops

Monthly Reporting:

The HPCA will focus on the results of the monthly reporting provided by the PR/Marketing Firm to adjust changes to the marketing and branding plan.

Annual Process:

January

- Execute annual plan
- Review prior year's efforts
 - Advertising successes
 - Media coverage
 - Content
 - Social Media
- Consider Emerging Trends
- Ongoing social, content and PR efforts

February

- Execute annual plan
- Begin development of coming year marketing plan
- Meet with marketing committee to discuss past year performance and objectives for the coming year
- Ongoing social, content and PR efforts

March

- Execute annual plan
- Prepare and submit Grant Requests
- Plan and execute spring promotional efforts
- Ongoing social, content and PR efforts

April

- Execute annual plan
- Execute spring promotional campaign
- Ongoing social, content and PR efforts

May

- Execute annual plan
- Execute spring promotional campaign
- Ongoing social, content and PR efforts

June

- Execute annual plan
- Receive grant decisions
- Close out prior year budget
- Review spring promotional campaign performance
- Ongoing social, content and PR efforts

July

- Execute annual plan
- Ongoing social, content and PR efforts

August

- Execute annual plan
- Plan fall promotional efforts
- Initiate annual projects based on approved budgets
- Ongoing social, content and PR efforts
- Begin Halloween planning with Park City Municipal

September

- Execute annual plan
- Execute fall promotional campaign
- Ongoing social, content and PR efforts
- Begin holiday event planning with Park City Municipal

October

- Execute annual plan
- Execute fall promotional campaign
- Ongoing social, content and PR efforts
- Begin holiday campaign planning
- Holiday event planning

November

- Execute annual plan
- Review fall promotional campaign performance
- Ongoing social, content and PR efforts
- Execute holiday promotional campaign
- Holiday event execution

December

- Execute annual plan
- Ongoing social, content and PR efforts
- Execute holiday promotional campaign
- Holiday event execution
- Review holiday promotional campaign efforts
- Close out Restaurant Tax Grant projects from prior budget year

2016 Plan:

For 2016-17, the HPCA plans to conduct an integrated marketing campaign targeting the Wasatch Front during the key need periods to include fall, Christmas Holiday Season and spring. The campaign will include

information on shopping, dining in the area and will highlight promotions centered during those seasons encouraging visitors to shop and dine.

The Historic Park City Alliance has recently shifted from printing a large quantity of print brochures to a more digital approach to reaching consumers. The Alliance values traditional marketing efforts and plans to advertise in regional lifestyle and tourism publications to further awareness of potential visitors to the area.

The HPCA will use Search Engine Marketing (SEM) as a tool to draw web traffic to the HPCA's website. Organic search traffic contributes 65% of the Historic Park City web traffic, which tells us that visitors are finding www.historicparkcityutah.com through search engines. A small SEM buy allows us to target specific keywords to help customers find targeted content quickly and easily in order to attract them to the district.

In today's digital world, our job as content creators is never finished. The Historic Park City Alliance plans to work with Park City based photographers, videographers and writers to create and publish content showcasing the Historic Park City story. 2016-17 content will work to share Historic Park City's appeal for all ages and income levels.

Building Use Change– Alison Kuhlou

Action Requested: Provide direction on priority of mitigating the impacts from a change in building use

During the development of the HPCA Draft Work Plan the Board asked for a discussion regarding mitigation of impacts from a change in building use from a less-intensive tenant such as a retail establishment to a restaurant. The most often example used is the change in use at 562 Main Street from Flight clothing boutique to Fletcher's restaurant.

The HPCA, through the work with the City, is trying to maximize the parking stock we have and implementation steps from the Parking Demand Management Plan (approved by City Council in June) will accomplish this goal. While changes to zoning codes are listed as a part of the plan's implementation, it is not a top priority for the City.

Main Street is considered a multi-tenant retail complex and at this time the parking requirements for Main Street businesses is based off of 3.5 parking spaces for every 1,000 square feet of leasable area. The HPCA has base data on a majority of the Main Street businesses' square footage. By Tuesday's Board Meeting a more comprehensive analysis of the parking required for Main Street businesses will be shared.

The HPCA Board should discuss the priority of this issue and determine if this is a top priority for the organization to pursue code changes to require additional parking be provided for a change in use or addition of square footage. Right now buildings that expand their square footage, but have already paid into the in-lieu fee are not required to provide more parking.

The in-lieu fee of \$41,863 is paid for the required amount of parking for the square footage of the building or business expansion. The collected in-lieu fees should go to a fund that can either contribute to the addition of more parking in Historic Park City or towards additional transit efforts.

The City of West Hollywood allows for guaranteed off-site parking to count towards the requirement. The off-site parking is committed through a lease, bond or other agreement. Updated leases/agreements must be submitted to the City annually. If a lease for required off-site parking is terminated, the business is given a reasonable time to find another off-site location, pay the in-lieu fee or reduce the size or capacity of their use in proportion to the parking spaces.

Questions to answer at the meeting.

- Is the HPCA Board supportive of making building use change requirements a priority for the organization?
- Is guaranteed off-site parking a reasonable option instead of paying an in-lieu fee?