



BOARD OF DIRECTORS MEETING

Tuesday, May 17, 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 April 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.	Questions on Items included within the Written Update Section	8:50am
VI.	Trash and Recycling Committee Update	8:55am
VII.	Plaza Update and Discussion of Options	9:00am
VIII.	Review and Confirm Visioning Summary Work Plan	9:30am
IX.	Adjourn Regular Meeting	10:00am

Written Updates

Future Meetings

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

June 21, 2016

July 19, 2016

August 16, 2016

September 20, 2016

October 18, 2016

November 15, 2016

December 20, 2016

Pending Discussion Items:

- Swede Alley Development
- Taxis and Shuttles
- Workforce Shortage
- Future Olympic Bid

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Minutes of the Board of Directors Meeting
Tuesday, April 19, 2015 8:30a.m.
Treasure Mountain Inn

BOD Attendance: Sandra Morrison, Lori Harris, Caleb Flowers, Craig Elliott, Becca Gerber (ex-officio), Susan Meyer, Samantha Davis, Melissa Barry, Judy Cullen, Ken Davis, John Kenworthy, Puggy Holmgren, John Kenworthy, Georgia Anderson (ex-officio) and Alison Kuhlow (Executive Director).

Absent: Emerson Oliveira, Jan Wilking, Maren Mullin (ex-officio), Ron Wedig, Elizabeth Flaherty, Ginger Ries (ex-officio), Whitney Wall (ex-officio)

Others present: Lisa Phinney, Mike Sweeney, Katie McChesney, Michelle McDonald, Bob Kollar, Meisha Lawson Ross, Myles Rademan, Tim Henney, Monty Coates, Casey Crawford, Blake Fannesbeck, Jason Glidden and Emily Elliott.

Public Input (Any matter of business not scheduled on agenda)

Ken Davis discussed an issue he had recently when he received a parking ticket. Ken was told that vehicles with zero or "O" in their registration have errors on the parking meters. Blake Fannesbeck from Park City Municipal will look into this issue.

Myles Rademan discussed the upcoming City Tour in September.

Minutes from March 22nd, 2016 Meeting

Alison asked for a motion to approve the minutes from March 22, 2016. Melissa Berry motioned to approve the minutes. Samantha Davis seconded. The minutes were unanimously approved.

2016 Visioning

Alison Kuhlow walked through a brainstorming session on the following topics.

- Events
- Trash & Recycling
- Tenant Mix
- Parking & Transportation

Puggy motioned to adjourn the meeting at 10:00am. Kaleb Flowers seconded. The motion passed.

Next meeting May 17, 2016 at 8:30 am at the Treasure Mountain Inn

(An audio recording is available.)

May 17, 2016
Board Packet
Written Updates

Board Elections – Information provided by Alison Kuhlow

There were a total of 5 openings on the Board of Trustees and 7 applications were received. 3 of the 5 positions only had one applicant so they were automatically appointed to the Board.

- Susan Meyer, Meyer Gallery – Property Owner
- Chris Retzer, Destination Hotels Utah – Professional Services
- Mike Diamond, The Cabin – Restaurant/Bar

There are three applicants for the two At-Large positions.

- Lori Harris, Mary Janes
- Karen Flinn, Southwest Expressions
- Cristina Aguirre, Egyptian Theatre

Ron Wedig and Elizabeth Flaherty did not apply for a second term and Jan Wilking has served two consecutive terms and is not eligible to run this year.

Lisa Phinney is managing the voting for the two at-large positions through e-mail voting through Survey Monkey. The main email address for each business received an invitation to vote and the system allows Lisa to follow-up with those who have not yet cast their vote. Voting closes on May 20th.

Marketing and Communications Snapshot – *Information provided by Meisha Ross*

WEBSITE PERFORMANCE – MARCH 22 – APRIL 21

- Website visits for March 22 – April 21 were up 33% compared to the prior year for a total of nearly 5,500 visitors.
- Website visits compared to the prior month were down 15% primarily due to a decrease in organic search traffic. This is likely due to the sheer increase in people interested in Park City in late February and early March compared to late March and April.
- Visits from organic search continue to increase with a 32% increase compared to last year.

SPRING MARKETING EFFORTS

- Our spring marketing campaign is in market and so far driving strong traffic. We will have a full report on the campaign at our June meeting.
- We have spoken with the Park City Restaurant Association to shift the messaging of closures around shoulder seasons. They are in complete agreement that this message makes much more sense and will shift their voice in coming shoulder seasons. We'll be reaching out to Dishing Park City as well with the same positioning request.

ADDITIONAL MARKETING EFFORTS

- Our updated website is schedule to launch in early June.
- We submitted and presented our 2016-17 marketing grant applications over the last several weeks. Our Restaurant Tax Grant interview was very positive with one Restaurant Tax committee member commenting that our efforts "get better every year".

Discussion Topics

Trash and Recycling Committee Update – *Alison Kuhlow*

Action Requested: Confirm the Trash and Recycling Committee's recommendation to eliminate the Franchise Fee Reimbursement Program.

The Trash and Recycling Committee met for their Quarterly meeting on May 11. At the meeting they reviewed current recycling numbers for the Mobile Recycling Center. The information is included below.

The Trash and Recycling Committee discussed the Franchise Fee Reimbursement policy. The reimbursement was developed during implementation of the Franchise Fee on the Allied Waste bills. The collected funds pay for the Mobile Recycling Program. There are businesses on the street who continue to contract for their own recycling to meet their specific needs outside of the program provided by the HPCA. Those that contract for their own recycling services apply for a franchise fee reimbursement and the Committee has historically awarded the reimbursement. The Trash and Recycling Committee recommends the elimination of the reimbursement program. Over the past three years the Committee approved the following reimbursements.

In 2013 the recycling Committee determined that the percentage of glass recycled would not be reimbursed since the Mobile Recycling Center does not recycle glass. Each year those that use alternative recycling services are pursued and reminded to get their applications in. There are only one or two businesses that consistently apply without reminders. The Trash and Recycling Committee recommended the Franchise Fee Reimbursement program be discontinued. This will keep funds in the Trash and Recycling budget to assist in funding the Mobile Recycling Center. At this time the Trash and Recycling Budget runs with a deficit. This will keep more funds in the budget.

Reimbursements	2011	2012	2013	2014	2015	2016
350 Main/The Spur						\$384.60
613 Main				\$48.81		
Bistro 412					\$221.59	\$284.90
Caledonian				\$318.24	\$248.88	\$248.88
Chimayo		\$592.20				
Egyptian Theatre			\$27.75	\$106.86	\$40.56	\$34.48
Elliott Workgroup	\$14.65	\$40.71	\$43.56	\$45.32		
Expanding Heart	\$21.48	\$42.96				
Kimball Art Center				\$58.59	\$56.16	
Marriott Summit Watch	\$494.87	\$1,020.18				
Overland Sheepskin Company	\$19.20		\$36.18			
Shabu						\$155.59
Strachan, Strachan and Simon					\$17.16	\$15.44
Tesch Law Office				\$78.54	\$80.04	
Treasure Mountain Inn	\$165.44	\$407.06	\$294.70	\$169.83	\$156.00	\$156.34
Tupelo						\$63.17
Wasatch Brew Pub		\$83.56	\$169.54			\$130.57
Zoom						\$268.65
TOTAL	\$715.64	\$2,186.67	\$571.73	\$826.19	\$820.39	\$1,742.62

Plaza Update and Discussion of Options – Jonathan Weidenhamer and GSBS

Action Requested: Provide input on the options shown during the presentation.

The City Council will receive the same presentation at their May 19th meeting. Input provided at the meeting will be shared with the City Council.

Review and Confirm Visioning Summary Work Plan - Alison Kuhlow

Action Requested: Provide input on the work plan developed from the HPCA Visioning efforts

The HPCA Board spent the March and April Meetings discussing key topics for the district such as infrastructure, merchant communications and tenant mix. During review of the input received during

the board meetings and through the online survey, it does not appear any changes need to be made to our vision statements. Many of the items discussed were task oriented. The Board has expressed a desire to track the progression and completion of these types of items. To address that, a draft work plan was developed.

Each packet's written update section will include the work plan with updates from the previous month's activities. Action items discussed at meetings will be added to the plan so the Board can follow progress.

One additional Vision Statement regarding Environment conducive to business operations. Many of the discussions the HPCA has with the City Council regarding film operations, events and construction. This vision statement expresses the need for the merchants to be able to have standard business operations exist and when they are disrupted it will impact the sales revenue the City sees from the district. Decisions made should be based upon this original premise that it is an active commercial district.

Historic Park City Alliance
DRAFT WORK PLAN

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 Board Trustee Code of Conduct	Update	Date of Completion
Goal: The Board represents the majority opinion of the membership.		
Individual Board Member affirmation of Board Member responsibilities.	June 2016	On-going

Political Representation	Update	Date of Completion
Goal: The HPCA Board seeks input from membership and speaks with a unified voice when representing the opinion of the organization.		
Annual Review and updates to HPCA Vision Statements	Adoption of 2016 Revisions in June of 2016	On-going
Increase newsletter openings – shorter newsletters, more frequent.		On-going
Shorten length of surveys sent to merchants		On-going

Transportation and Parking Management	Update	Date of Completion
Goal: To provide access to Historic Park City for locals, guests and employees.		
Lobby for bus route changes from Heber Avenue to 9 th Street.		June 2016
Lobby for Main Street Trolley to reduce the scope of its route and provide more frequent service up and down Main Street to shuttle guests.		November 2016
Participate in the Parking Management Plan	Update to Council on June 9	Adoption of Plan July 2016
Request additional signage within China Bridge levels and Swede Alley directing guests to exits and Main Street		July 2016
Need to look into technology advances for automobiles.	Look at Beverly Hills, they are a test City for driverless vehicles.	TBD
Look at changes in needs and services when a building changes use.	Update the HPCA Board in July 2016	TBD

Infrastructure	Update	Date of Completion
Goal: Coordinate with Park City Municipal on the construction and maintenance of public infrastructure within the HPCA; to add vitality to the street with bookending venues.		
Brew Pub Plaza	Continue to assist the process to add a event venue at the top of Main Street.	2018
Sidewalk Reconstruction	Continue to assist the process of reconstruction of Main Street Sidewalks	2019
Revisit seasonal lighting code.	Ensure previous modifications	September 2016

	discussed for the code are adopted. Update the Community Development Director with the previous discussion.	
Additional Restrooms for Lower Main Street	Look to increase temporary restrooms for events in the short term, but additional of more permanent restrooms long term.	2019
Investigate the addition of a sound system for Main Street and Swede Alley		October 2016

Events	Update	Date of Completion
Goal: Bring the right type of events at the right time of year that support and promote the businesses within Historic Park City.		
Review impacts of events and provide feedback to organizers and City		On-going
Look at more revenue generating events for Main Street	Work with Bob Kollar to present the “state of events” at upcoming Board Meeting	August 2016
Eliminate use of the Brew Pub Parking Lot for staging during events. Promote activation.		On-going
Add an internal event calendar on the website for merchants	6 month outlook and include parking and street closure information	On-going

<u>Branding and Marketing Historic Park City</u>	Update	Date of Completion
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.		
Maintain marketing and PR efforts for Historic Park City in the off-season		On-going
Launch of new website		June 2016
Investigate ability to list hours of operations on businesses and website		October 2016
Look into existing cross promotion between businesses and encourage additional relationships		September 2016
Develop process to communicate information to front line employees		November 2016
Encourage local visits to Main Street		On-going
Communicate the varying price points on Main Street		On-going
Highlight recycling efforts to visitors		
Look into ways to capture event attendees from events such as the Symphony	Board update in October	TBD
Work with property management companies to provide in room information on Historic Park City		On-going

<u>Outdoor Dining Decks located in Public Parking</u>	<u>Update</u>	<u>Date of Completion</u>
Goal: Preserve the balance of loss of parking with vitality brought to the area by the outdoor dining decks.		
Ensure the outdoor dining decks are operating within the conditions they were improved under.	Monitor lunch service	On-going

<u>Trash and Recycling</u>	<u>Update</u>	<u>Date of Completion</u>
Goal: Ensure trash and recycling services are operating to the fullest benefit of the membership.		
Provide employees with information on trash operations	Separate messages for retail and restaurant	On-going
Communicate pedestrian cans are not for businesses.		On-going
Increase knowledge and participation of the mobile recycling center.	Review quarterly usage numbers	On-going
Look into further separation of trash streams; cardboard, plastic, green waste, etc.	Board Update December 2016	TBD
Upgrade trash cans in Swede Alley		July 2016
Make the pedestrian recycling cans more		September 2016

<u>Tenant Mix</u>	<u>Update</u>	<u>Date of Completion</u>
Goal: Protect sense of place and the distinctive character of Historic Park City to continue to attract locals and visitors allowing the area to continue to prosper over the long-term.		
Pursue adoption of regulations that limit vacant and blighted buildings on Main Street	Update the HPCA Board in July 2016	September 2016
Communicate the important of lunch service and investigate incentives	Update the HPCA Board in July 2016	September 2016
Look into code requirements for minimum number of operating days	Update the HPCA Board in July 2016	September 2016
Pursue regulations that promote the addition of hot beds versus condominiums in Historic Park City		TBD
Pursue investigation of regulations limiting chains on Main Street	Update the HPCA Board in July 2016	TBD
Pursue addition of work force housing in Historic Park City		On-going
Keep the Post Office on Main Street	Partner with the City on discussion on box fee increases	On-going
Look at changes in needs and services when a building changes use.	Update the HPCA Board in July 2016	TBD
Promote office uses in Historic Park City	Update the HPCA Board in July 2016	TBD

Main Street Business Environment	Update	Date of Completion
Goal: Maintain a consistent environment for Main Street businesses to ensure the ability to operate and project revenue and expenses.		
Empower the Business Owner and provide them with fact sheets regarding typical filming operations. Include questions important for the business owner to ask the film crew.		June 2016
Support code changes that outline one point of contact during filming and support the bond and fines for violation of the permit.		Code adoption scheduled for June 2016
Interface with City Staff and simplify the navigation needed for an applicant to go through the permitting process.		
Filming Requiring offsets for loss of business, such as local food vendors or look to film during off season and limit use of public parking on and adjacent to Main Street.		

Historic Park City Alliance
Position Papers
Adopted: May 18, 2010
Revised: October 15, 2013
Revised: April 21, 2015

HPCA Board Trustee Code of Conduct

Goal: The Board represents the majority opinion of the membership.

The Board should be composed of Trustees who are personally committed to the mission of the HPCA and possess the desire and time to lend their support. The authorized number of voting Trustees is fifteen (15) members: 3 representing the restaurant/food service industry, 3 representing retail merchandise, 2 representing the professional service industry, 1 representing the nightly rentals/tourism, 2 representing the property owners, and 4 Trustees at-Large.

Expectations:

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

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

In order to best represent the membership, the Board must endeavor to communicate with—and seek more input from—the membership.

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

Conduct:

- Board members shall maintain the confidentiality of the details and dynamics of Board discussions, as well as those items designated as confidential.
- Once a Board decision has been made Regardless of their personal viewpoint, Board members shall not speak against, or in any way undermine Board solidarity.
- Trustees shall avoid, in fact and in perception, conflicts of interest and disclose to the Board, in a timely manner, any possible conflicts.
- Board members' contributions to discussions and decision-making shall be positive and constructive.
- Board members' interactions in meetings shall be courteous and respectful.
- Board membership requires ongoing participation, including member outreach, preparing for and actively participating in meetings and responding to all related emails and voicemails in a timely manner. Board members are asked to dedicate that time for the length of their term.
- Board Members should serve on at least one committee as a part of their board role.
- Board Members will make best efforts to attend all board and committee meetings, and if they are unavailable, will give the President and/or Executive Director advanced notice of need to be absent for good cause.
- Board members will serve as public ambassador for the Historic Park City Alliance, representing the broad goals of the organization to our various constituencies.

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

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

CONFLICT OF INTEREST POLICY

This Conflict of Interest Policy of the Historic Park City Alliance: Definition of conflicts of interest

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

Political Representation

Goal: The HPCA Board seeks input from membership and speaks with a unified voice when representing the opinion of the organization.

The HPCA is a not-for-profit organization and a Business Improvement District (BID) comprised of approximately 250 businesses along Main Street, Heber Avenue, Park Avenue and Swede Alley. The mission of the HPCA 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.

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

The HPCA agrees upon the following:

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

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

Policies:

- Expand the visioning discussion to include as many members as willing.
- Continue to survey/poll the membership on important matters.
- Use 66% (of participating members) as a guideline for a majority.
- Consider it detrimental to the membership if 20% or more of the businesses are adversely affected by a policy change or event.
- Collect and compile economic data to support objective decision making.
- Commit to producing and ratifying position statements on issues that matter to the District.

Merchant Rights: The businesses operating within the Main Street corridor opened under set assumptions of parking, vehicle access, and overall services in the area. Many times City decisions change the dynamics by which businesses made the decision to locate here. We ask the City to include the HPCA's input as part of the process in decisions that relate to events, closures, and improvements that impact the District.

Transportation and Parking Management

Goal: To provide access to Historic Park City for locals, guests and employees.

It is the objective of the HPCA to promote Historic Park City as a fun, friendly and vibrant destination. We wish to foster an atmosphere that encourages visits by providing convenient transportation options to allow access into Historic Park City, as well as provide ample and convenient parking for those that wish to drive to the district. We believe that prolonged exposure to our businesses will increase sales (and thereby sales tax revenues) and diversify revenues overall.

Transportation options and parking durations should encourage longer stays that give pedestrians sufficient time to circulate throughout the district as well as allow options for skiers to easily visit Main Street after skiing instead of requiring the need to shuttle equipment to a remote parking lot.

The HPCA agrees upon the following:

- A balance needed between increasing parking capacity and maintaining traffic flow in town.
- Paid parking is a tool to discourage driving to a destination. Adequate alternatives must be provided as part of a holistic system and should not be implemented as an individual measure.
- Employee parking must be addressed. Alternatives should include measures that address early morning and late night hours, safety, and ease of use.
- Delivery regulations and short term spaces accommodating quick access are supported.
- Use free parking on Main Street is an acceptable use in promotions.
- The City's parking enforcement's actions should be customer service oriented while still enforcing time limits.
- The Main Street Trolley should reduce the scope of its route and provide more frequent service up and down Main Street to shuttle guests.

Recommendations: As the City discusses parking and transportation options the HPCA will seek input from members and recommend measures that encourage a healthy traffic flow that encourages visitation.

Actions: The HPCA will continue to examine the impact of parking policy and transportation options to offer recommendations and to consider long term strategies and communicate these to the City.

Infrastructure

Goal: Coordinate with Park City Municipal on the construction and maintenance of public infrastructure within the HPCA; to add vitality to the street with bookending venues.

It is the objective of the HPCA to promote Historic Park City as a fun, friendly and vibrant destination. Smart infrastructure, that supports both car and pedestrian traffic, is essential to fostering an alluring and navigable environment.

Our District should encourage visitors to linger, circulate and explore throughout the District. To accomplish this, we need to: 1) reduce physical impediments such as difficult sidewalk navigation; and 2) create attractions/draws along the street (from top to bottom) such as parks, plazas and art that encourage exploration. We are confident that easy access, a friendly atmosphere and prolonged exposure to our businesses will increase sales and diversify revenues.

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

Recommendations: The City has identified infrastructure improvements that include the reconstruction of sidewalks, improvements to existing plazas and the addition of new public gathering areas at a cost of \$14 million. The City has identified the increase in Resort City Sales Tax as the funding mechanism for these projects which are scheduled for completion by 2019.

Actions:

The HPCA will continue to champion these improvements and facilitate the construction for the maximum benefit and at the minimum impact to businesses.

Events

Goal: Bring the right type of events at the right time of year that support and promote the businesses within Historic Park City.

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

1. Major (complete or significant) street closures should be limited to 12 days/year
2. Events requiring street closures must attract a minimum of 1000 persons. High impact events should present a marketing plan showing a draw from the entire region.
3. Events should look to work with other existing events to maximize the activities on the entire street.
4. Events must be inclusive, fun and lively
5. Events should market HPC as their host, utilize our logo, and promote our brand message.
6. Event organizers must notify the HPCA of their events a minimum of 60 days prior (consistent with application time frame from City).
7. Street closures should not occur on consecutive weekends or back-to-back days for different events.
8. The HPCA will work with the City/Chamber on a matrix, by which they can quantify and evaluate events, pre- and post-event.
9. Merchants should be surveyed after each new event to collect input and determine adjustments.
10. Events should conclude on Main Street to encourage attendees to linger.
11. Events should be discouraged from bringing vendors that directly compete with existing services. Events should focus on existing merchants to provide services to the event.
12. Reoccurring events that take place only on a portion of Main Street should look to alternate the closure to the opposite end of the district to benefit the entire length of the street.

Recommendations: The Events Committee will continue to evaluate events/street closures and review each event. The committee is empowered by the Board to make decisions on the membership's behalf, within the framework outlined above. The Events Committee should be involved in new events from their application, implementation, and final evaluation. Additionally, the HPCA should continue to retain its seat on the PCCB/PCMC Event Committee to represent its interests. Recurring events should be reviewed annually and recommendations will be submitted to better integrate these events with the District.

Action: Continue to collaborate with the City/Chamber to evaluate events and their impact on the District. Meet with City representatives and work with them to incorporate our criteria into the event matrix. Request that all event/street closures be evaluated by the HPCA Events Committee and include their evaluation in City Council report prior to the event's approval.

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, marketing, the website & content marketing, social media and event partners to further reinforce the Historic Park City message.

Target Audience: Historic Park City's target audience is destination visitors, local Park City residents and Wasatch Front day visitors.

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

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

Key Messages

- Events
- Enhancements
- New Business
- Sustainability

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
- Kids Day
- Peek of 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.

Outdoor Dining Decks located in Public Parking

Goal: Preserve the balance of loss of parking with vitality brought to the area by the outdoor dining decks.

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

The HPCA agrees upon the following:

- The outdoor dining decks in the public way are a continuing program that started in 2010.
- The outdoor dining decks, located in public parking spaces, bring a vibrancy and positive atmosphere to the District.
- The outdoor dining decks, located in public parking spaces, may not have measurably increased traffic to the District, but continuing the program will help to maintain HPC's vibrancy, competitiveness, and overall economic health.
- The outdoor dining program should be managed in a proactive manner to insure that it is consistent with all of our efforts to improve the district and serve our membership. The HPCA believes that the decks are a positive addition and supports their continuation.

Recommendations:

- There shall be no more than 9 outdoor dining decks, to be reviewed biennially by the HPCA.
- Participating restaurants must be located at street level, or receive annual permission from the street level business owners if the business is located on an upper or lower floor of the building.
- Maximum length of any deck is 40', but in no case can the deck be longer than the width of the building.
- Decks should have consistency in construction, but be decorated to match the building.
- Restaurants must have full lunch and dinner service 7 days a week. Lunch service must begin by 11:30am.
- Decks cannot be enclosed in any sort of way, including a tent.
- Height of the deck above the ground should be limited to maintain visual corridors.
- Restaurants should be assessed a user fee for use of public parking spaces. The user fee should be similar to the business license and take into account the 6 months use of this space. The fees collected should go back to the ongoing promotion and marketing of the District.

In no case should the decks be removed for more than 3 events per season.

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

Trash and Recycling

Goal: Ensure trash and recycling services are operating to the fullest benefit of the membership.

It is the objective of the HPCA to facilitate trash and recycling removal from the district in a manner that provides a convenient service, at a reasonable cost, for the members of the organization.

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

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

Recycled Materials

The Mobile Recycling Center accepts cardboard, paper, aluminum, plastic, metal, polystyrene and small amounts of glass from members. The Trash and Recycling Committee has determined that the ability to recycling glass for restaurants and bars, at the frequency and capacity needed, is cost prohibitive.

Tenant Mix

Goal: Protect sense of place and the distinctive character of Historic Park City to continue to attract locals and visitors allowing the area to continue to prosper over the long-term.

The HPCA is concerned about potential changes that could disrupt and end the mix of locally owned and uniqueness of businesses on Main Street. The reasons for our concerns are as follows:

- wish to retain Historic Park City's distinctive character
- worry that chains have a negative impact on the town's economy
- preservation of "historical relevance" and "unique character"
- preserve aesthetics and an attempt to retain the historic identity of the town
- chains like to follow one another; it's not uncommon for formula businesses to arrive in an area en masse, squeezing out independents and causing a speculative run-up in rents that result in the wholesale transformation of a business district almost overnight.
- long-term economic consequences as the downtown or neighborhood business district lose its distinctive appeal and no longer offers opportunities for independent entrepreneurs.
- in an increasingly homogenized world, cities that have preserved their distinctive character have an economic edge. They are far better able to attract visitors and prosper over the long-term.

Issues explore include:

1. The change of locally owned businesses to chain businesses could have on Main Street.
2. Businesses open only during peak seasons, leaving the street looking empty during shoulder seasons.
3. Vacant first floor event spaces.
4. Hot beds versus 2nd homes on upper levels on Main Street.
5. Incentives to promote the types of businesses that will benefit Main Street.

Actions: Work with Park City Municipal to appoint a committee to explore options to maintain the character of Historic Park City businesses and develop measures to accurately track changes to the dynamics of the street including square footage of businesses and percent of existing Formula Businesses in the area.

NEW

Main Street Business Environment

Goal: Maintain a consistent environment for Main Street businesses to ensure the ability to operate and project revenue and expenses.

The HPCA is concerned about disruptions to the normal day to day operations of the street. Disruptions can impact the projected daily revenues due to changes to parking, street closures, filming, construction and events. Merchants chose Main Street as their business location and based business plans off of normal street operations.

Events, construction and filming can impact not just street traffic but disrupt pedestrian flow along Main Street.

The HPCA will work with Park City Municipal to minimize the number of impacts to the Main Street merchants and investigate measures that can offset the economic impacts seen to businesses from these types of operations.

Actions: Work with Park City Municipal to adopt a policy that is reviewed every time there is a request to change the normal day to day operations of Main street.