

# PARK CITY VISION 2020

## FINAL VISION AND STRATEGIC ACTION PLAN

February 2021



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### EMBRACING BOLD ACTION

This report presents the vision and strategic action plan that has been developed following extensive community engagement undertaken during the Park City Vision 2020 process. Throughout 2019 and early 2020, approximately 1700 people have participated in a series of surveys, engagement sessions, focus group sessions and two key Future Summits. This engagement process was designed to provide an open, inclusive and transparent platform for community members to help create a shared vision and broad action plan for Park City. The global pandemic associated with the Coronavirus (COVID-19) emerged at the very end of the Vision 2020 process, however the planning process associated with the Park City Vision 2020 project has taken a long-term perspective.

This report represents Future iQ's summary of the engagement outcomes, and how this data has informed the identification of a preferred future and strategic actions. As the project consultant, Future iQ was given the responsibility to develop a data-driven process, which has informed this report. This report builds on preceding engagement analysis covered on the project portal and in previous reports. The recommended high-level 'Strategic Pillars and Action Areas' have been drawn from the community input gathered during the latter stages of the visioning process. All of the concepts and actions presented were discussed by the community at some point during the visioning process. These actions have been structured into a proposed roadmap, drawing heavily from the prioritization and live polling conducted at the Future Summits held in November 2019 and February 2020, and the Council Retreat in February 2020.

February 2021

These reports and the data visualization are available on the project portal:

<https://lab.future-iq.com/park-city-community-visioning-2020/>

Report Prepared by:

**future→iQ**  
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The Vision 2020 process offers a model for mountain communities that may be facing similar challenges that come with 'success'. It represents best practice in a forward-looking community visioning methodology, which has prioritized community engagement.

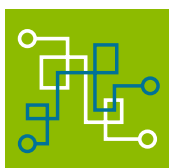
## 1.0 INTRODUCTION

Park City is a unique and iconic mountain town which was originally founded on its silver mining industry, in the early 1920s. With the decline of the mining industry in the 1980s and 1990s, and the subsequent population decline, there was a need to reinvent the city. This reinvention took the form of a world-class and renowned ski industry, with Park City hosting the 2002 Winter Olympics. With the development of large ski resorts and 400 miles of trails, Park City became a key recreation tourism destination. It has also been home to the Sundance Film Festival since 1978 and attracts up to 50,000 visitors during the festival's ten day duration beginning at the end of January each year.

The previous visioning process, conducted in 2009, concluded that the Park City community wanted to 'Keep Park City, Park City'. While previously wishing to retain the unique mountain town appeal, the community is now facing issues including the encroachment of external development, a delicate balance between visitors and residents, issues around affordability and transportation options.

As a result of these challenges, the Park City Municipal Corporation (PCMC) and Council felt the need for a new visioning process. This process, Park City Vision 2020, looked out to 2030 to ascertain the actions needed to meet the aspirations and demands which the City faces now, and over the next decade. As an already successful and accomplished community, the key question going forward will be, "What will be Park City's next iteration of excellence"?

The Park City Vision 2020 Vision and Strategic Action Plan report represents the final element in the vision and strategic planning process. Vision 2020 has been built on exhaustive community engagement and a data-driven approach in order to discover the preferred future for Park City in 2030. The analysis within this report builds on the preceding project work and represents analysis of the engagement outcomes and how this data has informed the identification of a preferred future and high-level strategic actions.



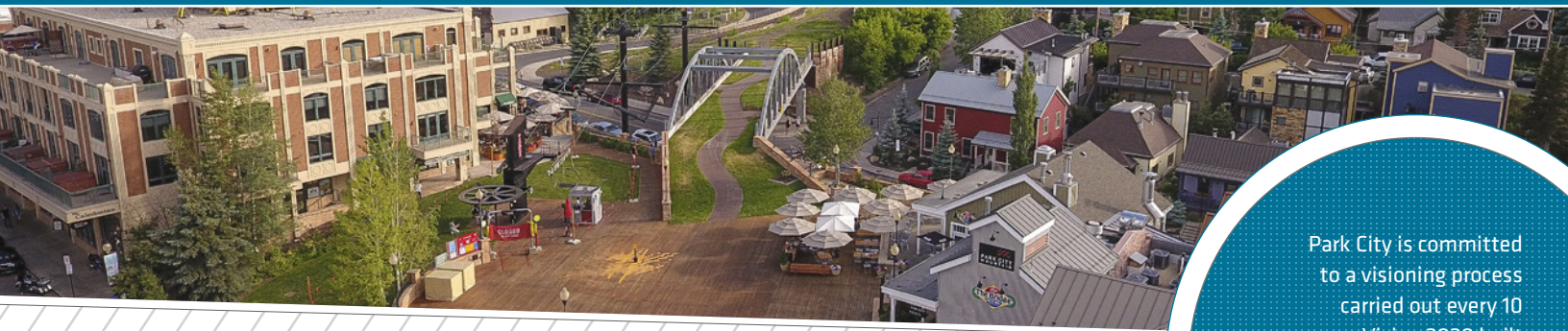
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### FUTURE INSIGHT:

- Park City is an iconic and prestigious community, which wishes to retain its unique appeal, while facing the challenges that many communities are facing in a world of rapid change.
- Vision 2020 lays the groundwork for the next 10 years of investment and focus in Park City. The ideas that have been presented by the community are bold but attainable. The community has given permission to the leadership to make bold change.







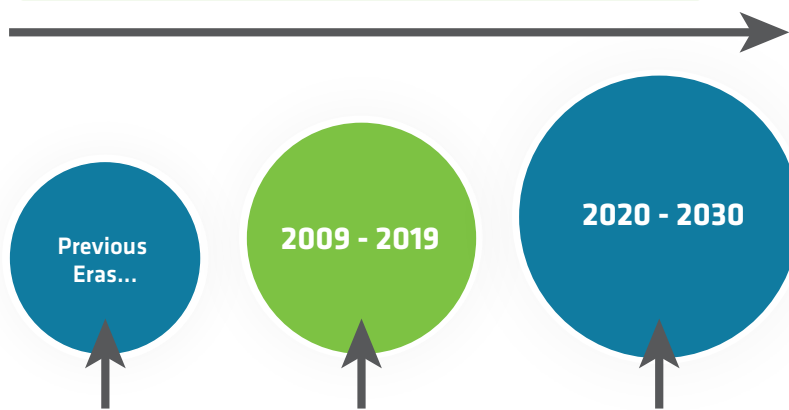
Park City is committed to a visioning process carried out every 10 years. Vision 2020 built upon previous visioning efforts, with a clear focus on building a consensus-based data-driven vision and action plan.

## 1.1 IMPORTANCE OF VISIONING TO THE PARK CITY COMMUNITY

Park City is a community that has a history of effective and successful visioning efforts. Myles Rademan, who has run the City Leadership program for 26 years, conducted the first Park City visioning sessions in 1989 and 1991. The outcomes from those early visioning sessions was a desire to preserve the small-town flavor of Park City, purchase open space, revitalize Main Street and become a world-class resort.

Vision 2020 aimed to build on the work conducted by Myles Rademan and the work carried out in subsequent visioning efforts, with the most recent visioning process occurring in 2009. The in-depth community engagement process within Vision 2020 highlighted that residents and stakeholders see important value in community visioning. The Vision 2020 process also included a robust data driven approach which complimented the in-depth community engagement process.

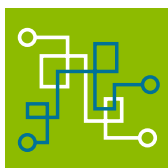
**Internal dynamics (Population; demographics; workforce; economy; social fabric; housing affordability; connections to surrounding areas - SLC)**



**External forces (key trends societal values; macro economic drivers; technology; international tourism volumes, etc.)**

‘It is important for Park City to both honor its past and embrace its future. Shared visions create community cohesion and point a direction. But like all aspirations they must be leavened with reality and the exertions of continuous hard work. As Benjamin Franklin said, the greatest visions without action are little more than hallucinations.’

*Myles Rademan*



### FUTURE INSIGHT:

- Like many communities, Park City has tended to undertake major visioning efforts on a 10-year cycle. The accelerating speed of change suggests that check-in points should be established more frequently (at least every 3-5 years) to stay on top of emerging trends.
- The robust data-driven approach used in the Vision 2020 work, supported and synthesized the results from the in-depth and exhaustive community engagement process.

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How does a highly successful community like Park City retain its unique character as growth and development is occurring both within, and on the outskirts of the community? This is likely to be a defining question shaping the future of the community.

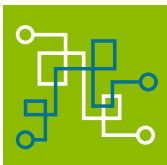
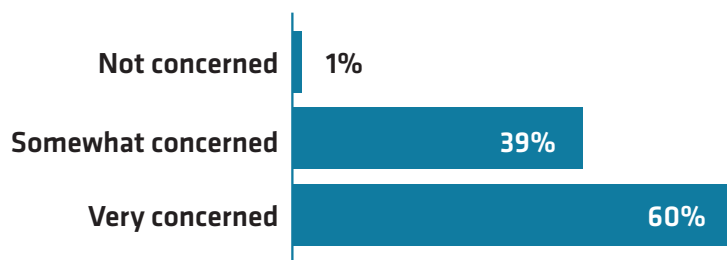
## 1.2 GROWTH IS SHAPING THE LONG-TERM FUTURE OF PARK CITY

Throughout the visioning process, local residents and stakeholders repeatedly expressed concern about the speed of change and trajectory of growth in Park City.

Tourism has been a potent and successful driver of the local economy over the recent decades. Park City has become a world renowned destination, and this reputation has attracted visitors, residents and investors. In recent years Park City has experienced both internal development within the core of the City (zip code 84060) and within Unincorporated Park City (zip code 84098). External development on the outskirts has encroached in the surrounding areas in relation to both residential and resort development. This development is rapidly affecting Park City and its small-town charm and feel and the very essence of what makes Park City special to its residents and visitors. 'Managing growth' was seen as one of the key challenges facing Park City over the next 5-10 years, and equally, 'Strategic development' was seen as one of the key opportunities facing Park City over the same time period.

During the rapid polling at the Future Summit held in February 2020, 99% of respondents expressed some level of concern about the current trajectory of Park City.

### Are you concerned about the current trajectory of Park City?



### FUTURE INSIGHT:

- Park City's success as a tourism destination has brought a predictable set of challenges. The community has become acutely aware of the impact on affordability, livability and congestion.
- Because of the magnitude of surrounding regional growth, it will be necessary to convene a regional dialogue and seek regionally coordinated solutions.

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The advent of the Coronavirus pandemic may create a pause in the speed and trajectory of development, and this 'breathing room' offers a chance for local planning to better anticipate and guide future trajectory.

### 1.3 PLANNING IN UNCERTAIN TIMES – IMPACT OF CORONAVIRUS (COVID-19)

The global pandemic associated with the Coronavirus (COVID-19) emerged at the very end of the Vision 2020 process. While the trajectory and ultimate impact is still playing out, it is clear the global tourism industry and economy will face significant disruption and challenge. The direct and immediate impact in Park City will be similar to other heavily tourism dependent economies, which will include steep declines in visitor numbers, loss of revenue, temporary business closure and increased unemployment. This will create disruption and hardship for significant sections of the community.

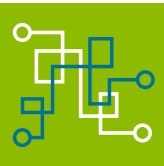
However, the planning process associated with the Park City Vision 2020 project has taken a long-term perspective. This included exploring drivers that are likely to play out over the next decade or more. This included acknowledging the volatility of the ski-industry and disruptive trends such as climate change, potential of recession, and Federal immigration policies. As such, the core assumptions in the planning process are believed to remain valid, and the overall trend trajectories will resume in some similar form once the shorter-term economic impact passes. In the medium term, this will likely see a potential return of issues of over-visitation and congestion, propelled by the quality of the Park City destination, the redevelopment of Salt Lake City International airport and the growing appeal of outdoor recreation.



“We are getting a lot of things that are being highlighted by COVID-19. Isolation with groups like the seniors is one of them”

Tim Henney, City Counselor  
March 24, 2020

Photo credit to the Salt Lake City International Airport. (<https://www.slcairport.com/thenewslc/renderings-and-images/>)



#### FUTURE INSIGHT:

- The impact of the Coronavirus on the global tourism industry will be huge, essentially curtailing all international and domestic travel for months. History would suggest that travel will begin to recover once the pandemic and economic impact passes.
- This pause offers the chance for the community leadership and stakeholders to consider the form of the future tourism industry, and how to achieve the optimal balance.

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The visioning process has required a wide, deep and transparent engagement process.

## 2.0 THE PROCESS OF IDENTIFYING THE 'PREFERRED FUTURE' FOR PARK CITY

An essential feature of the Vision 2020 process was the focus on wide, deep, equitable and transparent community engagement. The engagement was conducted through 2019 and early 2020, and attracted significant input through survey responses, engagement sessions, focus groups, and the Future Summits Part 1 and 2. The data-driven visioning process helped the Park City community discover clear 'points-of-consensus' regarding their future vision.

### 2.1 HIGH QUALITY AND EXTENSIVE COMMUNITY ENGAGEMENT

**Wide and deep engagement with the community and key stakeholder groups.**

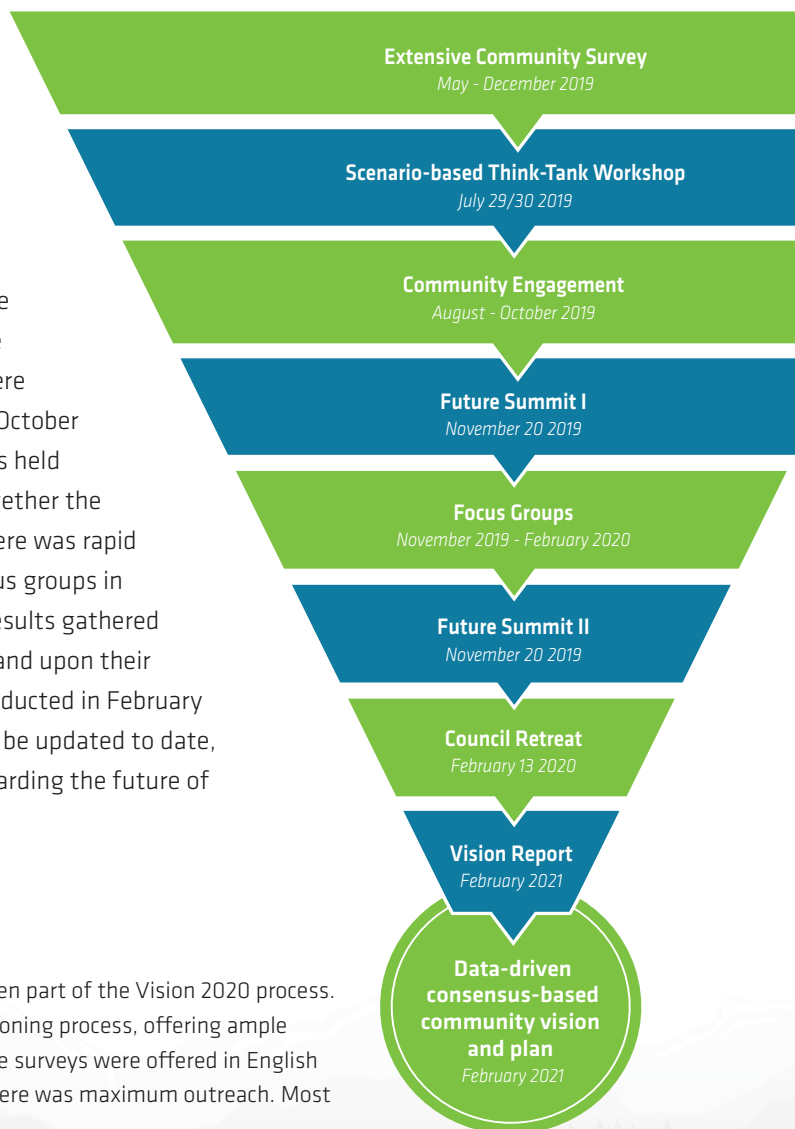
Starting in May 2019 and concluding in February 2020, there was many ways for Park City residents to provide input into the Vision 2020 process. The Think-Tank workshop was held in late July, followed by Community Engagement workshops which were held across many groups and sectors from August through to October 2019. A large community event – the Future Summit Part 1 was held in November 2019. The intention of this event was to bring together the citizens and update them on the Vision 2020 work to date. There was rapid polling at this event. The key issues were taken to specific focus groups in November 2019 and February 2020 to further build upon the results gathered to date. The focus groups reconvened in February 2020 to expand upon their original discussions. Finally, the Future Summit Part 2 was conducted in February 2020 and invited everyone who had engaged in Vision 2020 to be updated to date, and also asked for their reactions to some 'bold' questions regarding the future of Park City going forward to 2030.



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#### DATA INSIGHT:

- Approximately 1700 Park City stakeholders have been part of the Vision 2020 process. Over 40 different events were held through the visioning process, offering ample opportunity for community input. In addition, online surveys were offered in English and Spanish, reflecting the desire to ensure that there was maximum outreach. Most events had materials in Spanish and an interpreter.



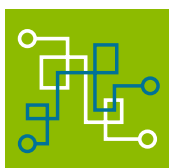
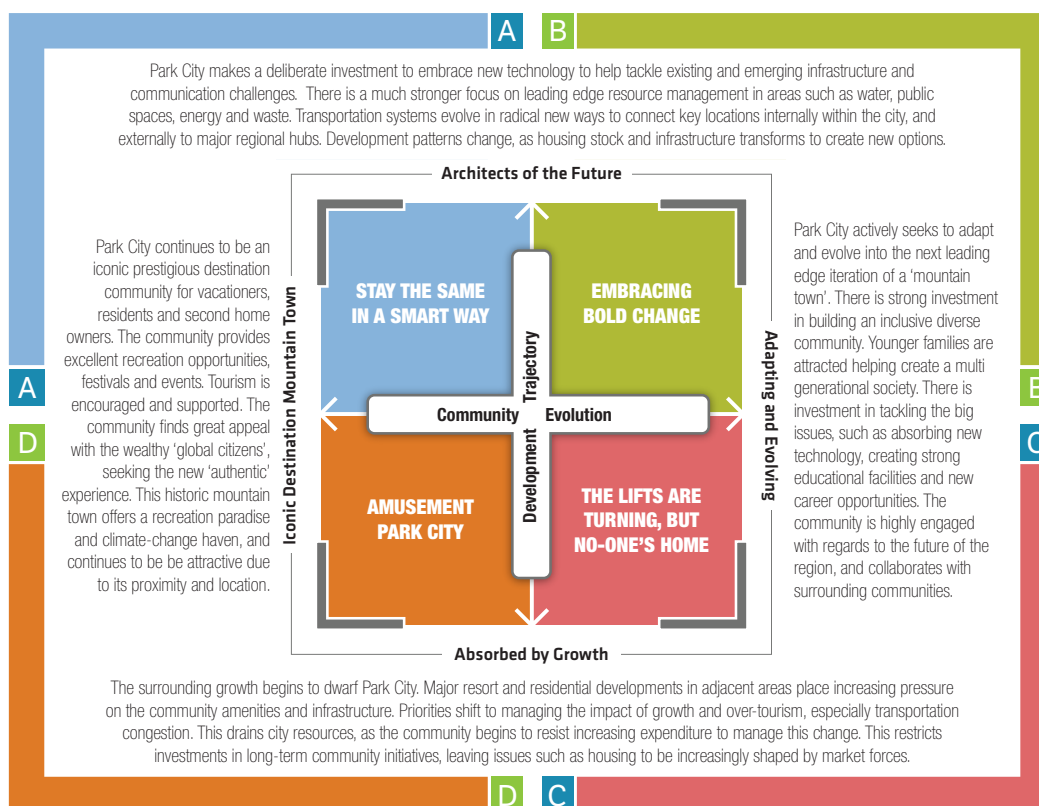




This planning process produced a scenario matrix built around two key axes shaping the future, which were 'Community Evolution' and 'Development Trajectory'. This matrix gave people a chance to consider implications and consequences of various futures.

## 2.2 SCENARIO-BASED FRAMEWORK FOR EXPLORING THE FUTURE

The Vision 2020 process was built on a scenario-planning methodology. The Think-Tank, held in July 2019 began with examining external and internal trends shaping the future of Park City. More detail on the process is available in the Park City Vision 2020 Scenario-Based Think-Tank Report, July 2019. (for more information visit <https://lab.future-iq.com/park-city-community-visioning-2020/>)



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### FUTURE INSIGHTS:

- Undertaking the scenario-based planning gave the Park City participants a chance to have a very thoughtful future-oriented conversation. This process allowed people to discuss the community future in a multi-dimensional manner.
- The process allowed participants to think deeply about how to best design Park City to suit current and future needs.



There was clear consensus and alignment that the 'Embracing Bold Action' future was the preferred future for the vast majority of respondents.

## 2.3 IDENTIFYING THE PREFERRED FUTURE

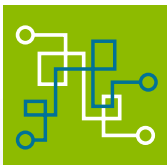
Using the scenario framework developed in the Think-Tank, the community engagement sessions allowed community participants to consider what represented their 'Preferred Future' and the 'Expected Future'. The Expected Future was what would happen if the current trajectory of the community continued. The axes were presented as continuums, so people could select locations for their preferred future with a degree of understanding about the implications and what it represented. The data collected from the community engagement sessions closely mirrored the Think-Tank participant data.

### Park City – Preferred Future, as defined from the community engagement sessions

Expected X Preferred - All Data



**CLOSING THE GAP: A feature of the engagement data has been the consistency of responses and themes.**



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### FUTURE INSIGHTS:

- Overwhelmingly, the community wishes to progress in a bold manner. They want Park City to "Embrace Bold Action" in its future design, function and mind set.
- The 'Expected Future' responses were predominately clustered around a future called 'Amusement Park City'. There are significant implications for future community decisions, based on the gap between the expected and preferred futures.



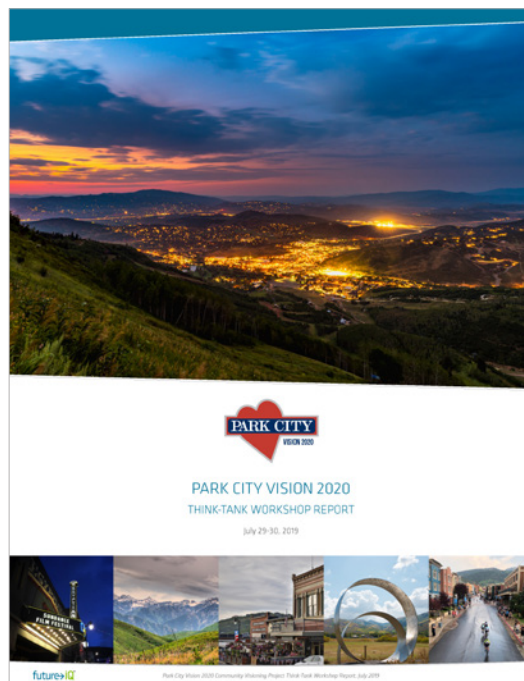


Embracing Bold Action reflects a mindset and defines how people in Park City approach and relate to the future. It implies a 'leaning into' change and being proactive.

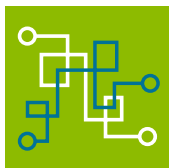
### 3.0 A NEW COMMUNITY VISION – 'EMBRACING BOLD ACTION'

The preferred future identified by the community is called 'Embracing Bold Action'. This future is framed by two major pivots for the community. At a community level, the attention shifts to evolution towards a more adaptable economy and strong inclusive social fabric. In terms of managing growth, there is a recognition that Park City needs to take a stronger regional role and become architects of its own future.

As described in the Park City Vision 2020 Scenario-Based Think-Tank Report, July 2019, this scenario describes 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. This future sees 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 is a keen focus on resource management, while trying to cater for younger families moving in. This Park City knows that it can no longer be that prestigious and iconic 'mountain town' without change. This change means that Park City will need to take a more regional approach and diversify away from a concentration on tourism.



For more information on the Think Tank, and the description of 'Embracing Bold Action', visit <https://lab.future-iq.com/park-city-community-visioning-2020/>



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#### FUTURE INSIGHTS:

- The 'Embracing Bold Action' scenario describes a future where Park City actively seeks to adapt and evolve into the next leading-edge iteration of a 'mountain town' community.
- The notion of 'Embracing Bold Action' reflects a desire to proactively shape the future of the community, rather than be caught in a reactive position where the community gets overwhelmed by regional growth.



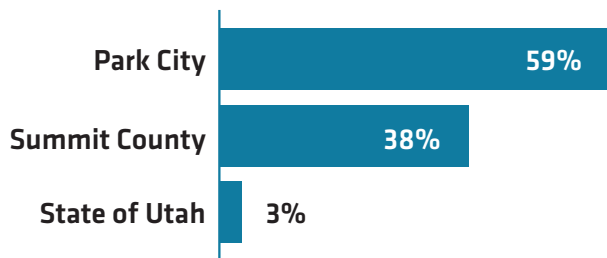
Park City can no longer work to solve key challenges on its own. The City has already begun to work more closely with the region to find solutions to large-scale long term challenges, like transportation.

### 3.1 KEY ASPECTS OF THE EMBRACING BOLD ACTION FUTURE

There are a number of overarching themes that create the Embracing Bold Action future. These could be considered contextual in nature, or the lens through which to look at the community and decision making.

- **Regional Approach** - Throughout the scenario planning and community engagement process, the critical importance of taking a regional approach emerged. This is an overarching theme that will shape Park City planning and priorities into the future. The scale of development occurring around Park City threatens to dwarf and overwhelm the local efforts to manage growth and change. People have expressed a clear desire to see Park City convene and lead regional discussions on key topics like Sustainable Tourism.
- **Social Fabric** - The community of Park City delights in the social fabric and human connection that people have with each other. This represents the soul of the community, and people are concerned this is being lost. Key concerns include neighborhoods turning over to nightly rentals, lack of affordability and displacement of locals. Embracing Bold Action articulates a desire to place a heavy hand on the scales, to tilt the balance back to local neighborhoods and people who live and work in the community.
- **'Living laboratory' that creates original thinking and solutions** - one of the sentiments that frames 'Embracing Bold Action' is the notion of Park City being a 'living laboratory' that is experimenting and testing new approaches to solve key challenges. Park City has already demonstrated this capacity with bold initiatives and future-oriented goals and targets.

#### Who should be leading on Regional Issues?

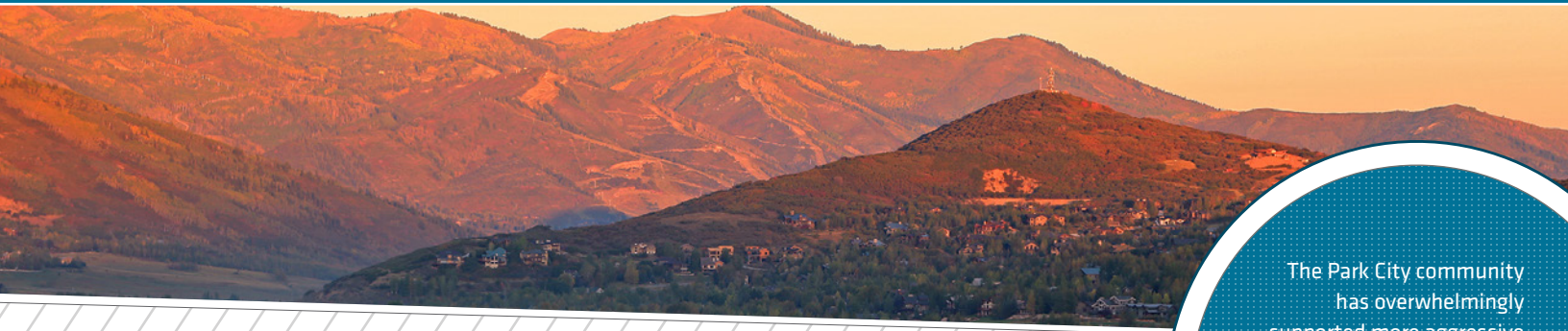


DataInsight

#### DATA INSIGHTS:

- At the Future Summit I, 99% of survey respondents felt that it was urgent for Park City to convene regional leadership to seek regional solutions, with 83% saying it was very urgent
- At the Future Summit II, 80% of people viewed that the optimal scale of collaboration was 'Within the Wasatch Back'.





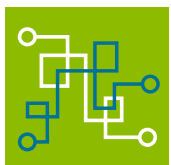
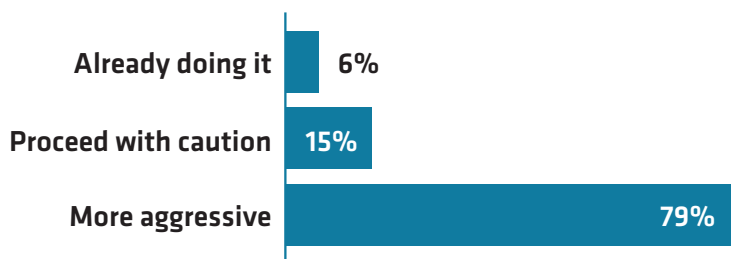
The Park City community has overwhelmingly supported more aggressive action on key areas, with the clear understanding that solutions may be expensive and that original thinking and experimentation will be required.

## 3.2 WHAT DOES 'BOLD ACTION' MEAN FOR PARK CITY?

Park City has long been an engaged and proactive community. The community and its leadership have tackled many tough issues and invested heavily in future-oriented solutions. However, in many ways the easy issues have been tackled, and the big challenges facing the community are now complex, expensive to solve, and will require a willingness to think very differently. During the community engagement sessions, and especially at the Future Summits, stakeholders were asked to respond to questions and discussion that explored how bold did they really want to be about the future. This reflected a recognition that it is easy to talk about being bold, if you don't have to confront the reality of cost and implications. On all survey and polling occasions, the large majority of people still selected the 'bold option'.

It is important to note that part of 'Embracing Bold Action' includes being a community that pioneers new solutions. The challenges that Park City face are reflected in many very successful prestigious destination communities. At the Future Summit II, participants were asked about how aggressive Park City should be to achieve their preferred future. The people of Park City clearly express a desire to wrestle with, and solve, big tough expensive issues.

### Overall, how aggressively should Park City act to achieve 'Embracing Bold Action'?



#### FUTURE INSIGHTS:

- The community has given Park City leadership the 'green light' to be bold in future-orientated solutions regarding important issues such as affordable housing, transportation, sustainable tourism, affordability and equity and environment impact.
- To tackle its grand challenges, Park City will have to lead and innovate in new areas. The community has appetite for Park City to go beyond traditional or conventional actions, and to act with a sense of urgency.

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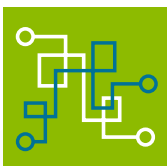
## 4.0 STRATEGIC PILLARS FRAMEWORK – BUILDING BLOCKS FOR THE NEW FUTURE

The Strategic Pillars were developed from community input, prior to the Vision 2020 Future Summit – Part 1 in November 2019. The pillars represent the major theme or topic areas that underpin the aggregated preferred future, called ‘Embracing Bold Action’. They have been synthesized directly from the scenario planning and community engagement process. The Strategic Pillars are the fundamental building blocks for the future actions that support the vision. From November through to February, teams of subject experts and stakeholders worked as focus groups to craft and refine the strategic Key Action Areas for each pillar.

### PARK CITY VISION 2020 STRATEGIC PILLARS



*A 'living laboratory' that creates original thinking and solutions*



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### FUTURE INSIGHTS:

- The Strategic Pillars creates a framework that draws together the priority elements identified by the community as being most critical in terms of the future.
- The Strategic Pillars are not intended to solve all of the community's challenges in the immediate short term. Rather, they represent a series of longer terms strategic focus areas that can achieve results in the short to medium term, which will produce long-term outcomes.





## 4.1 ENVIRONMENTAL LEADERSHIP

*Protect, enhance and support our natural world and local ecosystems, so we can all thrive.*

Energy is one of the four critical priorities, outlined in the Park City Long-Term Strategic Plan.

### 4.1.1 IMPORTANCE OF ENVIRONMENTAL LEADERSHIP

Park City has made North America's most ambitious climate goals: to be net-zero carbon and run on 100% renewable electricity for city operations by 2022, and for the whole community by 2030. It has achieved ambitious goals and strives to achieve goals such as Zero Waste by 2030. In October 2019, Park City hosted the inaugural Mountain Towns 2030 summit, which brought together elected officials and staff from 30 mountain towns, as well as ski industry leadership and environmental experts. Park City leadership has an excellent record of preserving open space in order to retain Park City's natural beauty and protect local ecosystems. Park City is, as a result, at the forefront of environmental leadership.

The residents of Park City are proud of their environmental track record, but surprisingly in a rapid polling exercise at the Future Summit – Part 1, held in November 2019, 47% felt that Park City should be doing more in relation to ambitious environmental leadership. In a rapid polling exercise at the Future Summit – Park 2, held in February 2020, 41% felt that Park City should 'Go the whole way to a full circular economy'. In the extensive Vision 2020 community survey, 'environmental initiatives' were seen as one of the main opportunities facing Park City over the next 5-10 years.

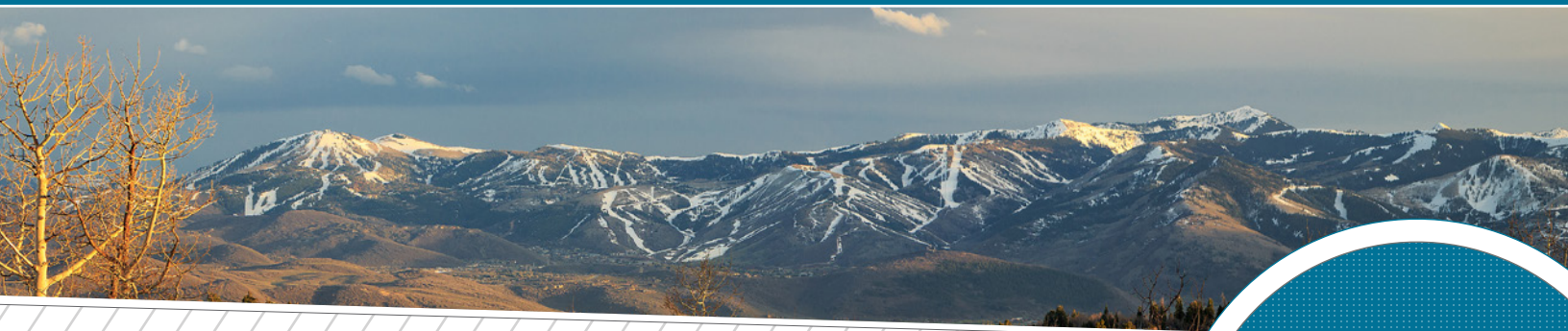
While Park City is at the forefront of environmental leadership and initiatives in the US, it is not as progressive as many global destinations. Throughout the Vision 2020 process, participants highlighted that Park City could be doing more regarding banning single use plastic, recycling and composting and protecting wildlife from busy traffic corridors.



#### VALUE TO RESIDENTS:

- Park City's ambitious environmental goals will only enhance the quality of the lives and experiences of Park City residents and visitors



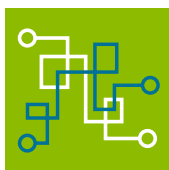


## 4.1.2 KEY ACTION AREAS

The Key Actions identified during the visioning process, focus on bold actions that can help drive forward Park City's innovative environmental leadership approach. The actions lay out a path to a zero waste and carbon future, and also highlight an important focus on environmental protection. This leadership will continue to set Park City apart, and ahead, as recreation tourism destinations seek to manage their resources and impact. In particular, focusing on a reduction in the consumption culture will make resource management more viable and achievable.

- **Net-zero Carbon** - Support net-zero carbon goal through conservation, renewable energy, fleet electrification and sequestration.
- **Community Education** - Embed educational initiatives into the local school systems, community at large and visitor interface locations; in order to serve as an example of an ambitious environmental 'living laboratory' for other communities.
- **Zero Waste Economy** - Pursue zero waste by 2030 by embracing a circular economy, where we reduce the consumption culture, design out waste and pollution; keep products and materials in use; and regenerate our natural systems.
- **Natural Environment** - Sustain healthy and regenerative ecosystems with a protection plan, that creates safe corridors and habitat that negates the impact of roads, trails and development on the natural systems and wildlife.

The Coronavirus (COVID-19) crisis could result in overall less pollution and waste, as less people travel. However, as travel recovers, focusing on reducing impact will be critical to avoid reversing gains.



Future**Insight**

### FUTURE INSIGHTS:

- Park City has been inspirational regarding its ambitious environmental initiatives, however, there needs to be a focus on improving recycling, composting, single use plastic and protection of wildlife. This will enhance the lives of the Park City residents.

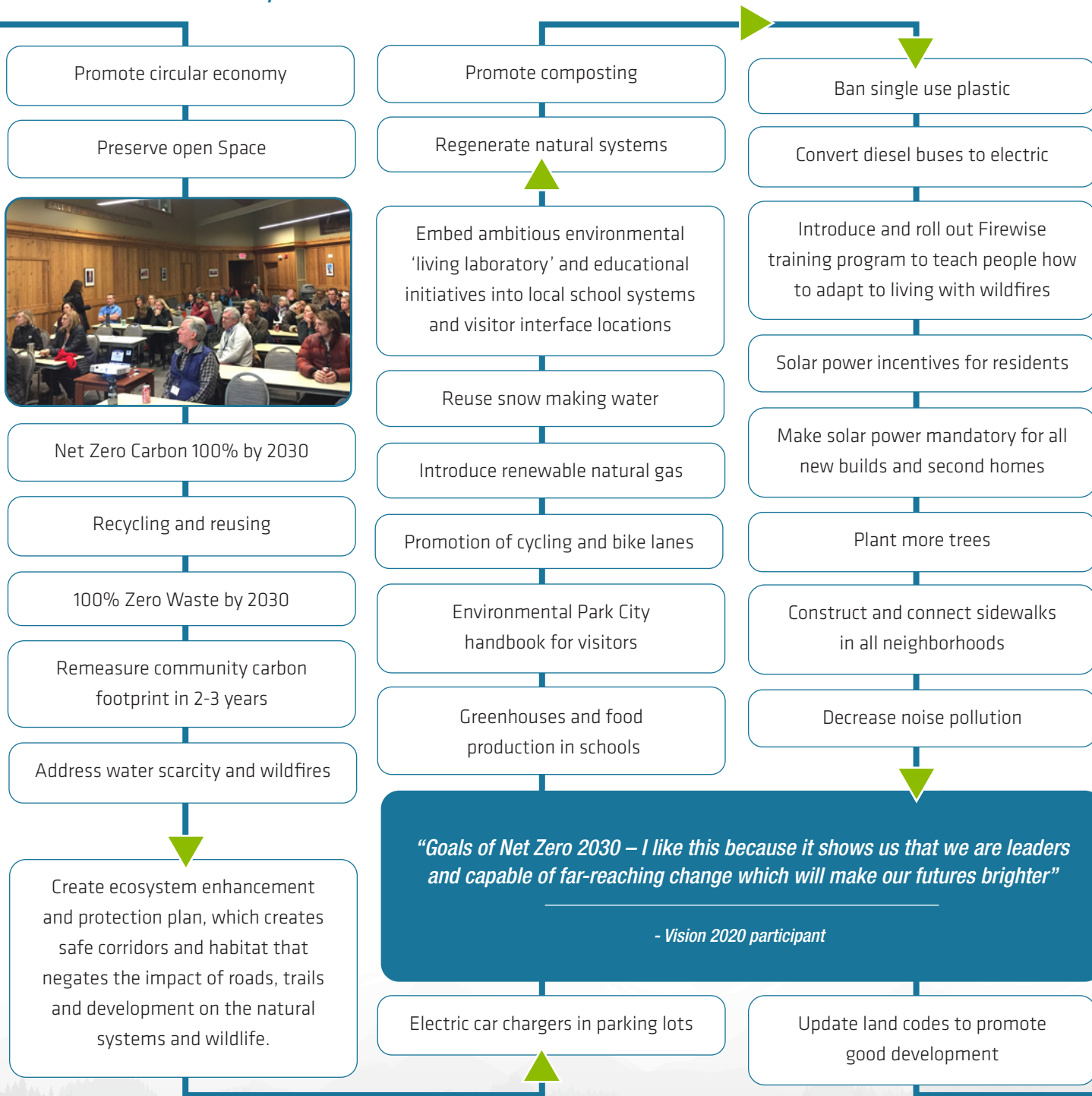






### 4.1.3 IDEAS FROM THE COMMUNITY

#### Ideas from the Community





## 4.2 TRANSPORTATION INNOVATION

*Envisioning bold, multi-modal transportation solutions*

### 4.2.1 IMPORTANCE OF TRANSPORTATION INNOVATION

Throughout the Vision 2020 process, traffic and transportation options were seen as two of the most critical issues facing Park City. With a full-time resident population of approximately 8500 individuals, approximately 15,000 people travel into and out of Park City every day. This is made up of individuals who work in Park City but cannot afford to live in Park City. The individuals who travel to and work in Park City work in hospitality, the tourist industry, education and the medical professions.

With one road into and out of Park City, this influx of traffic every day leads to extreme congestion. Transit options such as the free, electric buses that run across Park City and park and rides are available, however they do not seem to meet the needs of the individuals traveling into the city every day for work. Many of the people who work in Park City have more than one job, often they have three jobs. They need to get to and from their places of work. The traffic caused by day visitors to the ski resorts, only amplify this congestion. Additionally, the traffic issues are a cause of concern for the Park City residents as they are unable to travel freely and there is a shortage of parking options in addition. In a rapid polling exercise at the Future Summit – Part 1, held in November 2019, 57% of participants at the event felt that the issue of Transportation Innovation should be 'extremely original and innovative' looking forward to 2030. In the extensive community survey, 'traffic issues' was seen as the main challenge facing Park City over the next 5-10 years, with 'transportation solutions' seen as the main opportunity facing Park City over the same time period.

While Park City has been innovative to date with its transit options, it is now necessary to be bold and 'think outside of the box' in relation to transportation looking out to 2030.



#### VALUE TO RESIDENTS:

- Innovative transportation solutions within Park City could provide the connectivity between community nodes and neighborhoods, which would enhance the daily experience of residents.
- Residents and workers are concerned about the traffic issues into and out of Park City, alternative transportation solutions would alleviate this daily congestion.



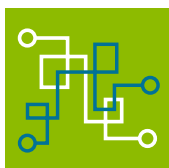
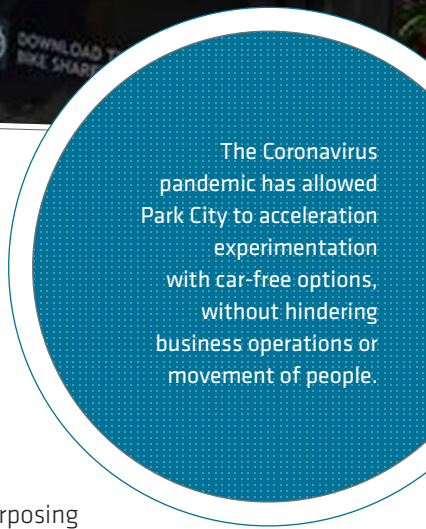




## 4.2.2 KEY ACTION AREAS

The Key Actions identified during the visioning process, focus on building options and alternative to traditional car travel. Park City is at the forefront of new thinking about how to create innovative transportation solutions that allow people to move about the community. These approaches aim to reduce congestion and enhance the pedestrian experience. This people focused approach offers the opportunity to create a wonderful and vibrant social experience in the community.

- **Car-free Nodes** - Transition key nodes to be pedestrian oriented and largely car-free, by repurposing areas such as Main Street to pedestrians and away from single occupancy transit.
- **Multi-modal Systems** - Build a network of connected multi-modal transit corridors for pedestrians, scooters and bikes, that link all key parts of the community, and enhance safety for users.
- **Leading-edge Solutions** - Explore feasibility of alternative transportation models and solutions, that support the development of a strategic, multi-modal transport plan.
- **Car-optional** - Offer residents the possibility of 'car-optional' lifestyle by 2030 and introduce incentives and disincentives for access and parking to help build momentum to this goal.



### FutureInsight

#### FUTURE INSIGHTS:

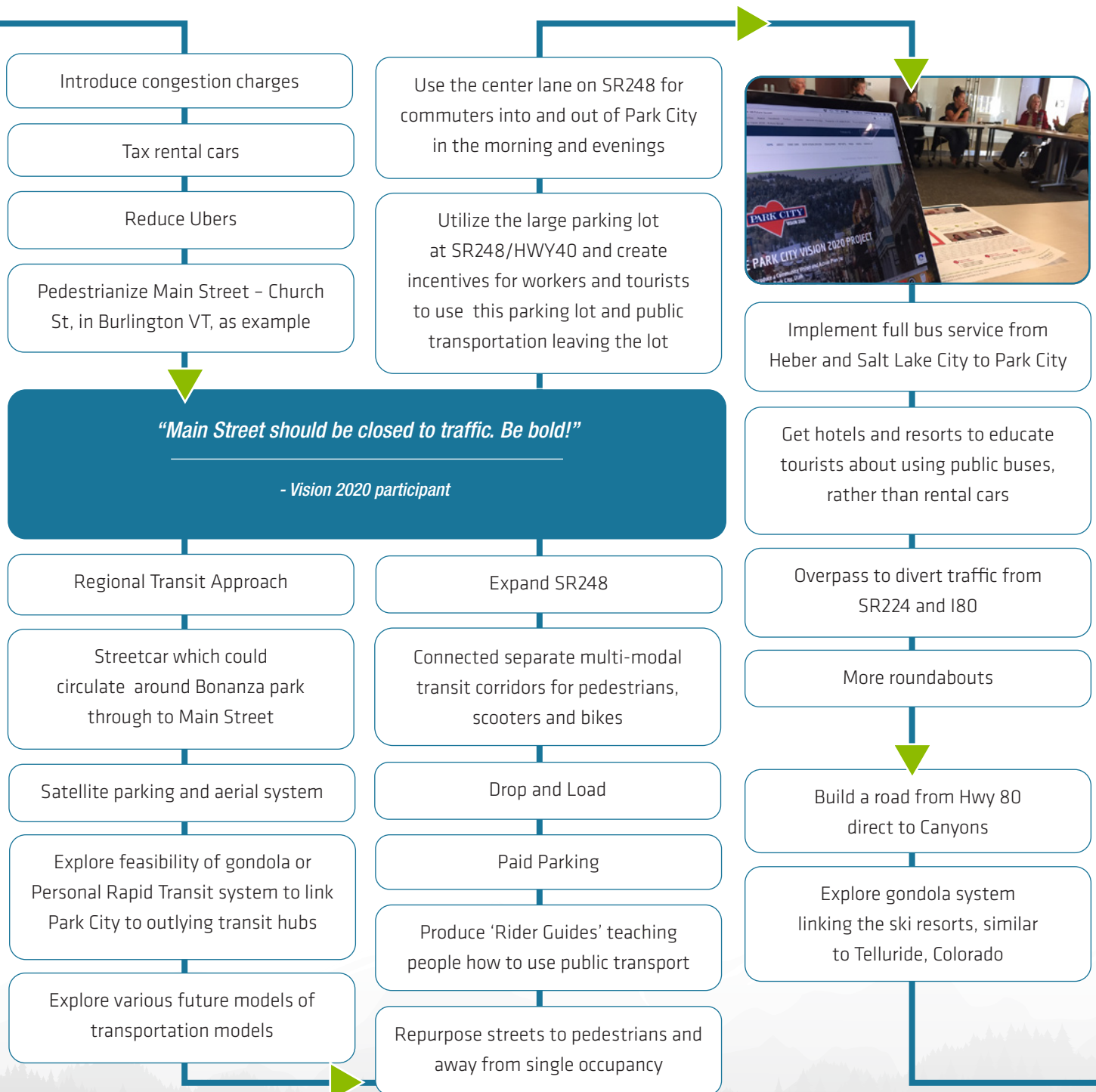
- Park City has been a leader with its free electric bus system. However, this option will not provide the solutions to a potential traffic crisis over the next decade.
- To meet the needs of people traveling into and out of Park City each day, bold and innovative transport options are now essential to be put in place over the next decade.





## 4.2.3 IDEAS FROM THE COMMUNITY

### Ideas from the Community







## 4.3 SUSTAINABLE TOURISM

*Create a harmonious balance between resident and visitor quality of experience*

### 4.3.1 IMPORTANCE OF SUSTAINABLE TOURISM

Park City has become a world-renowned tourism destination due to its exceptional recreational offerings and its reputation as a key ski destination - including serving as the Alpine Heart of the 2002 Olympic Winter Games. However, throughout the Vision 2020 process, many residents have stated that the balance has reached a tipping point in relation to the city catering to visitors, rather than residents. The impact of large visitation has led to citizens being concerned about how Park City is no longer Park City for its residents.

In a rapid polling exercise at the Future Summit – Part 1, held in November 2019, 48% of participants at the event felt that the balance of Tourism in Park City was “already out of kilter”, with 47% of participants “worried that the balance was getting out of kilter”. During a live polling exercise at the Future Summit – Part 2, held in February 2020, 33% of respondents felt that Park City was already suffering irrevocable damage from ‘over-tourism’, with 28% of respondents feeling that the damage would be felt by 2025. Interestingly, 82% of respondents felt that Tourism was ‘essential’ to Park City’s local economy.

It is also necessary for Park City to initiate a regional dialogue between resorts, local businesses, tourism operators and civic entities in order to build a long-term sustainable tourism approach. This will create shared values, objectives and priorities. Park City’s success as a progressive, prestigious and unique mountain town ensures that its leadership can contribute its knowledge and experience to broad, regional conversations especially in terms of the transitioning to sustainable practices and social evolution.

How can Park City maintain the balance of the day to day life and routine for its residents and still cater to its visitors?



#### VALUE TO RESIDENTS:

- Sustainable tourism and a destination impact management approach will reduce the effect of over-tourism on residents.
- The retention of the unique mountain town and small-town feel will enhance the experience of residents, and visitors.



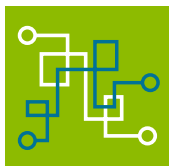


### 4.3.2 KEY ACTION AREAS

The Key Actions identified during the visioning process, focus on building a sustainable tourism approach. The challenge is in finding the right balance between a vibrant tourism industry that delivers huge economic benefit, with ensuring Park City remains a functioning and connected community in its own right. Focusing on a sustainable tourism approach will help find new solutions and bold actions.

- **Impact Mitigation** - Adopt a destination impact management approach, built on the philosophy of sustainable tourism that addresses local community and environmental impact.
- **Holistic Analysis** - Undertake a comprehensive review of the tourism property expansion and impact, including the scale and penetration of nightly rental market, to set parameters and policies that shape workforce housing options, transit, commercial housing requirements and accommodation balance at neighborhood levels.
- **Local Refuge** - Create deliberate gaps in event schedules and develop more community 'protected spaces' that provide locals with respite and enhance locals sense of contentment.
- **Regional Synergy** - Build alignment between community aspirations and resort industry goals, by initiating regional dialogue between resorts, local businesses, tourism operators and civic entities to build a long-term sustainable tourism approach and seek funding to amplify community values and ethos to the market.

The Coronavirus pandemic has dramatically disrupted the tourism industry. Rebuilding the industry offers an opportunity to rethink how potential negative impacts can be better managed.



Future**Insight**

#### FUTURE INSIGHTS

- Recreational visitors will continue to visit Park City. The promotion of sustainable tourism as a practice and ideology in Park City will mitigate the potentially negative impacts of over-tourism.
- The Coronavirus (COVID-19) crisis will affect the immediate issues of over-tourism, however over time, visitors will return to Park City and leadership will need to embrace sustainable tourism and destination impact management.

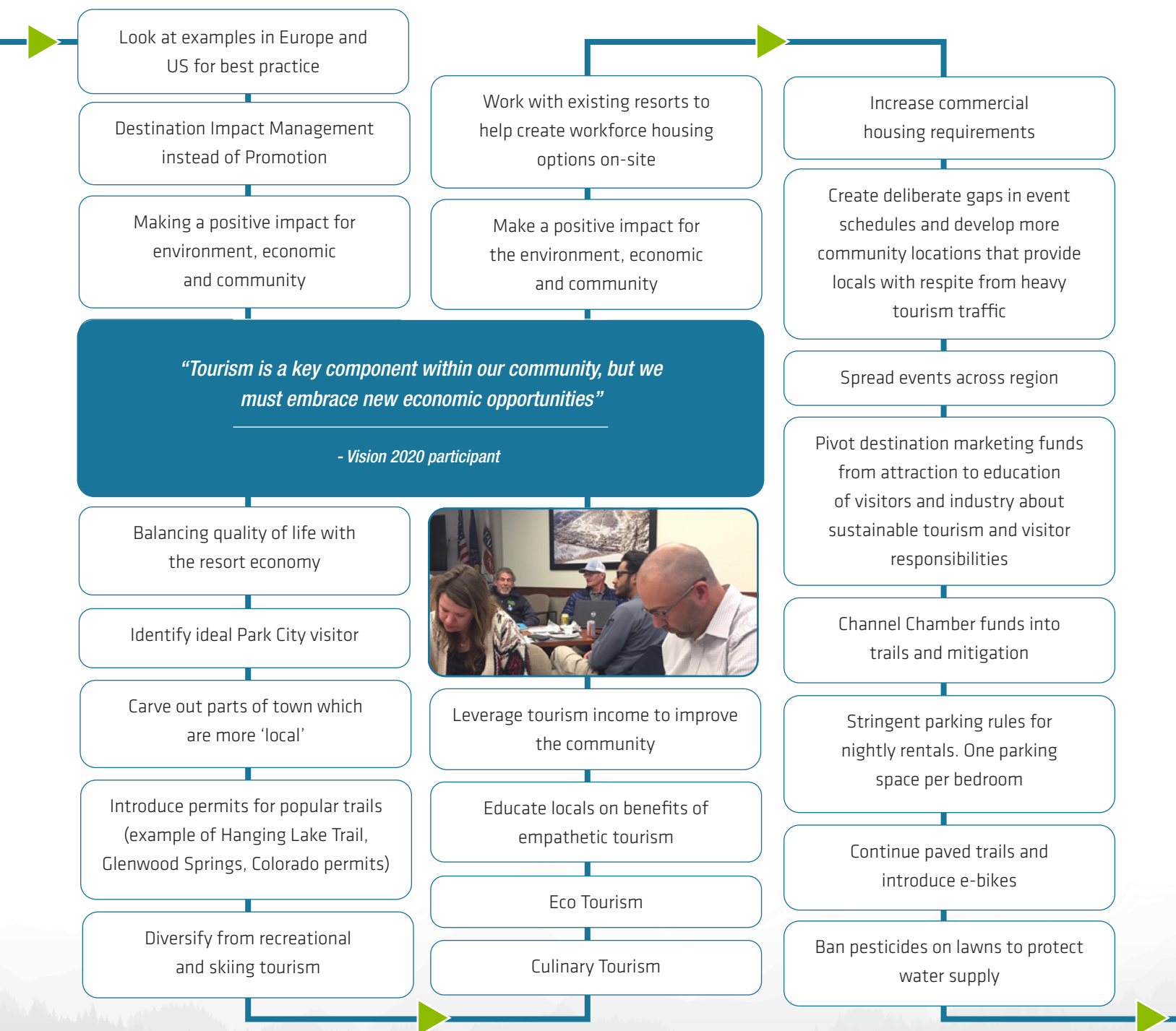


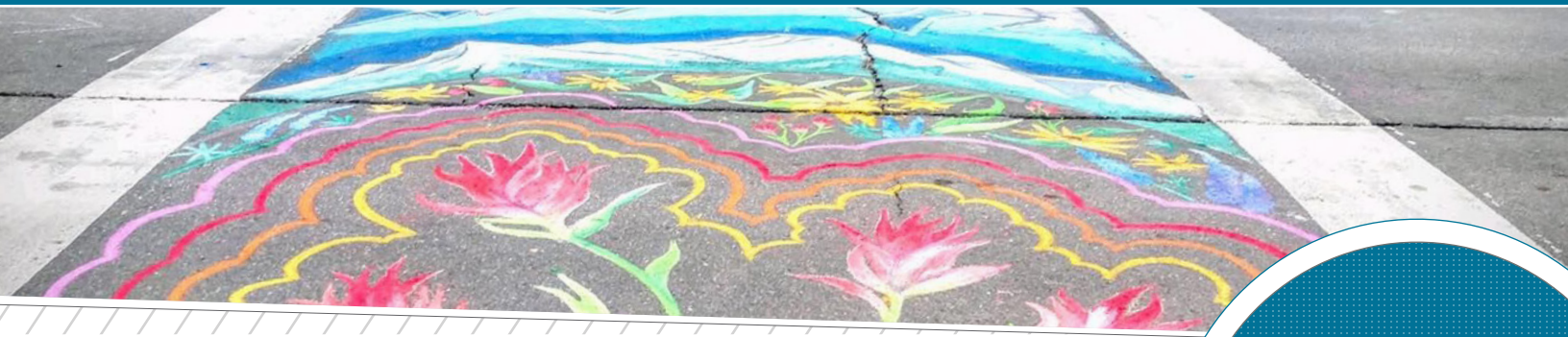




### 4.3.3 IDEAS FROM THE COMMUNITY

#### Ideas from the Community





## 4.4 ARTS, CULTURE AND LOCAL ECONOMY

*Fostering economic diversity through arts, culture, and local entrepreneurship*

### 4.4.1 IMPORTANCE OF ARTS, CULTURE AND LOCAL ECONOMY

Park City is well known for its established arts scene with a myriad of art galleries on Main Street, Kimball Arts Center and the Sundance Film Festival. Throughout the Vision 2020 process, there was much emphasis from participants about economic diversification through arts, culture and local entrepreneurship.

The new arts and culture district will be key to bolster local artisans and create a new ‘maker’ culture. Park City is renowned for its exceptional outdoor recreation offerings; however, it has the potential to also create its own local food movement and identity. This diversification would bring a different type of visitor to Park City, in line with the sustainable tourism goals. The creation of a local ‘vibrant scene’ encompassing art, culture, a local food movement and small, local businesses would be beneficial to Park City and retain the small town feel that so many residents wish to keep.

In a rapid polling exercise at the Future Summit – Part 1, held in November 2019, participants were asked, “How much potential do you think there is to expand the locally-owned economy”. 53% of participants felt that there was ‘some potential, but would need support.’ In a similar exercise at the Future Summit – Part 2, held in February 2020, 52% of participants voted that they would spend 10% extra a week to support local businesses and services. In the extensive Vision 2020 community survey, the arts and culture district was seen as an of the key opportunities for Park City over the next 5-10 years.

In the Park City Municipal Long-Term Strategic Plan, it was noted that City Council wanted to see significant progress on ‘Arts and Culture’



#### VALUE TO RESIDENTS:

- Economic diversity through arts and culture and local food systems will enrich the lives of Park City residents.
- A vibrant local art, cultural and maker scene will inject energy into Park City, especially for younger residents.





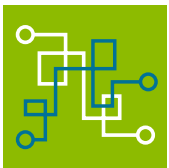


## 4.4.2 KEY ACTION AREAS

The Key Actions identified during the visioning process, focus on greater economic diversification and local businesses. Throughout the visioning process, there was a view that more 'spin-off' businesses could be fostered that leverage the key economic driver of destination tourism. Done well, this could enhance the overall offering and brand of Park City.

- **Arts & Culture** - Leverage the new Arts and Culture District to bolster our artisan, cultural and creative cluster, adding extra dimension to the tourism economy and supplementing the existing Main Street destination.
- **Local Economy** - Grow existing small businesses, by stimulating a thriving 'local scene' of artists, fostering a strong local food network, and an encouraging entrepreneurial outdoor recreation and sustainable tourism industry.
- **Business Incubation** - Support local business creation and growth by mentoring business skills such as financial literacy, workforce retention, shared purchasing and mentoring.
- **Economic Diversity** - Explore potential for expanding medical businesses, such as specialized sport related higher-end medical technology companies and aging in place services.

For many tourism destinations, the economic impact from the Coronavirus pandemic has highlighted local economies' dependence on visitation. This may result in renewed focus on diversification and local business development.

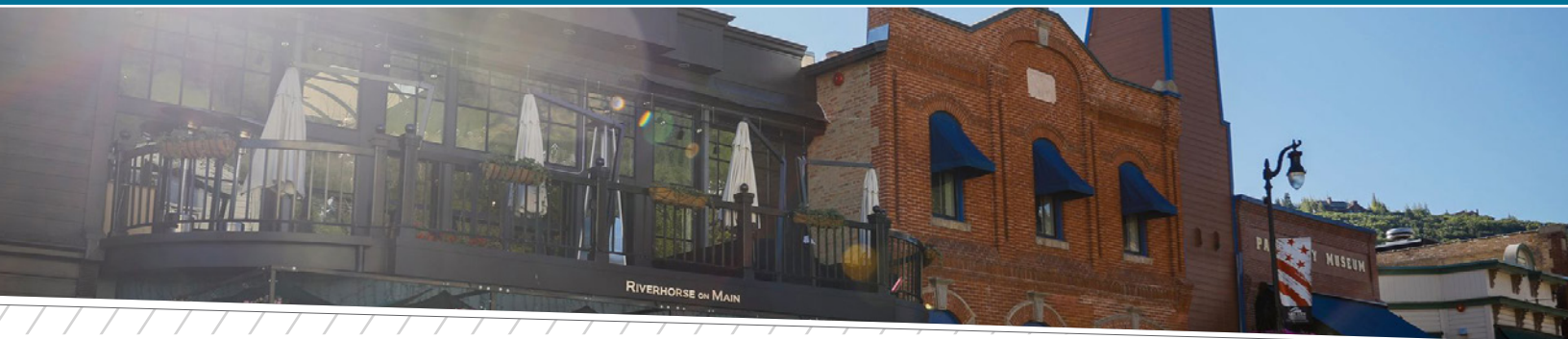


FutureInsight

### FUTURE INSIGHT:

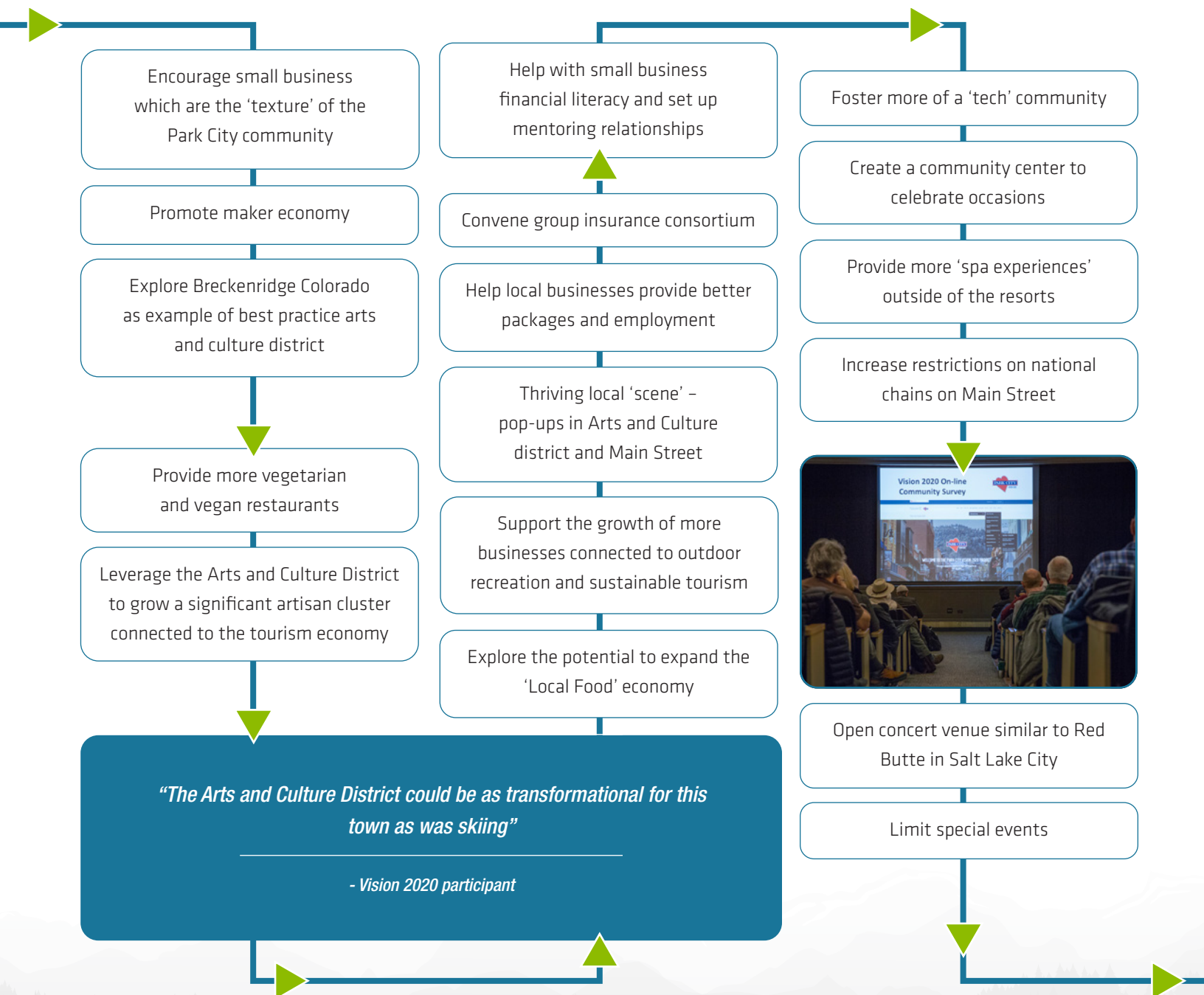
- Economic diversification through arts, culture and local entrepreneurship will reduce Park City's economic reliance on the tourism industry.





### 4.4.3 IDEAS FROM THE COMMUNITY

#### Ideas from the Community







## 4.5 AFFORDABILITY AND EQUITY

*Cultivating and engaging an inclusive and diverse community, while working to address disparities*

Social Equity is a critical priority in Park City Municipal's Long-Term Strategic Plan.

### 4.5.1 IMPORTANCE OF AFFORDABILITY AND EQUITY

Park City is facing challenges regarding affordability in general, due to its prestigious reputation, but particularly with regard to providing affordable and attainable housing. Many Park City residents are finding Park City unaffordable and are moving away. This has a detrimental effect on the Park City community, which has historically been known as extremely close knit and where everyone knows each other. It is also making it nonviable for people who are essential to the success of the city to live where they work. Individuals who work in the service industry, whether in tourism, hospitality or education are unable to live in Park City. Younger generations who may have grown up in Park City, are unable to live where they grew up, due to the exponential growth of house prices. Park City has a large percentage of second-home owners, which leaves many parts of the city with ghost neighborhoods and empty homes for much of the year. How do people who contribute to the success of Park City, make it their home?

In a rapid polling exercise at the Future Summit – Part 1, held in November 2019, 84% of participants at the event felt that the issue of Affordability and Equity was 'critically important and essential', looking forward to 2030. Throughout the extensive community survey, 'Affordable Housing' was seen as one of the three key challenges facing Park City over the next 5-10 years. Rapid polling was also used at the Future Summit -Part 2, held in February 2020. Participants were asked, "How supportive are you of living near affordable housing"? 58% of participants were supportive of living 'next door' to affordable housing. 45% of participants voted that they would be willing to pay \$250 annually in additional property taxes to build affordable housing. The issue of affordable housing for workers, young families, seniors and the Latinx population has been a strong theme running throughout the Vision 2020 process.

The pillar of Affordability and Equity is not just focused on affordable housing. It strives to cultivate an inclusive Park City by addressing the needs of a diverse community.



#### VALUE TO RESIDENTS:

- Underserved members of the Park City community will benefit from affordable housing, childcare and age-in-place facilities.
- Workers who are integral to the success of Park City would be able to live where they work. This would reduce traffic and congestion and create a more diverse and inclusive community.

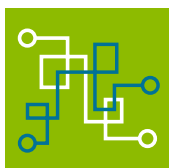


## 4.5.2 KEY ACTION AREAS

The Key Actions identified during the visioning process, focus on helping ensure affordable living options and enhancing social equity. As a community, Park City has demonstrated a clear empathy with its residents and workforce. The focus on deliberately building actions to strengthen connections and share benefit, will enhance the community fabric. The desire for a real living community is clear, and a high priority for residents.

- **Housing Solutions** - Implement policy to shift neighborhood balance back to residents, by incentivizing long term rentals, and creating more workforce and family housing options such as accessory units and apartments.
- **Social Equity** - Develop an approach and action plan to intentionally support the needs of underserved groups, including age-in-place communities, affordable childcare, and affordable housing.
- **Feeling Connected** - Develop an approach to understand and measure metrics such as community happiness, contentment, equity, well-being, and sense of belonging.
- **Diversity & Inclusion** - Deepen the efforts to reach all groups in the community and build high-trust connections.

The Coronavirus pandemic has amplified housing issues in tourism destinations. The trend to 'work from home' is likely to also further distort housing markets in recreation-based destinations.



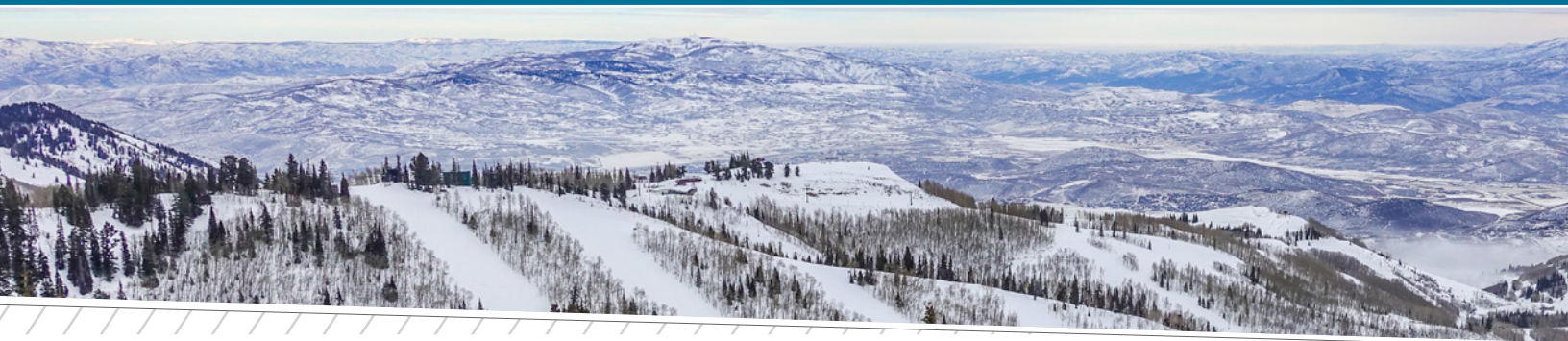
FutureInsight

### FUTURE INSIGHTS:

- The majority of employees in Park City are community stakeholders that do not live in Park City. With approximately 8,500 full-time residents in 84060, approximately 15,000 people commute into and out of Park City each day.
- It is anticipated that more people will live and work in Park City as the positive impacts of implementing the strategic action plan occur.

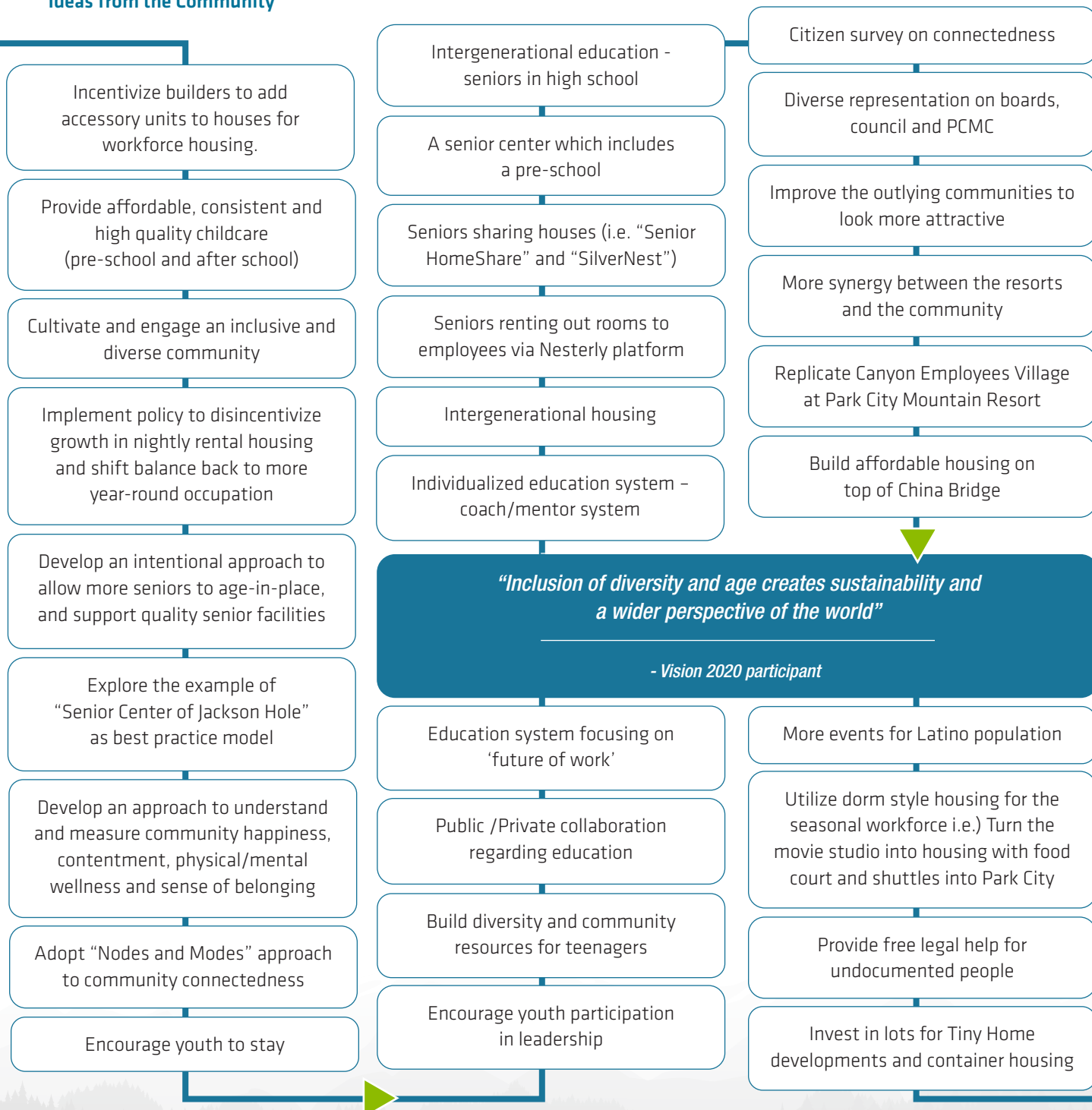


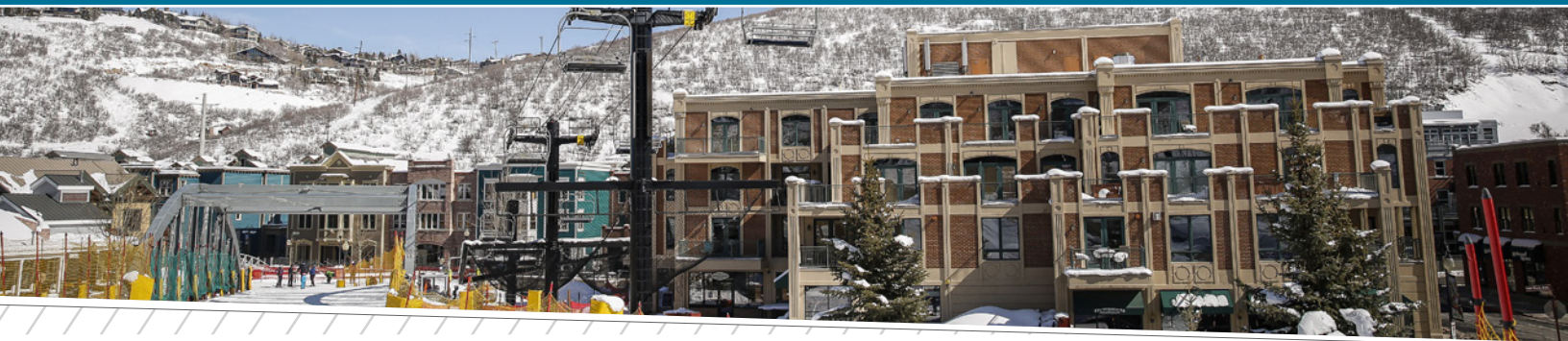




### 4.5.3 IDEAS FROM THE COMMUNITY

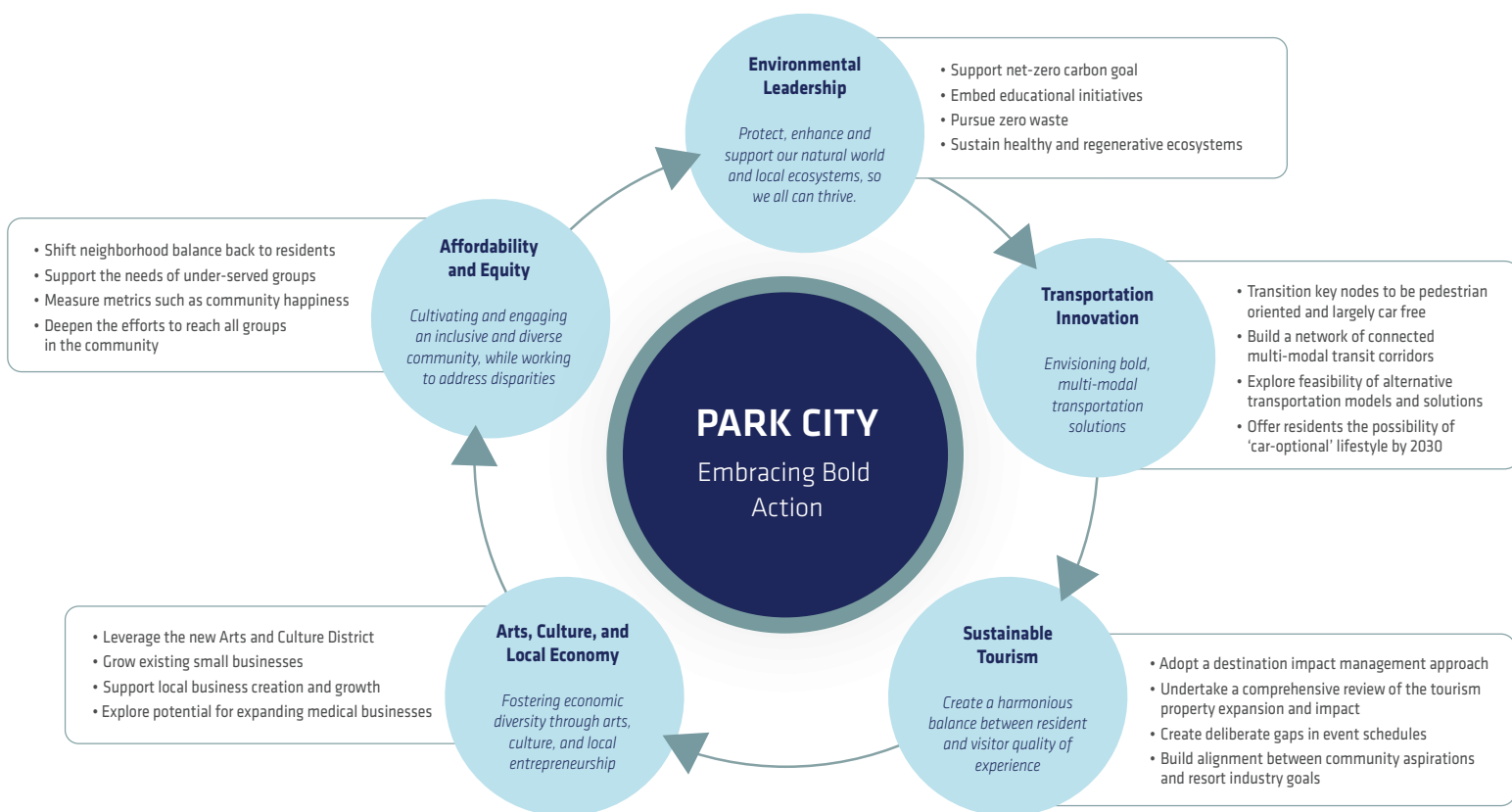
#### Ideas from the Community





## 5.0 COMBINED STRATEGIC ACTION FRAMEWORK

The framework for action developed through the visioning and planning process has identified a set of 20 core actions that will help Park City pivot its trajectory towards the 'Embracing Bold Action' future. This framework is the culmination of community input, surveys and deliberation by the focus groups. The resulting overall framework creates the basis of the roadmap to the future for Park City.



DataInsight

### DATA INSIGHTS:

- The action areas under each pillar were developed by the focus groups, drawing from the community engagement discussions. These were tested with live polling at the Future Summit I and II in November 2019 and February 2020.
- The actions range from the very high strategic to more tangible or tactical actions. This reflects the broad range of input from the community and different perspectives that people brought to the discussions.

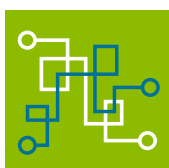
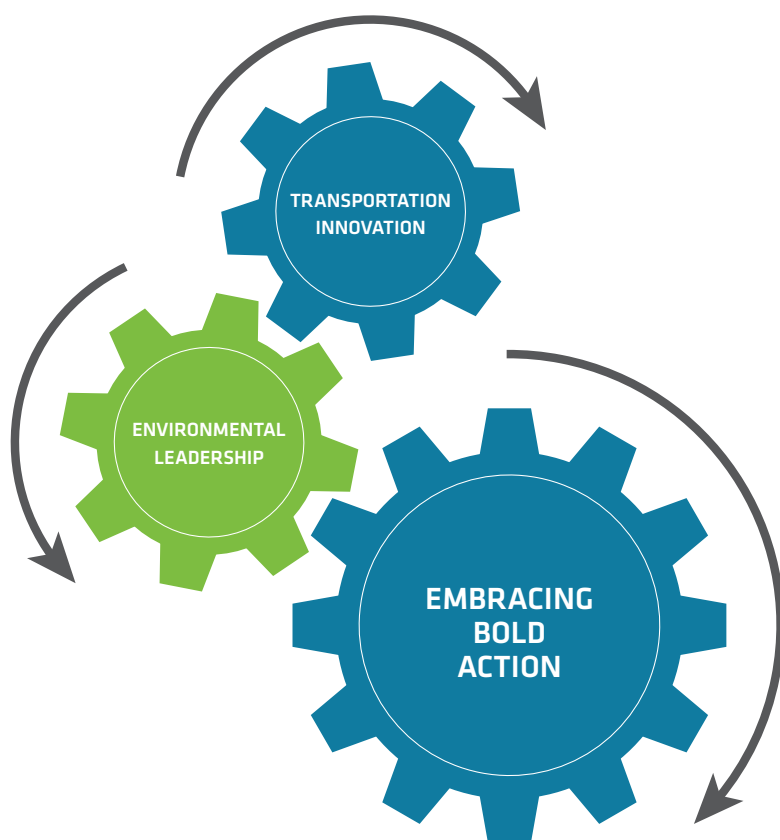




Park City has the potential to be a role model to other mountain communities, not just because of ambitious and innovative actions, but also how these actions are put together to amplify outcomes.

## 5.1 DYNAMIC SYSTEMS-THINKING APPROACH

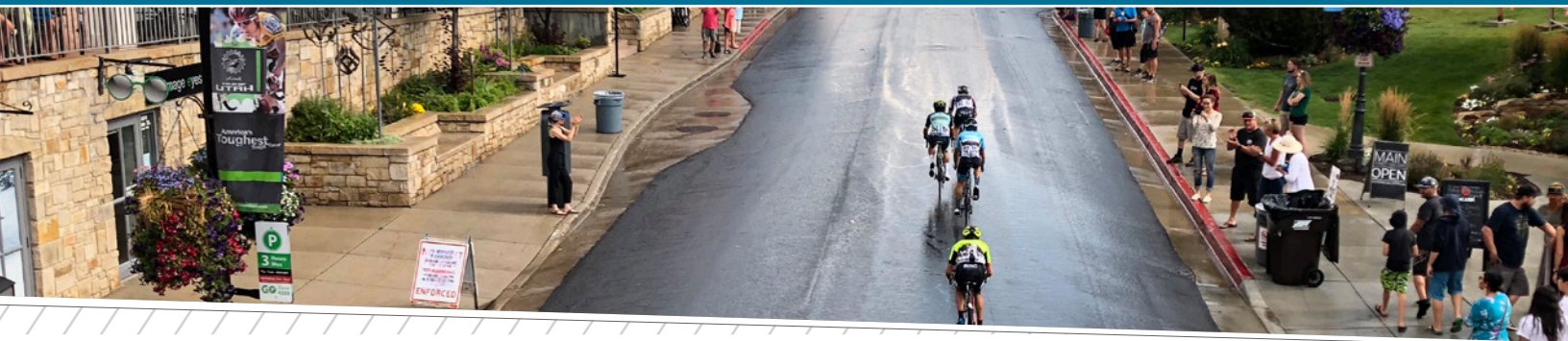
Park City is a community that understands the interconnected nature of actions and outcomes. The scenario planning process has explored the potential for intended and unintended consequences, and has also probed how to build actions that create synergistic outcomes. The strategic pillars are not intended to represent separate silos or areas of activity. In fact, there is likely to be some strong mutually supportive actions and outcomes. For example, a focus on Environmental Leadership helps drive innovation in transportation as net-zero outcomes are pursued.



FutureInsight

### FUTURE INSIGHT:

- While a relatively wealthy community, Park City has resource limitations. By exploring approaches that create multiplier outcomes, it will help ensure greater impact from investments. This is a well understood concept in Park City.
- The focus on the central vision, 'Embracing Bold Action' helps align thinking and decision making across a range of technical areas. The question to keep asking should be 'Is what we are doing, planning to do, reflecting Embracing Bold Action'.



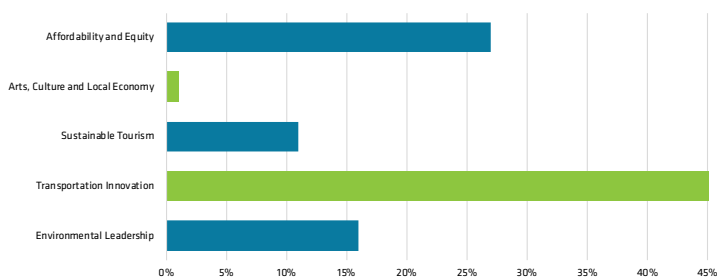
## 6.0 ROADMAP TO THE FUTURE

The Strategic Pillars create the framework to support the trajectory toward the preferred future 'Embracing Bold Action'. The final stages of the visioning process included the Future Summit II and the Council Retreat in February 2020. This work included some initial prioritization to help guide future investment and action planning.

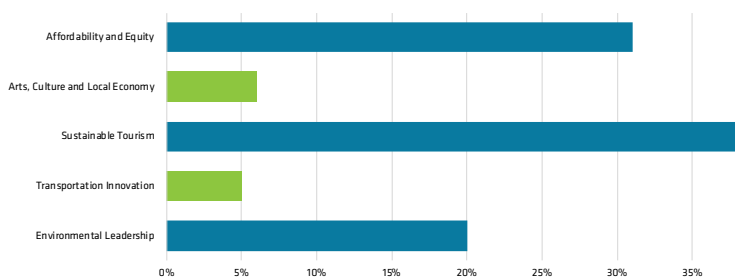
### 6.1 PRIORITY STRATEGIC PILLARS

During the Future Summit II, participants were asked to identify priority pillars, via a real time rapid polling process. People were asked about priority pillars NOW, and over the LONG-TERM (defined as the next 10 years). These responses closely reflect additional polling that was done with Park City Leadership program, and mirrors priorities identified in community visioning workshops.

#### Which pillar is most important to work on SHORT TERM for Park City's future?



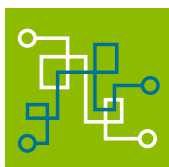
#### Which pillar is most important to work on LONG TERM for Park City's future?



#### KEY POINTS TO NOTE:



- Environmental Leadership and Affordability and Equity remain consistent priorities, reflecting the importance of these topics as underlying community values.
- Transportation Innovation is the urgent immediate topic. People are looking for a bold action in this area.
- Sustainable Tourism is an important long-term priority, reflecting the need to continue to evolve tourism in a way that is most empathic to local context.
- Arts, Culture and Local Economy ranks generally low. It is assumed this reflects the significant financial and planning commitment recently made in the pending 'Arts and Culture District'.
- This data excludes Regional Synergy, which was a draft pillar that was subsequently moved to be an overarching theme that encompasses action for all pillars.



#### FUTURE INSIGHT:

- Park City has demonstrated an ability to tackle big issues and 'move the needle', with examples being net-zero carbon goals, purchase of open space and provision of affordable housing options. People are now looking for the same big thinking and bold action, especially on Transportation Innovation.
- The priority areas reflect the current critical priorities of the Council, with the addition of a long-term focus in evolving the tourism industry into a Sustainable Tourism model.

FutureInsight





The initial prioritization was done in mid-February, before the future impacts of the Coronavirus were well understood. This is likely to lead to some shorter term reprioritization of immediate actions.

## 6.2 PRIORITY ACTION AREAS - INITIAL PRIORITIZATION BY COUNCIL

During the February 2020 Council Retreat, the Council reviewed the data and community input from the visioning process. The Council reviewed and discussed the five strategic pillars and the four key action areas identified under each pillar. The Council then ranked the action areas (20 in total) based on the following criteria:

- Urgency for Action – how much urgency was associated with each action area?
- Boldness – how bold did we need to be?
- Community Impact – how significant would be the impact on the community?
- Overall priority – how high or low would be the relative priority

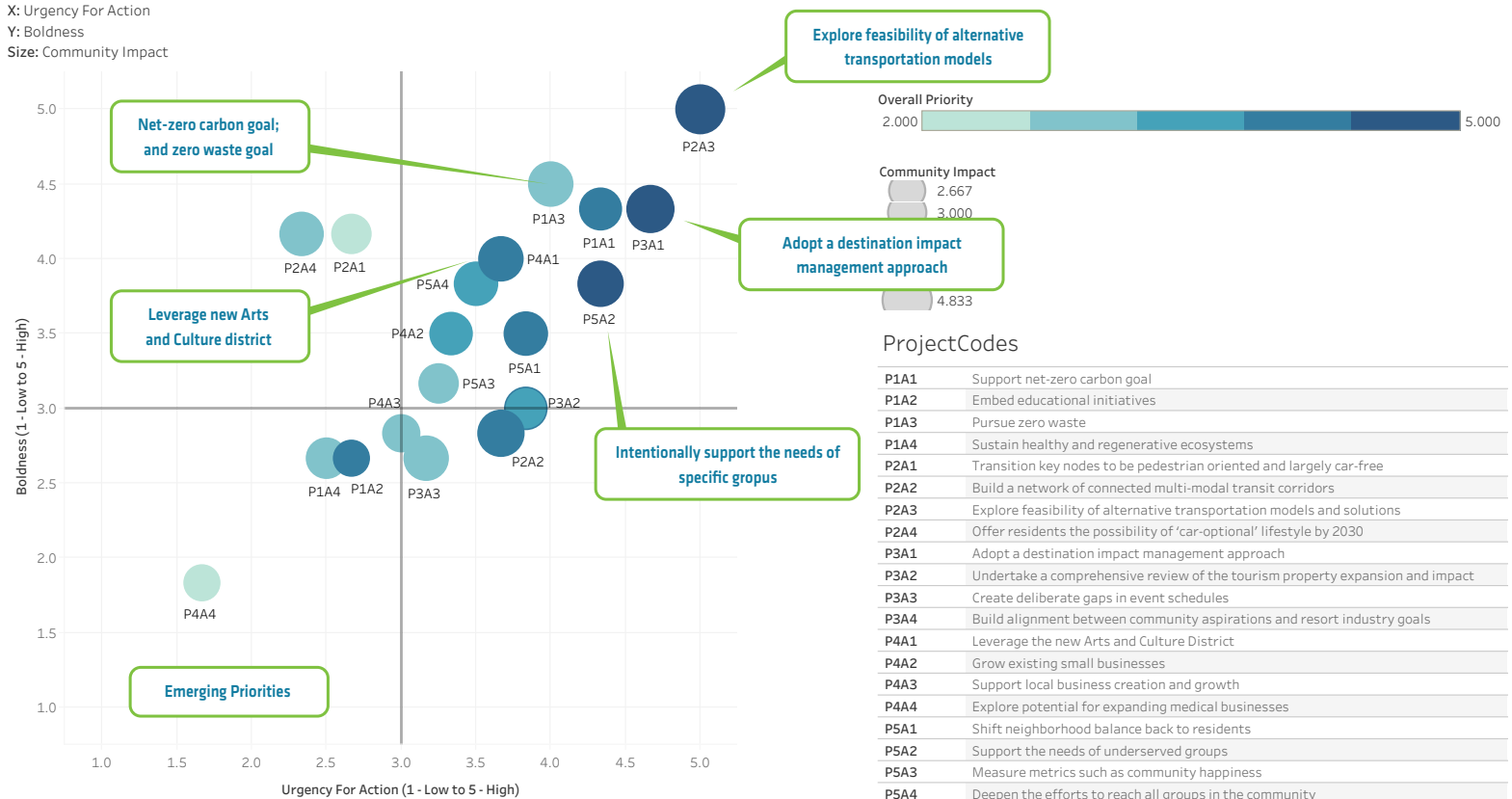
This process produced an INITIAL prioritization of the action areas.

### Quadrant II

X: Urgency For Action

Y: Boldness

Size: Community Impact



DataInsight

### DATA INSIGHTS:

- Actions that scored high in all criteria are generally grouped in the upper right of the quadrant.
- Actions that scored highest were largely the bigger strategic actions that would help define more detailed tactics in the future.



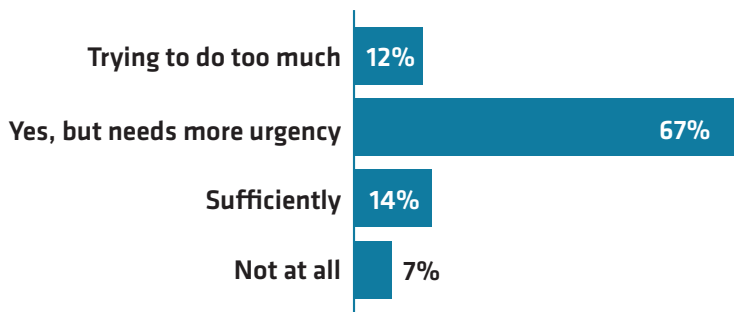
This is a clear mandate for the Council and City staff to enact bolder change, as reflected in the preferred future 'Embracing Bold Action'

## 6.3 NEXT STEPS

The immediate future now facing Park City will be responding to the impacts of the Coronavirus pandemic, and its impacts on the local population and economy. This will create new budget and resource challenges, at a city and regional level. However, the longer-term planning steps and priorities will reemerge to the foreground in the medium term. Issues of community equity, environmental stewardship and transportation, all remain priorities to deal with over time.

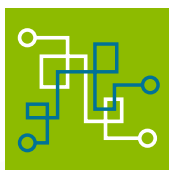
The underlying sentiment expressed throughout the community engagement points to a level of satisfaction in the broad long-term priorities and focus of the Park City Municipal Corporation (PCMC), however, there is a broad desire for more urgent action. At the Future Summit II held in February 2020, 67% of respondents reflected a view that the PCMC needs to be acting with more urgency.

**Do you feel the PCMC has been adequately prioritizing and addressing current community concerns?**



### INITIAL NEXT STEPS:

Following the conclusion of the visioning process in late February 2020, the City Manager and Council committed to begin work on translating the strategic pillars and action areas into work plans. This process helps internalize the community aspirations into meaningful delivery by the City and staff. While initial priorities were established at the February Council retreat, these may be amended and evolve as the impacts and scale of a Coronavirus-related economic slowdown are better understood.



### FUTURE INSIGHTS:

- The next 10 years will present significant 'future-splitting questions' to the community of Park City, such as success in the Olympic Winter Games bid or not. The community has the ability to be able to pivot to new opportunities and shape their future.
- The community's vision will serve as a compass that will maintain the resolve as the community moves towards the preferred future, 'Embracing Bold Action'.

Future**Insight**



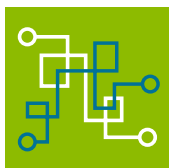
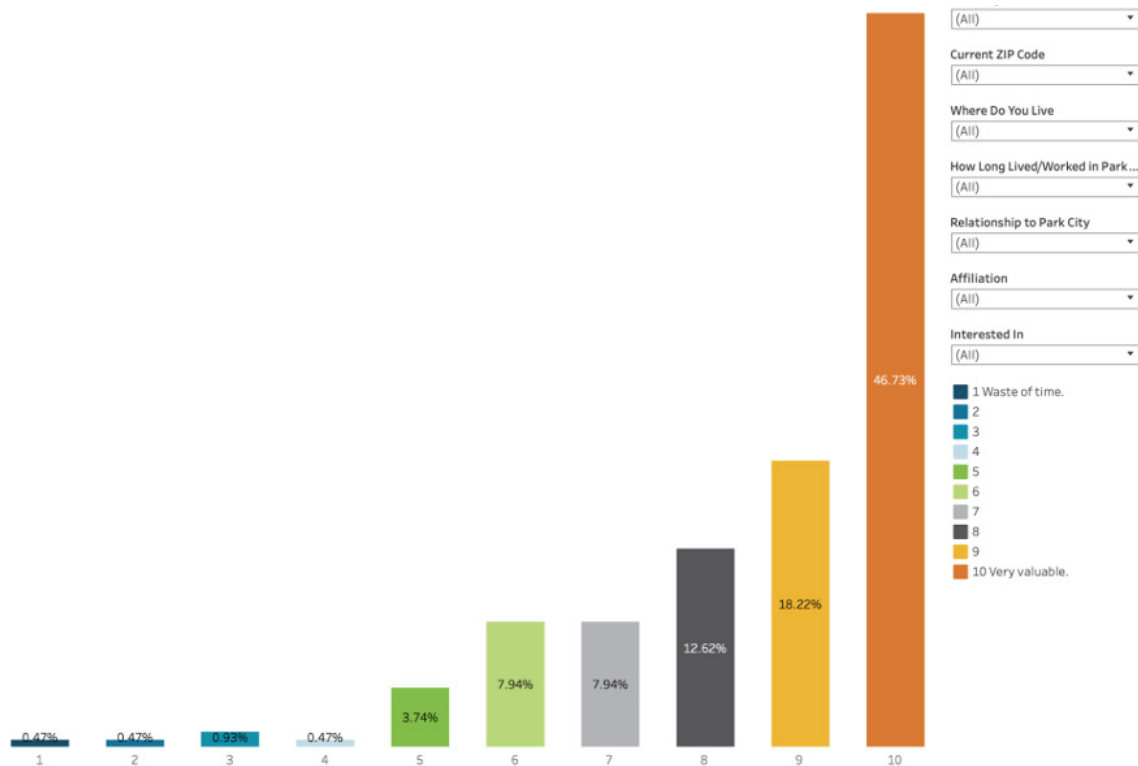


The community of Park City saw great value in the visioning process with the vast majority of respondents noting that it was 'Very interesting and valuable'. This further validates the community's appetite for change looking out to 2030

## 7.0 VALUE OF THE VISIONING PROCESS

During the community stakeholder workshops, participants of the Park City Vision 2020 process were asked for their perspectives about the value of the visioning process. There was a strong level of appreciation and perceived value in the visioning process. This matches the interest and enthusiasm shown by people in the various engagement workshops. People realize that Park City is a special place, and that it takes hard work and participation to retain a prestigious reputation.

**Do you think this visioning process is interesting and valuable to Park City?**



### FUTURE INSIGHTS:

- Through the visioning process, the community of Park City has rallied together to help understand their future challenges and their successes. This community spirit will be important to help pull the community through the economic downturn that is forecasted for 2021.
- Park City is home to many accomplished, successful and hard-working people. The collective efforts people have applied to the visioning process have helped ensure a thoughtful, well researched and robust future vision and action plan.



The people who live in Park City, or who work in Park City, have shown that they are passionate about keeping Park City special. This process has shown that there is a commitment everywhere to “Embrace Bold Action” .. going forward into 2030.

## 8.0 ACKNOWLEDGMENTS

Future iQ would like to acknowledge Park City Council for setting the guiding principles and their commitment to openness, inclusivity and transparency throughout the project. The council members have been wholly supportive throughout the whole Vision 2020 process, and have been encouraging and involved at every step during the process. They are an asset to the Park City community. The Park City Council consists of the following individuals:

- Mayor Andy Beerman
- Max Doilney
- Becca Gerber
- Tim Henney
- Steve Joyce
- Nann Worel

### Special note should be made of the following contributions:

- Invaluable assistance was provided by Myles Rademan, who instigated visioning in Park City in 1989 and 1990, and he offered great context and assistance to the current Vision 2020 process.
- Enrique Sanchez generously and enthusiastically provided Spanish translation and interpretation work for Vision 2020.
- There was substantial support from the PCMC staff for the significant time and effort put into the planning and execution of the Vision 2020 process. In particular,
- Project Managers Linda Jager and Jed Briggs provided invaluable guidance and support throughout the whole process.

Finally, and most importantly, we would like to recognize and thank the people of Park City for their dedication, passion, commitment, energy and participation in this very valuable process. This community has used the opportunity of the visioning conversations to talk about the real issues, deep concerns and reflect on their extraordinary success. The affinity people have for each other and the community is palpable. The community fabric is one of the outstanding features of this community, and it is clear there is deep desire to care for each other and the more vulnerable parts of their community.







## 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
- Jen Seabury
- Jocelyn Scudder
- Cheryl Slosnick
- Mary Christa Smith
- Lorraine Stuecken
- Sally Tauber
- Jack Walzer
- Diego Zegarra

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### Sustainable Tourism

- Doug Clyde
- Jenny Diersen
- Becca Gerber
- Tim Henney
- Jeff Jones
- Mike Lewis
- Bill Malone
- Myles Rademan
- Julie Schulz
- Rhonda Sideris
- Jonathan Weidenhammer

### Arts, Culture & Local Economy

- Alex Butwinski
- Jenny Dierson
- Becca Gerber
- Jeff Jones
- Bill Malone
- Nate Rockwood
- Jocelyn Scudder
- Betsy Wallace
- Katy Wang

### Affordability and Equity

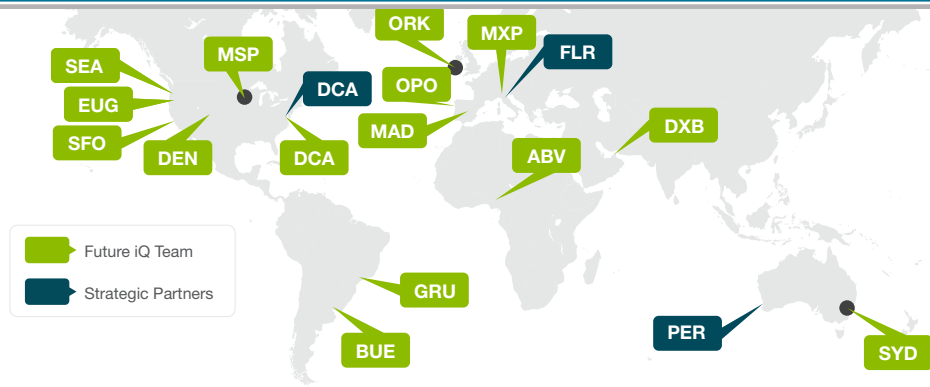
- Beth Armstrong
- Jed Briggs
- Doug Clyde
- Jason Glidden
- Rob Harter
- Daniel Potter
- Enrique Sanchez
- Cheryl Slosnick
- Nann Worel
- Kilo Zamora
- Diego Zegara
- Lizette Zurita

### Transportation Innovation

- Kim Carson
- Tim Henney
- Kim Fjeldsted
- Alfred Knotts
- Mike Lewis
- Rob O'Brien
- Caroline Rodriguez
- Victoria Schlaepfer

### Environmental Leadership

- Andy Beerman
- Luke Cartin
- Brynn Cary
- Cheryl Fox
- Nell Larson
- Mary Christa Smith
- Charlie Sturgis
- Carolyn Wawra



## 9.0 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](mailto:info@future-iq.com)



**David Beurle**  
CEO, Future iQ

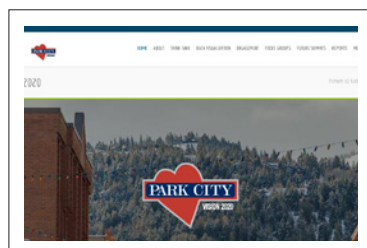


**Celine Beurle**  
Chief Operating Officer

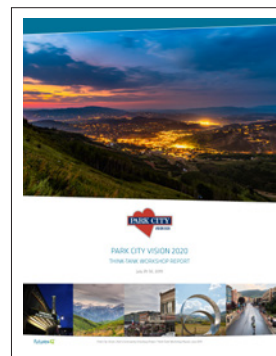


**Marc Rassel**  
Creative Director

For more details, and to access additional information about the Vision 2020 process, please visit:  
<https://lab.future-iq.com/park-city-community-visioning-2020/>



Vision 2020 Portal



Scenario-Based Think Tank  
Report

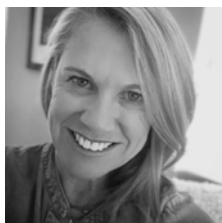
July 2019





## 10.0 FOR MORE INFORMATION

For more information on Park City Vision 2020, please contact:



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