

# PARK CITY MUNICIPAL CORPORATION DESIGN PROFESSIONAL SERVICES AGREEMENT

## EXHIBIT “A”

### SCOPE OF SERVICES

#### **Bonanza Park & Snow Creek Area Plan, and Bonanza Art & Culture District Feasibility Study Scope and Fee**

#### **SCOPE 1: Bonanza Park & Snow Creek Area Plan**

##### **Task 1 – Define plan timetable and existing conditions (Month 1)**

**1.1 Establish a Project Management Team (PMT)** of City staff and consultant team members to guide this process through ongoing coordination. At a kickoff meeting, this PMT will develop and refine a project timetable with potential meeting dates, project phasing, engagement activities, and expected completion of project deliverables.

**1.2 Coordinate with the Bonanza Art and Culture District** planning process to ensure ongoing project communication. The planning team will ensure that any overlap in engagement and deliverables are complementary and clearly communicated with the public.

**1.3 Compile all GIS and planimetric data** for use in asset mapping and analysis.

**1.4 Conduct an existing conditions assessment** that includes demographics, history, and asset mapping (land use, zoning, flood plain, recent/planned development projects, historic properties and resources (historic rail lines, etc.), topography/terrain, connectivity, walkability, and others as deemed necessary)

**1.5 Conduct a Plan Alignment** to review previous plans and studies for the area, summarizing key findings, recommendations, and implementation items. Relevant plans may include the Arts and Culture Implementation Plan; Park City General Plan (2014), Transportation and Demand Management Plan (2016); Short Range Transit Plan (2016); Vision 2020; State Road 224 Bus Rapid Transit Locally Preferred Alternative (2018); Park City Forward, Long Range Transportation Plan (2022); Bicycle and Pedestrian Plan (In Progress); and Short-Range Transit Plan (In Progress).

**1.6 Convene an Advisory Group** that includes neighborhood residents and stakeholders to act as a representative voice of the neighborhood’s interests. This group will meet at project milestones to guide the process. During this first task, PCMC staff will develop a list of potential members of this group and confirm their interest and

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availability.

### **Meetings:**

- PMT Kickoff Meeting and ongoing coordination

### **Deliverables**

- Existing Conditions Analysis
- Plan Alignment

## **Task 2 – Define and develop a community engagement plan (Month 2)**

**2.1 Create a detailed engagement plan** to be conducted by subconsultant Future IQ that prioritizes strategies for ongoing engagement, sets points of contact, and identifies engagement expectations. Ensure that engagement is consistent throughout the plan to maintain plan momentum. It is anticipated that this planning process will run in tandem with that of the Bonanza Art and Culture District Feasibility Study.

**2.2 Host a project website** in tandem with the Bonanza Art and Culture District Feasibility Study to serve as a repository of all public project materials and provide a high level of transparency and real-time communication with the community. Using the Social Pinpoint platform, the project website may include options such as advanced polling formats, topic-based forums, prioritization exercises, and interactive map tools. In particular, an interactive map engagement tool would provide an opportunity for the public to geo-locate specific ideas or suggestions for public spaces, public art, recreation, and/or development.

**2.3 Launch an online questionnaire** to broaden the team’s understanding of the neighborhood’s strengths, challenges, and opportunities. The questions will be developed by the consultant team and distributed through the city’s social media and email lists.

**2.4 Host a kickoff meeting with the Advisory Group** to present the project timetable and project phasing, and establish project goals. At this meeting, conduct an interactive activity to identify neighborhood stakeholders and area strengths, weaknesses, and opportunities.

**2.5 Conduct stakeholder roundtables** with neighborhood champions and leaders to address priorities, concerns, and opportunities in the area. Meetings (up to four total) will be conducted virtually in one-hour sessions, with participants grouped by shared interests or themes. Potential participants to be refined upon selection but could include

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Neighborhood Groups; Historical Organizations; Developers; Arts Organizations; Non-profits; City Agencies; Architects & Design Field Experts; Business Owners; mobility and transportation advocates.

### **Meetings:**

- PMT Ongoing Coordination
- Advisory Group Kickoff Meeting
- Stakeholder Roundtables (up to 4)

### **Deliverables:**

- Engagement Plan
- Stakeholder Roundtable Takeaways

### **Task 3 – Develop neighborhood vision and plan goals and objectives (Month 3)**

**3.1 Develop plan goals and objectives** using feedback gathered at Stakeholder roundtables, the kickoff meeting with the Advisory Group, and preliminary results from the online questionnaire.

**3.2 Develop a vision statement** for the Bonanza Park and Snow Creek neighborhoods that both reflects the area as it exists today and sets an aspirational vision for its future. This statement is intended as a succinct reflection of the voices engaged in this process up to this task and will guide the remainder of the process.

**3.3 Engage the community at a Community Visioning Workshop** to introduce the plan, present initial impressions of the neighborhoods, a current understanding of the area's identity, and report on what is heard from residents and stakeholders to date. This meeting will include opening remarks, a brief presentation with an overview of the project, and interactive activities and stations where community members can engage in one-on-one conversations with the planning team.

The workshop will include the following Trade Off & Priority discussion topics during public outreach/visioning to understand which transportation tradeoffs the public would be supportive of in the district:

- Improved transit stop locations and operations,
- Proposed and future active transportation paths,
- Vehicle, bicycle, and pedestrian connections to other corridors and paths,

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- City-owned parcel:
  - Event needs,
  - Transit, bicycle, and pedestrian circulation and location placement,
- Traffic flow visioning:
  - What can we plan?
  - What options are feasible?
  - Is the public open to restricting movements e.g., one-way/left turns?
  - Are we willing to implement improvements with tradeoffs e.g., obtain dedicated transit lanes for slower vehicle travel times?
  - Are there tweaks available for special events/mega peaks?

MKSK recommends a Park City/High Valley Transit/UDOT transportation staff level meeting for this item to efficiently gather information on current projects and proposed projects.

### **Meetings:**

- PMT Ongoing Coordination
- Community Visioning Workshop

### **Deliverables:**

- Online Survey and Results, website updates
- Plan Goals and Objectives
- Vision Statement

## **Task 4 – Develop plan components (Months 4-8)**

**4.1 Develop land use and mobility plan components** guided by the feedback received at the Community Kickoff Meeting, the results of the online questionnaire, and the project goals and vision statement. These plan components will be crafted in collaboration with the PMT.

**4.2 Craft a Land Use Component** that reflects the needs of local residents and responds to increasing hospitality pressures. As a diverse community home to a significant Hispanic/Latinx population and containing a variety of housing types, the

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Bonanza Park & Snow Creek Neighborhood is pivotal in providing attainable residential options for Park City’s workforce. Development pressures and challenges to retaining this affordability arise from the neighborhood’s proximity to a vibrant and world-renowned winter hospitality destination and the creation of a new potential Park City Arts and Culture District. The vision for growth in these communities will be developed by:

- Analyzing current trends and planned developments
- Identifying incompatible uses and potential development sites
- Developing an infill strategy to promote strong residential areas and vibrant mixed-use nodes
- Leveraging the impact of the Park City Arts and Culture District to catalyze development nearby that serves existing residents.

**4.3 Craft a stand-alone mobility component** that tests how future growth in Bonanza Park, Snow Creek, and the Arts and Culture District can be accommodated while still meeting the established targets from the Park City Forward plan. This plan sets a target of 36% of the Bonanza Park district’s trips being by single occupancy vehicles in 2050, with the remaining travel needs being met by transit, walking, biking, and carpooling. To achieve this, Park City Forward identified improvements such as an enhanced active transportation grid, a multi-modal hub, transit service improvements, intersection modifications, an “aerial connection” to Old Town, and other investments. Reflecting these targets and led by subconsultant Fehr & Peers, this component will include the following analyses and subtasks:

**4.3.1 Review Existing Conditions & Collect Data:** Fehr & Peers will review traffic counts collected at the following existing intersections and segments in the study area. As part of this task, Fehr & Peers will also review existing corridor agreements, master plan documents, and access management documents relevant to the study intersections and segments.

1. SR-224 & Snow Creek Drive
2. SR-224 & SR-248
3. SR-224 & Homestake Road
4. SR-224 & Iron Horse Drive
5. SR-224 & Deer Valley Drive
6. SR-248 & Snow Creek Drive
7. SR-248 & Homestake Road

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8. SR-248 & Woodbine Way
9. SR-248 & Bonanza Drive
10. SR-248 & Sidewinder Drive
11. Bonanza Drive & Prospector Avenue
12. Bonanza Drive & Munchkin Road
13. Bonanza Drive & Iron Horse Drive
14. Bonanza Drive & Deer Valley Drive
15. Woodbine Way & Munchkin Road

**4.3.2 Existing Conditions Analysis:** Fehr & Peers will use Synchro software to update previously developed traffic models of the study area to evaluate existing traffic operations based on the requirements in the Highway Capacity Manual, 6<sup>th</sup> Edition (HCM 6) using the peak hour data collected during Task 1. The analysis will identify any level of service issues and potential improvements at the identified study intersections. This task will also include an analysis of the 95<sup>th</sup> percentile queues for each lane group of the study intersections. As part of this task, MKSK will also attend an on-site walking tour to review existing bicycle, pedestrian, and transit facilities within and adjacent to the study area and document deficiencies that we find. This will include a review of:

- Existing sidewalk and trail presence and width,
- Pedestrian crossing facilities in the study area at both signalized and unsignalized locations,
- Evidence of desire lines where facilities or crossings do not exist,
- ADA infrastructure and deficiencies,
- Existing bicycle facilities and signage,
- Transit stops and amenities,
- Safety of transit stops considering operational and routing,
- Transit on-time performance,
- Transit service routes, and
- Transit boardings and lightings along the following segments:
  - SR-248 from SR-224 to Sidewinder Drive,

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- Bonanza Drive from SR-248 to Iron Horse Drive,
- Snow Creek Drive From SR-224 to SR-248,
- Iron Horse Drive from SR-224 to Bonanza Drive,
- Short Line from Iron Horse Drive to Deer Valley Drive, and
- SR-224 from SR-248 to Deer Valley Drive.

**4.3.3 Land Use Scenarios Evaluation and Traffic Forecasting:** Based on the visioning efforts in Task 4.2, Fehr & Peers will use our Mixed-Use Development (MXD+) tool or ITE's *Trip Generation Manual 11<sup>th</sup> Edition* manual to develop models to evaluate the travel demands of up to three land use scenarios with one round of comments and updates to the three modeled scenarios. The models will quantify traffic generation as well as the vehicle trip reductions as a result of transit capture, walk/bike capture, and internal capture (as a result of mixed-use development).

**4.3.4 Shared Parking Analysis:** Fehr & Peers will prepare shared parking analyses using the method recommended by Urban Land Institute's (ULI) *Shared Parking, Third Edition* manual. The analyses will evaluate the parking demands of the same three land use scenarios that are analyzed in Task 4.3.3 with one round of comments and updates to the three modeled scenarios. The analyses will show when peak parking demand for the land use scenarios would be anticipated based on time-of-day, day-of-week, month-of-year, internal capture, mode shift (to walking, biking, and transit modes), and employee/visitor travel patterns. As part of this task, Fehr & Peers will meet with Park City staff to discuss the three land use alternatives and determine a preferred land use alternative to use in the following analyses.

**4.3.5 Existing Plus Arts & Culture District Conditions Analysis:** Fehr & Peers will expand the previously developed Synchro traffic models to include a "plus project" scenario that includes the generated trips and proposed driveways from the preferred land use scenario developed in Task 4.3.3 and identified in Task 4.3.4. MKSK will evaluate peak-hour traffic and transit operations based on HCM 6 requirements at each study intersection and up to three proposed study driveways. The analysis will determine the impacts of the proposed site plans for the proposed development on the existing peak hour traffic conditions/level of service/queueing and identify recommended multi-modal improvements, if they exist, at the study intersections listed in Task 4.3.1.

**4.3.6 Bonanza Park & Snow Creek Neighborhood Buildout plus Arts & Culture District Conditions Analysis:** Fehr & Peers will iterate on the peak-hour traffic volumes reviewed in Task 4.3.1 and used in the Synchro models to develop "buildout"

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volumes that account for planned development in the Bonanza Park & Snow Creek neighborhood. Fehr & Peers will expand the previously developed Synchro traffic model to determine the traffic impact of the preferred land use scenario developed in Task 4.3.3 and identified in Task 4.3.4 on the future buildout AM and PM peak hour traffic conditions and identify recommended multi-modal improvements, if they exist, at the study intersections listed in Task 4.3.1. These analyses will account for planned improvements to the transportation network that may be put in place by the planned buildout date. The analyses performed in this task, as well as in Tasks 4.3.2 and in 4.3.5, will be used later in Task 4.3.9 to inform which bicycle, pedestrian, and transit improvements would be needed to achieve mode-split targets.

**4.3.7 Recommendations and Conceptual Designs:** Based on the findings from the analyses performed in Task 4.3.2, Task 4.3.5, and Task 4.3.6, and accounting for public feedback on the city-prepared concept designs shared during Task 3.3, Fehr & Peers will develop up to three new vehicle or transit concept designs to address operational deficiencies at SR-248 & Bonanza Drive, and up to six additional vehicle or transit concept designs to address bicycle, pedestrian, transit, and vehicular deficiencies at other intersections or segments in the study area; this may include concepts along Homestake Road, Woodbine Way, Munchkin Road, Sidewinder Drive, Prospector Avenue, Short Line, and Iron Horse Drive. The concepts could include street cross-sections, conceptual intersection layouts, pedestrian circulation recommendations (e.g., pedestrian tunnels connecting to the Rail Trail), intersection signalization, or other recommendations as approved by Park City before conceptual design. Using the previously developed traffic and transit service models, MKSK will evaluate the impacts of those alternatives on the traffic within the study area, including the traffic surrounding the city-owned parcel.

As part of this task, MKSK will attend one public meeting to gather feedback on the concept designs. MKSK will assume one round of revisions to the conceptual designs based on feedback received from Park City staff and public outreach efforts. Based on the findings from the previous analyses, other networks, connections, or project improvements may be recommended in the mobility plan that may not need a conceptual design.

**4.3.8 Transit Stop Analysis (Optional Additional Service for a fee of \$21,700):** As requested by Park City, Fehr & Peers will use VISSIM simulation models to analyze the potential location(s) and effects of up to two new transit stops (e.g., one regional transit stop on SR-248 and one local stop on Bonanza Drive) that serve the city-owned parcel at the intersection of SR-248 & Bonanza Drive. This task would include an analysis of how the stop(s) would function operationally, where the stop should be located, parcel ownership at the proposed locations, how the design works with the roadway network/pedestrian infrastructure and potential impacts to the intersection of SR-248 &



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Bonanza Drive and the city-owned parcel. This task will include coordination with Park City Transit and High Valley Transit to collect ridership data, future service plans, and review existing transit operations/challenges at the site. Fehr & Peers will review best practices to incorporate the bus stop near the city-owned parcel and provide a planning-level conceptual design of the bus stop to demonstrate how it fits into the surrounding bike/ped network; the concept design will include pedestrian crossings or recommended treatments if applicable. Based on the collected data from Park City Transit and High Valley Transit, MKSK will also include a recommendation of how many buses the stop would need to accommodate under event and typical day scenarios.

**4.3.9 Traffic Analysis and TDM Memo Preparation:** MKSK will summarize the results of our findings in a memo to help the project team identify land use scenarios that optimally reduce demand on the transportation system. As part of that memo, MKSK will also identify transportation demand management (TDM) strategies that can be employed to further minimize single occupant vehicle travel and the ensuing greenhouse gas emissions. Fehr & Peers will utilize Park City's TDM+ Tool, which Fehr & Peers built for Park City, to help quantify the potential outcomes of implementing each of the identified strategies. This task will also include one virtual meeting with Park City staff to discuss our findings, review the contents of the memo, and receive one round of comments. MKSK will provide an updated memo to address those comments.

**4.3.10 Public Outreach Support:** MKSK staff will lead the outreach and engagement process, with Fehr & Peers supporting preparation for outreach and engagement efforts. To provide this support, Fehr & Peers will participate in up to four virtual or in-person meetings with key stakeholders up to, but not exceeding \$10,000 of staff time. This task assumes that Fehr & Peers will not be leading any engagement efforts nor producing outreach materials. Additional outreach events beyond those included in this scope of work will require written approval from you.

**4.3.11 Meetings:** Fehr & Peers will prepare a presentation for and attend up to eight biweekly virtual project meetings and two in-person in Park City.

**4.4 Share Plan Component Drafts with the Advisory Group** at a Second Meeting. This meeting will provide an overview of results from the community engagement process and provide an overview of the plan component and its subsequent recommendations.

**4.5 Host a second Community Meeting** in which the planning team presents draft recommendations, accompanied by displays, stations, activities, or small group discussions to gather community feedback and gage community support.

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### **Meetings:**

- PMT Ongoing Coordination
- Transportation staff (HVT/UDOT/Summit Co/PCMC) focused meeting and transportation “trade-offs” focused conversation if not addressed in community visioning
- Advisory Group Meeting 2
- Community Meeting 2

### **Deliverables:**

- Draft Land Use Component
- Draft Mobility Component, including traffic, TDM, and transit stop analysis

### **Task 5 – Develop an implementation plan (Month 8-9)**

**5.1 Craft an implementation strategy** with plan recommendations by component. Recommendations should be aspirational yet feasible within the next 10 years. In a summary table, the plan will specify potential project partners, recommended timeframes, potential funding sources, and suggested project champions.

**5.2 Define short-term wins** that can be easily implemented within the next year at a relatively low cost, both to test the plan’s more ambitious ideas and to showcase a commitment to improvements in the neighborhood.

### **Meetings:**

- PMT Ongoing Coordination

### **Deliverables:**

- Implementation Strategy
- Implementation Matrix

### **Task 6 – Develop Final Report/Executive Summary and Plan Adoption (Month 9-10)**

**6.1 Produce a visually compelling final document and executive summary** that summarizes the plan, its process, and its outcomes. The final document will reflect the neighborhood and be formatted to be graphically interesting and readable to a general audience. Materials will be organized to correlate with the two Plan Components and

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their recommendations.

**6.2 Host a final Advisory Group Meeting** to thank members for participating in the process, establish project champions for the next steps, and review the implementation strategy.

**6.3 Host a Community Open House** to celebrate the plan's outcomes, share the final plan components, and provide the next steps for implementing the plan. This meeting will strive to occur in tandem with a pre-existing community event or neighborhood meeting.

**6.4 Assist PCMC Staff with the adoption process**, attending and presenting at Planning Commission and City Council public hearing meetings. The planning team will make any necessary edits to the final plan document.

### **Meetings:**

- PMT Ongoing Coordination
- Advisory Group Meeting 3
- Community Meeting 3
- Adoption Meetings

### **Deliverables:**

- Draft and Final Plan Document
- Draft and Final Executive Summary

## **SCOPE 2: Bonanza Art & Culture District Feasibility Study**

### **PHASE 1: INITIATE + EVALUATE + ENGAGE [Months 1 – 3]**

**1.1 Project Launch Meeting:** The MKSK Team will hold a Project Launch meeting with the PMT to finalize a detailed project schedule and process, scope-of-work, information sharing protocols, and project milestones and deliverable dates. It will be critical to align this project with the Bonanza Park and Snow Creek Small Area Plan so that these two projects run in parallel for several reasons including alignment of engagement efforts, understanding impacts to the overall circulation and transportation studies, and understanding of existing and future land uses. Additionally, MKSK will define project goals, desired program elements, potential site development issues, and known risks.

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This will include the development of a public outreach and communications plan (Community Engagement Strategy). The primary goal of this task is to quickly get the MKSK Project Team up to date on all of the planning and community efforts that are underway and establish coordination protocols with the Bonanza Park and Snow Creek Area Plan process.

**1.2 Plan Alignment:** The MKSK Team will review relevant studies, plans, data, and information to identify the current planning environment within the site and its surrounding areas as a means of establishing a baseline for recommendations and other components outlined in the Scope of Services. This will include a review and evaluation of the previous Park City Arts and Culture District Study and other recent or relevant planning studies, such as Park City Vision 2020. This effort will include a review with the PMT of these plans to identify recommendations that were realized and those that were not and why. This information will be compiled into an Alignment Plan to carry relevant recommendations and direction forward from the relevant plans in one reference location.

**1.3 Existing Conditions Data Collection:** The MKSK Team will collect relevant data and information to identify the current conditions within the Arts and Culture District, Bonanza Park, and surrounding areas. This includes a review and analysis of infrastructure, such as transportation, parking, and connectivity to adjacent areas and business districts. This Existing Conditions Analysis will be presented in the form of base mapping, diagrams, and summary tables which will be attractively designed and formatted for use at future meetings.

**1.4 Arts and Culture Case Study Research:** The MKSK team, led by Development Strategies for this task, will conduct research on (up to 3) national and regional arts and cultural districts. These case studies will be selected in coordination with the PMT, and will reflect best practices on urban infill, mixed-use development, vibrant open space, placemaking and activation, and integration of arts and cultural institutions into the urban fabric. These case studies will be compiled into a presentation format and will be shared as part of the community outreach and information-gathering phase.

**1.5 Project Website:** Serving as a repository of all public project materials, the project website will provide a high level of transparency and real-time communication with the community. Using the Social Pinpoint platform, the project website may include options such as advanced polling formats, topic-based forums, prioritization exercises, and interactive map tools. This website will include project information, such as schedules, presentations, surveys, and other materials.

**1.6 Project Stakeholders:** MKSK will work with the PMT to identify a list of informed stakeholders to be interviewed and consulted to understand the types of uses,

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densities, physical appearance, etc., desired by, as well as concerns of different parties. Stakeholders will be organized into themed groups, such as: Arts and Cultural Institutions, Transportation, Community and Elected Officials, Tenants and Property Owners, and Resident Groups. Depending on the make-up of these groups, additional stakeholder sessions may also be necessary with local experts such as developers, brokers, public agencies, and programming/event organizers. These eight to twelve meetings will take place virtually in 1-hour sessions and will include an education on art and culture districts, based on the results of the case study research.

**1.7 Site Tour + Audit:** Members of the PMT will accompany the MKSK Team on a half-day tour of the arts district site and Bonanza Park and Scow Creek to familiarize the Team with the site and highlight issues and opportunity areas that should be areas of focus in the plan. The team will photo documentation and qualitatively assess the condition of the area and its place in Park City and the greater region. This is the beginning of the MKSK Team's assessment of existing conditions and will be conducted in tandem with a Community Visioning Workshop as part of a single trip.

**1.8 Market Trend Research:** Led by Development Strategies, this first phase will evaluate market trends—be they economic, demographic, or physical. The final product will blend these analyses resulting in recommendations regarding the scale, scope, and character of viable development as shaped by market forces, as well as site, political, and economic constraints. These include:

- **Demographic Analysis:** Demographic variables, including age, income, and population, will be analyzed to identify factors that will affect the site.
- **Consumer Demand and Market Segmentation:** Segmentation data provides household-level detail on consumer preferences, cultural norms, etc., that help establish the locations of households that could be enticed to live, shop, work, or visit the site.
- **Site Marketability and SWOT Analysis:** An assessment of the site's geographic context will be undertaken to understand its marketability strengths, weaknesses, opportunities, and threats (i.e. SWOT analysis) including parcel depth and size, parking, compatibility of uses, and economic utilization of real estate.

**1.9 Market Analysis:** Building on the site context understanding, market analysis will be conducted to determine the specific scope of possibilities that exist in terms of present and future opportunities to supply unmet demand to different consumer groups, residents, and employers. Particular attention will be paid to retail, residential, and employment opportunities, as well as hospitality uses, using available data from the regional CVB and destination cultural institutions. Market analyses will include:

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- Demand analysis will use market segmentation and demographics for housing and demand gap and buying power analyses for retail to determine if certain retail segments are missing in the market. Particular emphasis will be placed on visitor demographics and spending. An affordability assessment will be made to evaluate affordable/workforce housing needs. Employment projections may be used to estimate future office employment growth that may be captured.
- Supply analysis will entail a detailed analysis of trends in the supply of current real estate products. Market metrics will be provided, including achievable rents, lease rates, and sale prices; absorption and achievable velocities of development; and achievable amounts of development.

**1.10 PMT and Stakeholder Design Charrette/Workshop:** A design workshop will be held with project stakeholders and the PMT to provide background information and situational context on buildings, land uses, landmarks, and historic elements present in the Art and Culture District. Together we will discuss opportunities for the district's future growth. The workshop will include a visual preference survey to identify what the group envisions for the district regarding placemaking elements, design details, and aesthetics. Input will be used to develop and test ideas and concepts through a charrette process. After this charrette/workshop, the key findings, strategies, and concepts will be shared with the community for review and input.

**1.11 Community Visioning Workshop:** Critical to our foundational understanding of culture and place, MKSK will hold a public workshop at the end of this phase to engage a broader group of interested citizens and provide the opportunity for them to interact with members of the design team, PMT, and other stakeholders. This public meeting is intended to solicit ideas from the public, understand what the current perceptions are of the district, build excitement, and secure their buy-in for the future implementation of the plan's recommendations. Interactive activities, such as a "design your own arts district" interactive station, will both inform the project team about community preferences and help build community buy-in and support for this process. The MKSK team will strive to make this meeting accessible, inclusive, and welcoming to all Park City residents, especially those in minority communities that are traditionally underrepresented in the planning process. With this purpose, the MKSK team will work with PCMC staff to provide special accommodations for meeting attendees, such as childcare during meetings, refreshments, snacks, or interpreters.

**1.12 City Council Meeting:** After this phase, the planning team, with support from the PMT, will provide an update to the City Council at a regularly scheduled meeting. This update will focus on the Community Engagement Plan and the outcomes and deliverables in this phase of work.

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### **PHASE 2: UNDERSTAND + EXPLORE – Concept and Design Elements [Months 3 – 6]**

**2.1 Land Use Assessment:** The MKSK Team will conduct a district-level analysis and understanding of land-use, adjacencies, quality of spaces, and balance of uses. MKSK will identify the existing land uses, recent development trends and functional relationships in the Art and Culture District. This land use analysis will be compared to case studies researched in the first phase, with strengths, weaknesses, and opportunities identified in the plan's recommendations. This analysis will result in a summary of recommendations for district land-uses, open spaces, and densities including a summary of supporting data, maps, and diagrams.

**2.2 Connections Assessment:** Gather and review issues of connectivity within the District, between other neighborhoods, and to the downtown core, but not limited to: Planned transportation improvements, scheduled road improvements, transit routes and high-level service frequency; Multi-modal, bike routes and dedicated lanes; Pedestrian networks, corridors, and connections, especially related to destinations and population centers; On-street and off-street parking capacity, especially for event, lodging and entertainment areas.

**2.3 Market Strategy:** This deliverable ensures that the right types of products will be delivered to the right market, thereby reducing risk to developers and governments, while increasing the likelihood of a lasting, sustainable development. It also identifies ways to leverage investments in the public realm, and complementarity in ways that result in development that is greater than the sum of its parts. Likely recommendations often include:

- Competitive positioning: understanding the site's position relative to other available options; product recommendations (i.e., upscale, midscale, affordable) where relevant; quality, character, and amenities recommendations.
- Public enhancement recommendations: streets, streetscapes, parks, squares, and plazas
- Land use planning: optimal locations; mix-use synergies and complementarity
- Catalyst project recommendations
- Mixed income
- Retail tenanting strategies: anchor identification; inline retail category recommendations

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- Development phasing
- Districts and branding
- Competitive differentiation with other commercial districts in the area to ensure complementarity (rather than competition)
- The concluded market strategy will include a matrix of product types—residential, retail, etc.—their achievable rents and sale prices, and achievable velocities of development.

**2.4 Analysis and Option Development:** Based upon the assessments in this task, the MKSK Team will begin preparing concepts and strategies for discussion with the PMT and the Park City Community. This will include developing framework plans highlighting potential physical improvements within the Art and Culture District. At this stage, the physical planning and design concepts will likely have several alternatives for review, analysis, and discussion. Multi-pronged strategies, design concepts, and recommendations will be developed to address objectives in the areas of:

- Future Land Uses and Appropriate/Desired Mix
- Potential Catalytic Anchor Development
- Potential Relocation Opportunities
- Transportation and Parking Recommendations (vehicular & pedestrian)
- Physical Connections and Streetscape Improvements
- Business Environment and Growth Opportunities
- Parks, Open Spaces & Plazas
- Community Placemaking Opportunities
- Temporary and Short Term Placemaking
- Strategic Focus Areas, Priority Corridors and Community Gateways
- Wayfinding and Intuitive Routing
- Authentic Art District Branding

**2.5 Community Update Meeting:** The planning team will share these preliminaries concepts and strategies at a second community meeting, held in tandem with the Bonanza Park and Snow Creek Area Plan. At this meeting, the planning team will share



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site opportunities for development, mix of uses, and the potential for the creation of an art and culture district. This meeting will provide an opportunity for the community to provide feedback on the progress to date and share insights on how to best refine or narrow down concept options into a single community-supported vision.

**2.6 City Council Update:** At the completion of this phase, the planning team will provide an update to the City Council at a regularly scheduled meeting. This update will focus sharing the Market Strategy, Land Use Assessment, and the preliminary concepts and strategies.

### **PHASE 3: SYNTHESIZE - Plan Recommendations [Months 6 – 10]**

**3.1 Concept and Strategy Evaluation:** The MKSK Team will advance and develop the preliminary concepts and strategies generated as part of Phase 2 based upon PMT feedback. The Team will also evaluate the concepts and strategies through the Vision Statement as well as the lens of the adjacent districts and Bonanza Park. Proposed land conversion, redevelopment, use relocation, economic incentives, connectivity improvements, transportation recommendations, and branding recommendations, to name a few, must be considered in terms of impacts to other areas of the city, as well as to the continued success and improvement of existing cultural amenities. The Art and Culture District planning concepts and strategies will be compiled and condensed into highly graphic materials for presentation to the PMT, stakeholders, and the public.

**3.2 Development and Feasibility Analysis:** Economic feasibility analysis will evaluate and test likely development prototypes (i.e., construction costs, acquisition, etc.) and operational costs. Using up-to-date estimates on construction costs, as well as risk measures (such as capitalization and interest rates for different uses) the degree to which financial gaps in the development and delivery of products to market will be identified. Conversely, surpluses in development value, which can sometimes be leveraged to make other types of development viable, will be considered and can sometimes inform a development strategy. Residual land values will be determined and weighed against current land sale comparables. This will be done in conjunction with detailed site planning from MKSK, which will be modelling one or more development alternatives for the site. This effort will address how issues like parking, circulation, density, and scale might best be resolved on the site, making for a more accurate feasibility test, while also providing clarity to policy makers the actual physical ramifications of different program elements on the site.

**3.3 Implementation Strategy:** Includes the particular role, resources, investment and operational funds, and timeline for implementation of the Plan provided by the public sector, private sector, and partnerships. It shall include an implementation/action

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program and matrix for recommended improvements, cost estimates, phasing within the district, and preferred funding strategies (PPP, Long-term lease or sale, CRA, grants, etc.).

**3.4 Draft Art and Culture District Feasibility Study:** The Planning Team will produce a draft of the Feasibility Study. All information collected and analyzed to date will form the foundation of this effort. Graphics, maps, plans, and illustrations will be finalized. The Feasibility Study will address specific issues, goals, and strategies, and provide concise and specific steps to address and resolve identified needs, issues, and problems in a single document. This includes a robust Implementation Strategy, as detailed in this phase. The Art and Culture District Feasibility Study will be designed as graphically rich, user-friendly document to effectively communicate the results of the plan to a broad spectrum of audiences with the goal of building support for following the recommendations of the plan. A marketing level summary presentation will also be created that is less technical but can quickly convey the highlights of the plan to interested parties. The report will include as a baseline:

- A Summary of community sentiment based on the results from the engagement process.
- Documentation and analysis of best practices and case study research
- The assessment and review of existing plans and studies through a plan alignment.
- Identification of priorities, objectives, defined needs, and requirements, recommendations, funding strategies, and success metrics for the built program, land uses, and special event operations.

**3.4 City Council and Stakeholder Follow-Up Meeting:** It is anticipated that in building consensus and support for the plan, follow-up meetings with various stakeholders and City Council will be of great assistance. As part of a trip for a Community Open House, the MKSK Team will meet with stakeholders and City Council to socialize the draft plan, as directed by the PMT.

**3.5 Community Open House:** To build additional consensus and support for the plan, MKSK will conduct a Public Open House to present the draft Art and Culture District Feasibility Study. This will be an opportunity for the community to review all proposed concepts, recommendations, cost implications, environmental impacts, and implementation strategies. This open house will include a presentation focused on how to implement the plan and the steps the City and related stakeholders must take to realize the vision, as described above.

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**3.6 Plan Refinement:** At this point, the MKSK Team will incorporate recommended revisions that have been compiled, approved, and provided by the PMT, project stakeholders, and Community Open House. Following the incorporation of the revisions, a PMT-approved final draft will be provided, and the MKSK Team will prepare a digital summary presentation for use in marketing and sharing the plan.

### Not to Exceed Fee Schedule

#### Scope 1 Not to Exceed Amount

Scope 1 Tasks	Totals
Task 1 – Define plan timetable and existing conditions	\$15,000
Task 2 – Define and develop a community engagement plan	\$10,000
Task 3 – Develop neighborhood vision and plan goals and objectives	\$7,500
Task 4 – Develop plan components	\$87,400
Task 5 – Develop an implementation plan	\$5,000
Task 6 – Develop Final Report/Executive Summary and Plan Adoption	\$18,500
Reimbursable Expenses	\$5,000
Total	\$148,400
<b>Additional Service in Task 4.3.8</b>	\$21,700
<b>Total with Additional Service</b>	<b>\$170,100</b>

#### Scope 2 Not to Exceed Amount

Scope 2 Phases	Totals
Phase 1: Initiate + Evaluate + Engage	\$65,000
Phase 2: Understand + Explore	\$72,000

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Phase 3: Synthesize	\$69,500
Reimbursable Expenses	\$12,500
<b>Total</b>	<b>\$219,000</b>

<b>Grand Total for Scope 1 &amp; 2 Combined (includes additional service in Scope A - Task 4.3.8)</b>	<b>\$389,100</b>
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