

Historic Park City Alliance

Position Papers

Adopted: May 18, 2010

HPCA Board Trustee Code of Conduct

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

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

Representation: Board members have a responsibility to take a global perspective when directing the organization.

Their decisions should be prioritized as follows:

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

Conduct:

- Board members shall maintain the confidentiality of the details and dynamics of Board discussions, as well as those items designated as confidential.
- Regardless of their personal viewpoint, Board members shall not speak against, or in any way undermine, Board solidarity once a Board decision has been made.
- Trustees shall avoid, in fact and in perception, conflicts of interest and disclose to the board, in a timely manner, any possible conflicts.
- Trustees' contributions to discussions and decision-making shall be positive and constructive.
- Trustees' interactions in meetings shall be courteous and respectful.
- Board members are expected to attend all Board meetings.
- Trustees shall be prepared for meetings, having read pre-circulated material in advance.
- Directors are encouraged to participate in ways other than attending Board meetings.

The Board must represent the majority, and to do so, the Board must endeavor to communicate with—and seek more input from—the membership.

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

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

CONFLICT OF INTEREST POLICY

This Conflict of Interest Policy of the Historic Park City Alliance (Organization): (1) defines conflict of interest; (2) identifies classes of individuals within the organization covered by this policy; (3) facilitates disclosure of information that may help identify conflicts of interest; and (4) specifies procedures to be followed in managing conflicts of interest.

1. Definition of conflicts of interest
 - a. A conflict of interest arises when a person in a position of authority over the Organization may benefit financially from a decision he or she could make in that capacity, including indirect benefits such as to family members or businesses with which the person is closely associated. This policy is focused upon material financial interest of, or benefit to, such persons.
2. Individuals covered

- a. Persons covered by this policy are the Organization's officers, trustees, chief employed executive and chief employed finance executive.
3. Facilitation of disclosure
 - a. Persons covered by this policy will annually disclose or update to the Board of Directors on a form provide by the Organization their interests that could give rise to conflicts of interest, such as a list of family members, substantial business or investment holdings, and other transactions or affiliations with the businesses and other organizations or those of family members.
4. Procedures to manage conflicts
 - a. For each interest disclosed to the Board of Directors, the Executive Committee will determine whether to: (a) take no action; (b) assure full disclosure to the Board of Directors and other individuals covered by this policy; (c) ask the person to recuse from participation in related discussions or decisions within the Organization; or (d) ask the person to resign from his or her position in the Organization or, if the person refuses to resign, become subject to possible removal in accordance with the Organization's removal procedures. The Organization's chief employed executive and chief employed finance executive will monitor proposed or ongoing transactions for conflicts of interest and disclose them to the Chairman of the Board of Directors in order to deal with potential or actual conflicts, whether discovered before or after the transaction as occurred.

Position Statement: Political Representation

The HPCA is a not-for-profit organization and a Business Improvement District (BID) comprised of approximately 250 businesses along Main Street, Park Avenue and Swede Alley. The mission of the HPCA is to "... promote, enhance and encourage an atmosphere that is beneficial to the businesses of Historic Park City while informing and building consensus among property owners, merchants, governmental agencies and the community at-large... (abridged)".

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

The HPCA agrees upon the following:

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

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

Challenges: There is ongoing concern that the organization, and its members, have been over-characterized and discredited by the City, local media and other partners. Public squabbles and ill-defined positions have eroded our reputation. The HPCA has also struggled to find an effective communication strategy by which to gather and analyze member priorities.

Recommendations: To expand the visioning discussion to include as many members as willing. To continue to survey/poll the membership on important matters. To use 66% (of participating members) as a guideline for a majority. To consider it detrimental to the membership if 20% or more of the businesses are adversely affected by a policy change or event. To collect and compile economic data to support objective decision making. To request that the PCCB provide us with a permanent seat on their marketing council. To commit to producing and ratifying position statements on issues that matter to the District.

Actions: To collaborate with the City to develop an ongoing economic sampling. To collaborate with the City to develop an acceptable format for polling our members. To meet with representatives from the City, PCCB and other partners to present our new methods and discuss ways to improve relations going forward. For Board Members to follow the 'code of conduct' as outlined above. To produce general position statements as a starting point and review these statements annually.

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

Position Statement: Parking Management

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

The HPCA agrees upon the following:

- The original purpose of paid parking was to discourage employees/owners from parking on the street, and to pay for the enforcement.
- We currently have sufficient quantity of parking to support our district.
- HPCA Members are conflicted in their opinions whether paid parking is a benefit to the District. We will continue to poll our members on this matter.
- The current parking management allows for deliveries and easy access prior to 11 am. Additionally, there are short term spaces to accommodate quick access. We support these measures, but do not endorse the policy of using the parking meters to encourage ‘rapid turnover.’ We believe this is counter to our objectives and detrimental to the relaxed, friendly atmosphere we wish to promote.
- We object to the purchase of a high tech camera, mounted on a vehicle, to ‘more efficiently’ manage parking. We object to both the impersonal nature of the device, and the fact that it would require a vehicle to continuously drive the streets which contradicts the City’s vision to be a sustainable community where they continue to encourage others to walk, bike and use mass transit.
- We are unhappy with the “efficiency” of the current parking management. We feel that it is too aggressive and does not reinforce the fun and friendly atmosphere we wish to promote.

Recommendations: We would like the City to re-examine the current management and institute a ‘kinder, gentler enforcement’ policy. In particular, we believe there should be greater leniency given to short term pick-ups/drop offs and a re-structuring of the current ticketing system—instituting warnings for first time offenders. The primary objective should be to encourage a healthy traffic flow, not to discourage visitation. Enforcement should be a judiciously used tool, not a reliable source of revenue.

The HPCA requests regular access to the financial data associated with the paid parking program in the District and formal input to changes in rates, policy, or significant purchases in support of the parking program.

Actions: We have formed a Parking Management Committee (PMC) to examine the impact of parking policy, to offer recommendations, and to consider long term strategies and communicate these to the City. The PMC is working on a comprehensive set of recommendations to the City, addressing the issues above. We have requested recent financial data from the City to examine the ticketing trends. Once we have this data, we plan to meet with City representatives to discuss the tenor of parking management. We will submit a formal objection to the proposed high-tech parking scanner.

Position Statement: Infrastructure

It is the objective of the HPCA to promote Historic Park City as a fun, friendly and vibrant destination. Smart infrastructure, that supports both car and pedestrian traffic, is essential to fostering an alluring and navigable environment. Our District should encourage visitors to linger, circulate and explore throughout the District. To accomplish this, we need to: 1) reduce physical impediments such as difficult sidewalk navigation; and 2) create attractions/draws along the street (from top to bottom) such as parks and art that encourage exploration. We are confident that easy access, a friendly atmosphere and prolonged exposure to our businesses will increase sales and diversify revenues.

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

The following have been identified as areas of concern:

- Sidewalks: grade, width, clutter, damage, ADA, and snow management, lack of heat?
- Bulb outs: location, frequency, effect on parking
- Outdoor dining & music: lack thereof
- Lighting code: review, amend, better integrate with public lighting
- Lighting enhancements: location of street lights, Holiday Lights
- Public signage enhancements: consolidate, coordinate and clarify public signage, enhance informational kiosks, permanent (digital?) signage along entry corridors
- Sign code for businesses: review & amend
- Drop off zones for taxis and shuttles and idling enforcement
- Directional signage along SR 224, SR 248 & I-80
- The district should maintain a high level of upkeep: painting, cleaning, snow removal, landscaping, etc

We would like to explore the following enhancements:

- Public Plaza by Post Office
- Public Plaza/Park over Brew Pub lot
- Mining History Tour/Attractions
- Olympic Legacy Park/Tour/Attractions
- Winter ice skating rink and/or summer water feature
- More sidewalk seating and smarter garbage recycling placement
- Green/alternative people movers
- Designated employee parking

Recommendations: The HPCA should form an infrastructure sub-committee to evaluate and pursue short-term improvements (i.e. reduce sidewalk clutter). The HPCA should work in conjunction with the City to determine a schedule of mid- and long-range enhancements. We support the engagement of a consultant that specializes in economic development and downtown revitalization. Any major enhancements should be expertly evaluated—to determine all of their potential ramifications—prior to implementation. All enhancements should encourage even traffic across the District and logical spacing of parks and attractions to promote and anchor this flow.

Actions: The sub-committee will research and pursue various improvements, and may generate additional position statements to address specific needs/concerns. We plan to meet with City representatives and recommend the engagement of a consultant to produce a comprehensive, long term enhancement plan for Historic Park City. We will request that the City include us in the formal process—as primary stakeholder—for any major infrastructure changes/enhancements.

Position Statement: Events & Street Closures

It is the objective of the HPCA to promote Historic Park City as a fun, friendly and vibrant destination. We are in favor of events that reinforce this brand image. However, the HPCA is not in favor of events that adversely affects business revenues and/or do not reinforce our message. Therefore, the HPCA requests the following considerations:

Major (complete or significant) street closures should be limited to 12 days/year

1. Events requiring street closures must attract a minimum of 1000 persons. High impact events should draw from the entire region.
2. Events must be inclusive, fun and lively
3. Events should be required to market HPC as their host and promote our brand message.
4. Event organizers must notify the HPCA of their events a minimum of 60 days prior (consistent with application time frame from City).
5. Street closures should not occur on consecutive weekends or back-to-back days for different events.
6. The HPCA would like to work with the City/Chamber to develop a matrix by which we can quantify and evaluate events, pre- and post-event.
7. Merchants should be surveyed after each new event to collect input and determine adjustments.
8. Events should conclude on Main Street rather than encouraging attendees to leave quickly.
9. Events should be discouraged from bringing vendors that directly compete with existing services. Events should be encouraged to use HPCA vendors.

Recommendations: An events sub-committee will be formed to evaluate events/street closures and to review each event. The committee will be empowered by the Board to make decisions on the membership's behalf, within the framework outlined above. This committee should be involved in new events from their application, to implementation, and until their final evaluation. Additionally, the HPCA would like to retain its seat on the PCCB/PCMC event committee to represent its interests. Recurring events should be reviewed annually and recommendations will be submitted to better integrate these events with the District. Events should be classified into community, promotional, or traffic-driven and each should be evaluated based on their overall ROI (based on revenues generated, exposure, consistency of message, etc).

Action: Collaborate with the City/Chamber to develop a criteria-matrix with which to evaluate events and their impacts on the District. Meet with City representatives and request that they incorporate our criteria and feedback into their event selection. Request that all event/street closures be evaluated by the HPCA events committee prior to their approval.

Position Statement: HPCA CREATIVE STRATEGY -- Historic Park City

Product Description: Main Street is Park City's top destination and the hub for Deer Valley and Park City Mountain resorts. Formerly the hub of a booming mining town, it is now a world-class cultural destination and the focal point of our year-round resort town. It is comprised of over 250 unique businesses, including retail, restaurants, bars, galleries, lodging, and offices that span the valley floor. It is known for its quaint historic charm but also as host to international events such as the 2002 Winter Olympics and the Sundance Film Festival. It has a reputation for lively nightlife, music, art, events, fine dining, and boutique establishments.

Challenges: Local businesses are concerned that new commercial expansion—in outlying areas—will drain business and dilute the Park City brand. 'Main Street' also lacks national brand recognition. Additionally, the HPCA faces occasional criticism for not being more inclusive of its Park Ave and Swede Alley members.

Objective: The HPCA wishes to better define and promote its brand to maintain a long-term competitive advantage. They are seeking a distinct brand message that is inclusive, descriptive, and immediately recognizable.

Approach: The HPCA plans to re-define the 'Main Street district' as 'Historic Park City' to capitalize on national brand recognition and to better contrast their destination from the less authentic competition in new Park City. They plan to lobby their marketing partners to promote this fresh identity. They also plan to utilize PR, their website, limited print advertising, and event partners to further reinforce the Historic Park City message. HPCA businesses must also embrace this change to ensure the message is clear, consistent and unassailable as the iconic Park City.

Target Audience: Historic Park City's target audience is all residents of, and visitors to, greater Park City. The draw is both geographic (central location) and cultural, but the HPC wishes to maintain its prominence as bed-base expands away from the center of Park City. Local support is considered critical, both economically and to reinforce the HPC's appeal as a destination. Additionally, Historic Park City hopes to capitalize on their partners' marketing efforts to draw from the Wasatch Front—particularly during the summer and shoulder seasons.

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

Desired Perception:

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

Communication Strategy: The HPCA will lobby its partners to reinforce the 'Historic Park City' brand in their marketing. Hosted events will also be required to promote this brand message. The HPCA will invest in public relations to increase Historic Park City's prominence and to additionally reinforce the message. Community outreach and promoting our role in the community will be a priority. Other communication tools to be incorporated are social media, a redesigned website, updated brochures, and local-specific promotions.

Competitive Analysis: Historic Park City's main competitors are modern mall-style developments mostly outside of the City limits. They are NOMA, The Canyons, Kimball Junction (New Park, Redstone, Outlet Malls), and on the horizon, Quinn's junction. The competition offers convenient shopping and commodity products and services, intermixed with a few boutiques. They have ample space, parking, and are anchored by national chains. Historic Park City has a geographic advantage—with its proximity and physical connections to PCMR and DV—and an established reputation as Park City's cultural destination. However, Historic Park City also fights the perceived barriers of: access, parking and high prices.

Competitive Positioning: A concerted promotion of Historic Park City's unique character and offerings will continue to differentiate it from the competition. Effective PR and targeted events can address exaggerated perceptions about access and parking and high prices.

Ultimate Objective: *To get the right people (the one's looking to spend), to the right place (Historic Park City), and make their experience fun, friendly and memorable (what's good for the customer).*

Position Statement: Outdoor Dining Decks located in Public Parking

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

The HPCA agrees upon the following:

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

The HPCA believes that the decks are a positive addition and supports their continuation and expansion.

However, the HPCA is cautious about rapid growth in numbers of decks, and will closely monitor (and annually review) their effect on public parking, site lines, events, and pedestrian flow.

Recommendations: While participation during the 2011 summer season is anticipated to increase, the HPCA provides the following recommendations.

- 2011 be limited to no more than 12 outdoor dining deck.
- Participating Restaurants must be located at street level, or receive annual permission from the street level business owners if the business is located on an upper or lower floor of the building
- Maximum length of any deck is 40', but in no case can the deck be longer than the width of the building
- Decks should have consistency in construction, but be decorated to match the building
- Restaurants must have full lunch and dinner service 7 days a week
- Decks cannot be enclosed in any sort of way, including a tent
- Height should be limited to maintain visual corridors
- Restaurants should be assessed a user fee for use of public parking spaces. The user fee should be similar to the business license and take into account the 6 months use of this space. The fees collected should go back to the ongoing promotion and marketing of the District.

With regards to events, such as the Arts Festival, the HPCA requests the City and the Kimball explore modifications to the event footprint to accommodate the use of the decks during the festival. If such negotiations are unable to allow this, the City must notify the applicants at the time of application as to the timeframe for deck removal. In no case should the decks be removed for more than 3 events per season.

The HPCA will retain the option for a retailer to experiment, during the summer of 2011, with retail sales on an outdoor deck constructed by the retailer. They would be required to meet similar time and days of the week requirements as the dining decks. The HPCA would also like to explore the use of smaller, temporary decks for entertainment and artists painted, etc.

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