Park City Chamber of Commerce | Convention and Visitors Bureau

Sustainable Tourism Plan | Organizational Strategic Plan | Situation Assessment

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This report reflects current perceptions of those who responded to the survey and interviews based on the questions they were asked. Coraggio's interpretation of perceptions are noted throughout the report as Insights and Implications, whereas quotations were captured as stated by respondents without attribution to protect their anonymity. In some cases, respondent perceptions varied, thus Park City Chamber of Commerce | Convention and Visitors Bureau may need to undertake further exploration.

Introduction
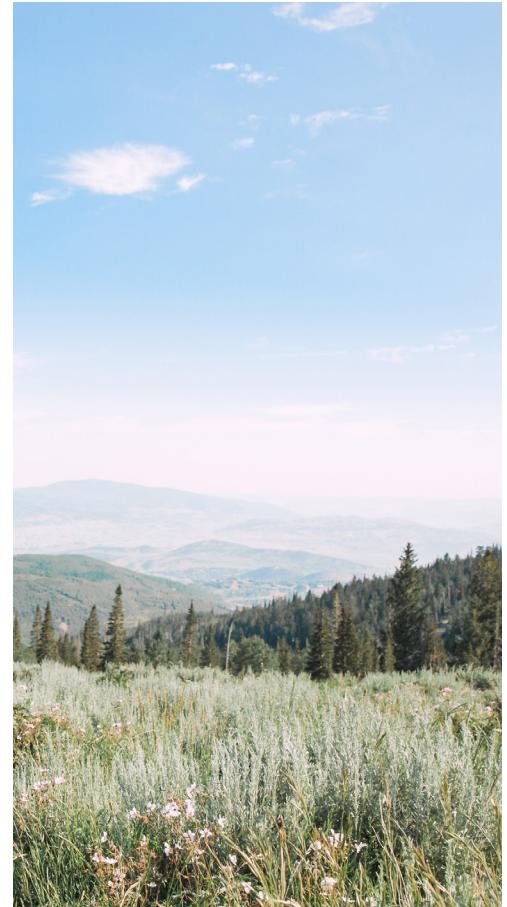
Tourism is a fundamental part of Park City's economy and is ever-present in the community. Park City Chamber & Visitors Bureau is seeking to guide tourism in the community with an eye toward sustainability and stewardship of the destination. With visitation to Park City very high, even increased during the pandemic, the community is being stressed in ways it hasn't been historically. If travel and tourism are to remain a viable and supported industry in the community, both a clear vision and intentional leadership will be paramount.

This Situation Assessment highlights key themes and potential areas of focus for Park City Chamber & Visitors Bureau to consider as it moves Park City and Summit County forward. In addition:

1. It summarizes input from the community and business stakeholders on challenges and opportunities.
2. It provides information on macro travel trends that the organization should be aware of as it creates strategies.
3. It provides a summary of the current state of Park City's tourism economy.

This Assessment provides valuable context for the creation of the Sustainable Tourism Plan. A Stewardship Council will work to craft this plan, including a long-term vision for Park City and Summit County, and a roadmap to guide progress toward that vision over time. By proactively supporting a thoughtful travel and tourism industry and working collaboratively toward realizing a shared vision, the Sustainable Tourism Plan will help to responsibly lead Park City's tourism into the future.

Further, this Assessment provides a foundation for an organizational Strategic Plan for the Park City Chamber & Visitors Bureau. As the Stewardship Plan gets adopted and implemented, Park City Chamber & Visitors Bureau will want to ensure it is in the best position to implement the plan, and this organizational Strategic Plan will help chart the course forward.

Methodology

This report is a synthesis of the data collection and stakeholder engagement efforts conducted by Coraggio Group on behalf of Park City Chamber & Visitors Bureau. The purpose of this effort was to gather insights on the current state of the tourism industry and to identify current and emerging opportunities and challenges. This report is not a strategic plan or an identification of priorities, but it will help inform the process and the eventual development of a Sustainable Tourism Plan.

Coraggio began this work by engaging in external research and review of documents and data provided by Park City Chamber & Visitors Bureau, including the GSTC Destination Assessment. Coraggio also partnered with Dean Runyan Associates and Near to provide in-depth analysis on the economic impact of travel and information on visitor volume and flow. This data gathering and analysis was followed by engaging Park City Chamber & Visitors Bureau's stakeholders for insights and information. This report was informed in part by asking stakeholders questions about the following topics:

1. Tourism drivers, assets, and experiences
2. Visitor destination perceptions
3. Tourism support and enablers
4. Tourism opinions

5. Challenges and opportunities
6. Marketing and management roles
7. Sustainable tourism perspectives

Stakeholder perspectives were captured through four interviews, one focus group with the marketing council, and two online surveys that ran from January 3, 2022 to January 24, 2022. One survey collected feedback from Park City Chamber & Visitors Bureau's external stakeholders and the other collected feedback from the organization's staff and Board. A total of 2610 stakeholders participated in the engagement efforts.

Figure 1 – External Stakeholder Survey Respondents N=2572

Please choose the category that BEST describes your organization, business, employer, or affiliation with Park City/Summit County:
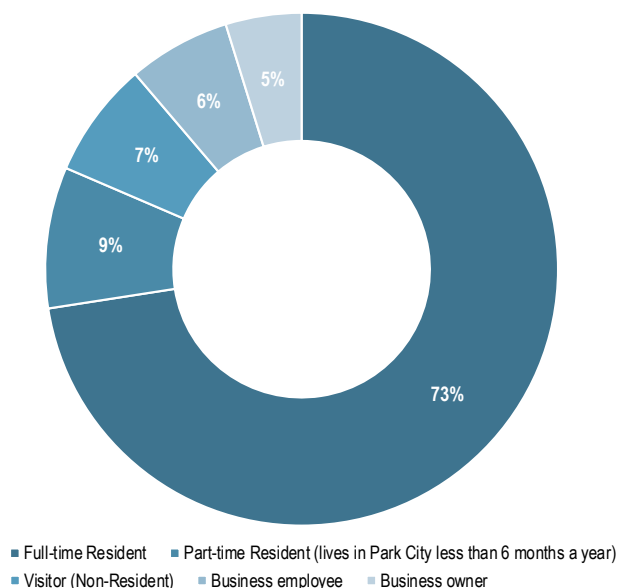

- Full-time Resident
- Part-time Resident (lives in Park City less than 6 months a year)
- Visitor (Non-Resident)
- Business employee
- Business owner

Figure 2 – Staff & Board Survey Respondents N=34

Are you a Park City Chamber/Visitors Bureau staff or Board member?

- Board
- Staff
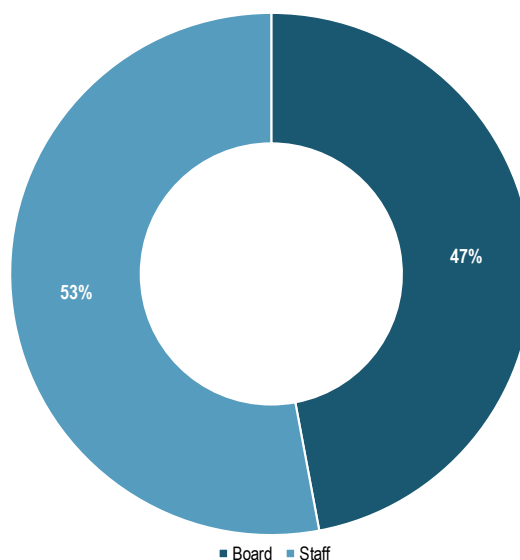
The summation of these findings is highlighted through key themes in this report. Each theme is supported by relevant data and quotations. Quantitative questions were analyzed using category means, percentage rates, and frequencies. Qualitative, open-ended questions were analyzed by assigning themes influenced by response content and Coraggio's interpretation of those responses. Coraggio then synthesized findings from these data gathering efforts into key themes to be considered in the crafting of the Sustainable Tourism Plan.

Macro Travel Trends:
Economic, Visitor, and Industry

Demand for travel is always changing. Being aware of the dynamic nature of the industry is critical for all destinations. This awareness allows for increased stewardship and sustainability within destinations, as well as more effective and impactful marketing and operational strategies.

This section of the report separates trends into two categories:

- **Demand Trends:** What general travel demand trends are relevant today and need to be considered?
- **Supply Trends:** Across the tourism industry, what key shifts are happening within accommodations, dining, retail, food and beverage, and attractions?

Demand Trends

COVID-19 Variants and Resurgence

While the tourism industry continues to show signs of a strong recovery, COVID-19 variants and resurgences have affected travelers' attitudes on perceived safety and likelihood of travel. On February 8, 2022 a Travel Sentiment Study from Longwoods International and Miles Partnership demonstrated that 87% of travelers have plans to travel in the next six months. Further, this report stated that the impact of the pandemic as a factor impacting travel decisions for the next six months is on par with other factors such as transportation costs and financial situation.[1] With the regularly shifting nature of the pandemic and people's feelings and responses to it, a destination will want to look at the most current information on how much impact the public health situation has on travel decisions and perceptions of the severity of the pandemic.

Outdoor Recreation

As the pandemic took hold, people visited the places they could safely visit while maintaining recommended social distancing: the great outdoors. They picked up hiking, cycling, golfing, and winter sports at a fast rate and headed into open spaces in large numbers. At a lesser rate of growth, people also picked up niche outdoor activities such as birding, kayaking, and surfing. State and regional parks reported record numbers of visitors and many sports organizations reported record years of new participation. This has been evidenced by full parking lots, busier trails, and other indicators of higher use.

Threats to Natural Assets

Visitation to national and state parks, as well as other outdoor attractions had a huge increase during 2020 and 2021 as travelers looked for destinations that support social distancing. Some destinations are rethinking their approach to the visitor industry by decreasing marketing funding, focusing on responsible use of the outdoors, or spending money on marketing campaigns that try to divert tourists away from sensitive or overused areas.[2] Destinations are also hearing from their local communities that the increase in visitors creates overcrowding and degradation to the natural environment. "Although no one wants to stop tourism altogether, when we cannot enjoy our own home due to the crowds, we realize that we have become second-class citizens to the tourism industry."[3]

Rural Destinations

Rural destinations carried their popularity of 2020 into 2021 and beyond. Ninety percent of online travel searches in 2020 were for rural areas, and cabin rental searches were up 143% since 2019.[4] Rural destinations accounted for 22% of all Airbnb's room nights globally in 2021, up from 10% in 2015.[5] Family travel to rural destinations increased from 32% of family room nights to 42% of family room nights between 2019 and summer of 2021.[6] COVID-19 shifted demand to areas perceived to have fewer people, fewer crowds, and open spaces where social distancing is easier.

Russia's Invasion of Ukraine

Just as Europe was starting to see a restoration to its travel industry, Russia's invasion of Ukraine has instilled a sense of fear and tension among American travelers. "According to the MMGY Travel Intelligence Global Research & Insights survey, 62% of U.S. travelers cited concerns about the war in Ukraine spreading to nearby countries as a factor impacting plans to travel to Europe, which is twice the number (31%) who cited COVID-19 health and safety concerns as a factor."[7] Greg Pearson, chief executive of FocusPoint International, a risk management company, has advised reconsidering summer travel to Ukraine, Russia, or any country bordering Ukraine due to evolving threat dynamics that could impact safety.[8] In addition to travelers' hesitations, the Federal Aviation Administration's prohibition on flying over Ukraine, Belarus, and majority of Russia has caused some routes to make costly adjustments.[9]

Booking Window Shifts/Spontaneous Demand

Demand is becoming more spontaneous and last-minute trips are becoming more popular given ever-changing public health and economic conditions. This trend is likely to continue to rise given the uncertainty caused by COVID-19 resurgence and variants. Creating seamless experiences and easy options for discovery, education, and purchase will be critical to gaining visitors who are booking last-minute trips.

Work-From-Anywhere

The availability of remote working opportunities has shifted where people live and work. Many U.S. places are offering cash incentives for remote workers to relocate.[10] For many employers, the need to pivot to remote working opportunities has proven that more workplace flexibility is possible. Around 70% of executives said their companies will employ more temporary workers than before the pandemic, and 72% of executives report that their companies have started to adopt permanent remote-working arrangements for a subset of their employees.[11] In many desirable destinations, that has further increased compression in the accommodations sector, and in many cases has also had significant impact on median home prices, exacerbating a workforce housing shortage.

Millennials and Gen Z Purchasing Power

Millennials outnumbered Baby Boomers in 2019. There are now 75 million Millennials, making up about 40% of America's working population. The combined population of Millennials and Gen Z in the U.S.—those born in the late 1990s to early 2010s—is 166 million or almost 51% of Americans. The oldest members of Gen Z are entering the workforce and soon these two generations will dominate purchasing power in America. This shift will bring with it new expectations, as these groups are significantly different than older generations. Millennials and Gen Z are more racially and ethnically diverse, more likely to have a college degree, and more familiar and comfortable with technology. They are also more likely to choose destinations that align with their values and to spend money on experiences over things. Destinations will need to rethink how they market to these groups and how their in-market experience meets their expectations.

Soulful/Responsible Travel

Tied to the growth and influence of Millennial and Gen Z travel, travelers are growing more interested in soulful, authentic, and sustainable travel options. They are more conscious of how they travel, where they travel, the impacts they have, and experiences they take with them. A visitor's choice to travel can balance on the sustainability of a hotel, authenticity of a destination, or potential adverse environmental impacts of the trip.

Pent-Up Demand for Domestic Leisure Travel

Pent-up demand has begun to convert to actual trips as vaccinations become more widespread and travelers look to spend their increased savings from the trips they couldn't take earlier in the pandemic. The U.S. Travel Association and Tourism Economics are is reporting that domestic leisure travel will surpass 2019 levels sometime in 2022.[12]

Supply Trends

Overtourism Blowback from Locals

With surging visitation in rural areas, particularly those adjacent to major outdoor attractions, some residents are growing understandably weary. In park-adjacent areas such as Moab and the Lake Tahoe region, compounding issues related to traffic, housing shortages, skyrocketing cost-of-living, and workforce shortages are stretching residents' patience thin.[13] This resident backlash is driving destination organizations in these areas to adjust their marketing toward visitor education rather than visitation promotion. In one dramatic example, Mammoth Lakes promoted a video asking their visitors not to be "bleepholes,"[14] paired with a more positive "hug what you love" campaign.[15]

Workforce Shortages

In destinations across America, tourism industry employers are struggling to fill entry-level roles. This labor shortage has alternately been blamed on employers' unwillingness to meet higher wage expectations, lack of childcare options, ongoing health concerns related to COVID-19, and shifting values and ideas about work that have flourished during the pandemic. In some cases, local housing prices have risen to the point where service industry workers cannot afford to live in those places.

In response, many restaurants have reduced hours or the number of days they are open, and many hotels have reduced the number of rooms they make available. Additionally, for many tourism-oriented businesses and destinations, short-staffing may create conditions that erode brand equity as visitor experiences are negatively impacted.

The Great Resignation

A phenomenon of U.S. workers leaving jobs in droves began in 2021 and has received the moniker "The Great Resignation."[16] Many of these are in service jobs that support the tourism industry and this has fed the ongoing service workforce shortage. But knowledge workers are also leaving, which may impact destination organizations and management-level positions in the tourism industry.

Rapid ADR Growth at High-End Accommodations

In many destinations, accommodations providers are finding themselves pinched between surging demand for visitation and service-sector workforce shortages.

In response, many hotels and other lodging properties have reduced the number of rooms available to be able to operate with fewer employees while also raising daily rate to compensate. In the short term, these properties are even more profitable than they were in 2019, when they were running a higher occupancy but a lower daily rate. These inflated prices are not likely to be sustainable in the long run. For destinations, this introduces a challenge to the value proposition when the costs of lodging are incongruent with the visitor experience, which has the potential to erode brand equity in these popular places.

Restaurant Sector Recovery

The U.S. restaurant industry lost $240 billion in 2020 and more than 110,000 businesses were closed temporarily or for good. Many restaurants that closed were locally owned, not backed by large chain or holding group balance sheets. This has shifted the brand, culture, and experience of many destinations while eroding authentic experiences. Preservation of authentic local options and innovative services—like creative outdoor experiences—will be a competitive advantage among travel destinations. As new variants have emerged, the restaurant recovery has hit continued obstacles. Meanwhile, staffing shortages are challenging many restaurants to operate at full capacity, and slow or limited service may lead to brand erosion risks.

Short Term Rentals

Driven by COVID-19 fears combined with pent-up travel demand, the Short-Term Rental (STR) market has been recovering, with 2021 being a mixed year of some growth fueled by pent-up demand, and some retraction fueled by two virus variants.[17] National occupancy for STRs for the year was expected to be 60.3%. AirDNA expects demand to begin to return to urban areas in 2022, and to fully recover to pre-pandemic levels in 2023.[18]

The growth of the STR market has led to both Airbnb and Vacasa undertaking IPOs. In 2020, Airbnb and Vrbo captured a combined 29% of lodging revenue nationwide.[19] Challenges to growth for the industry will include rising housing costs, limited available housing stock, community resistance and regulations, and increased hotel competition.

Park City / Summit County Tourism Economy

In December 2021, the Kem C. Gardner Policy Institute published the State of Utah's Travel and Tourism Industry, addressing 2020 and the first half of 2021. Like much of the rest of the U.S., Utah experienced negative impacts to the travel and tourism economy throughout 2020 as a result of the COVID-19 pandemic. This is evidenced by indicators such as reduced overall spending, reduced transient room tax revenue, and reduced hotel occupancy. While Utah was impacted, the negative impacts were less severe than some of its neighboring states. Not all statewide travel and tourism indicators demonstrated declines in this time frame; state parks and ski resorts experienced much higher rates of visitation, 32.5% and 20.7% respectively. Also, the number of short-term rentals increased in this period; for Summit County, there were 8.9% more STR listings in 2021 as compared to 2019.[20]

Focusing in on Summit County, the GSTC Destination Assessment, informed through data at the Kem C. Gardner Policy Institute, stated that visitors directly spent an estimated $1.08 billion in Summit County, up 4% from 2018. Summit County visitors generated $11.4 million in county transient room tax revenue. The top spending sectors were lodging, food services, and recreation. Visitor spending directly supported 12,327 travel and tourism jobs in the county, up 3.2% from 2018. Visitor spending throughout the county generated $165.7 million in direct tax revenue.[21]

The Economic Impact of Travel, Park City 2016-2020 provides additional information on Park City's tourism economy, specific to the City. This report, prepared by Dean Runyan Associates, utilizes data from Omnitrak, further validated through the Utah Tax Commission.

- Visitors to Park City directly spent an estimated $717 million in 2019, and this decreased 12.6% in 2020 to $627 million. Primary spend categories were accommodations, food service, retail, and arts/entertainment/ recreation.

- Overnight visitor volume to Park City decreased from 833,000 person trips in 2019 to 733,000 in 2020.

- Park City direct employment dropped 19%, from 6,830 in 2019 to 5,530 in 2020. The largest loss occurred in the accommodations and food service sectors.

- Tax receipts were also down in 2020 as compared to 2019, from $77.2 million to $64.5 million.[22]

Visitors

A Summer Fall 2021 Visitor Study prepared by RRC Associates used an intercept survey to gain greater insights on Park City's travelers.[23] Some key attributes include:

- The average age of visitor was 47.9 in 2021, up from 43.6 in 2017.

- The percentage of visitors with a household income exceeding $100,000 was 70% in 2021, up from 40% in 2017.

- The number of overnight visitors remained approximately the same as in 2017, at 66%.

- Per capita daily expenditures in 2021 averaged $148, with the overnight visitor spending $170 and the day visitor spending $108.

- Of overnight visitors, approximately 40% stayed in commercial lodging (hotel, condominium, B&B), 26% stayed in an STR, 18% stayed with friends and relatives, and 10% stayed in a timeshare or their own home.

- ADR was $306 in 2021, up from $236 in 2017.

- Overnight visits in 2021 averaged 4 nights, 5 days.

A similar study, the Mountain Travel Sentiment Survey, was executed in 2020. It includes results nationally and for the State of Utah. Key attributes for Utah highlighted include:

- The average age of visitor was 46.5 years.

- Forty-two percent of visitors were more likely to stay in a Short Term Rental (STR), 28% in commercial lodging (hotel, condominium, B&B), 16% with friends or relatives, and 13% in a timeshare or their own accommodation.

Per the Dean Runyan Associates research, the top origin states for overnight visitors to Summit County are Florida (14%), California (12%), and Texas (11%). The top in-state origin cities for visitors to identified points of interest are very regional: Salt Lake City (25%), Park City (11%), and Ogden (5%).[24] Additional information may be found in the Economic Impact of Travel, Park City 2016-2020, contained in the appendices.

Accommodations

Hotel occupancy follows weekly and seasonal trends. Typically, occupancy is higher on weekends as compared to weekdays. Seasonally, winter is the most active season followed by summer. Spring and fall have lower occupancy. As seen Figure 3 below, occupancy declined markedly after the pandemic was declared in 2020, but was back to a typical level and pattern by late summer 2020.[25] Hotel occupancy rates averaged 57% in 2019.[26]

Figure 3 – Occupancy Rate 2019-2021
Source: 2019-2021 Daily Occupancy Report
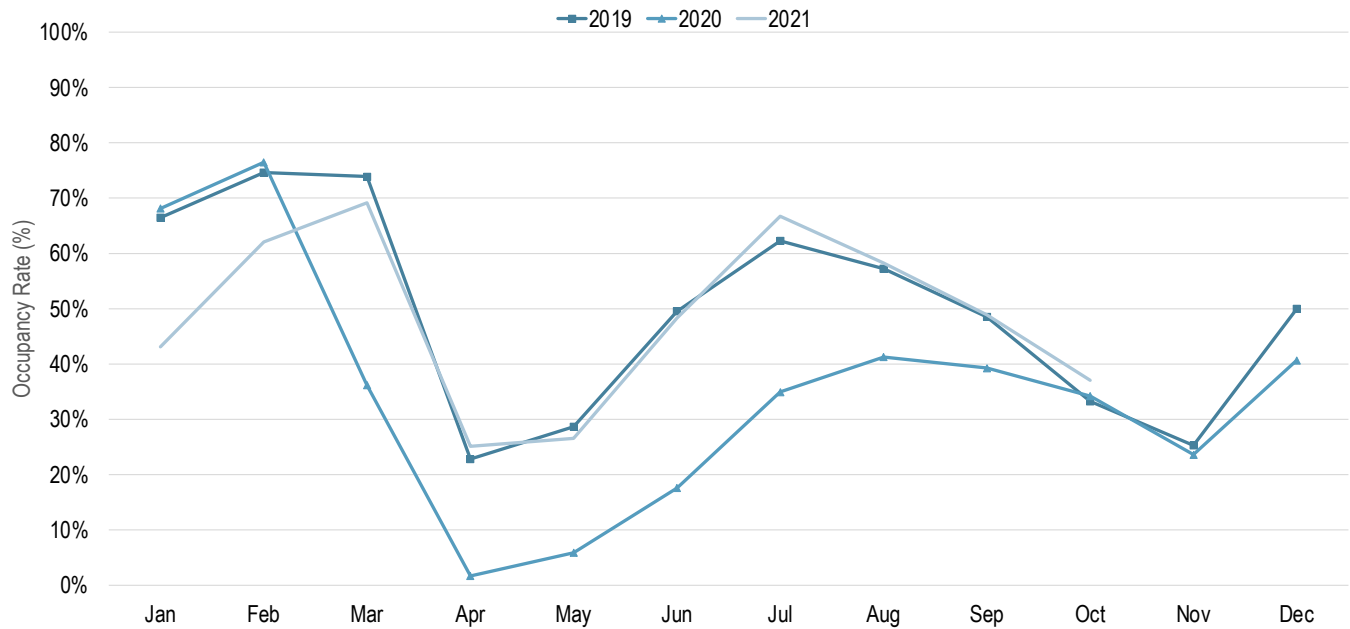
Themes

The key themes of this report (below) were identified primarily by Coraggio's opinion of their strategic importance and the insights from the GSTC Assessment. These were influenced by the frequency they were mentioned in surveys and/or interviews. These themes will be shared with the Stewardship Council to focus the planning effort on the most prominent strategic challenges and opportunities Park City / Summit County faces. While some of these themes may not be particularly surprising to the community, they are now quantified and prioritized in a way that they may not have been before.

1 Park City Chamber & Visitors Bureau staff and Board are engaged and prepared to take on the challenges ahead.

2 Degradation of Summit County's key natural assets is a real and looming threat.

3 Park City's residents are approaching a breaking point from overtourism.

4 The *community* of Park City is about to lose itself to the *destination* of Park City.

5 The destination needs more stewardship, not more promotion.

6 Current and future tourism levels, on top of community population growth, are testing the capacity of Park City's infrastructure.

7 There is a shared vision and desire to achieve a more sustainable tomorrow.

Park City Chamber & Visitors Bureau staff and Board are engaged and prepared to take on the challenges ahead.

Under new leadership and energized by the recent GSTC Destination Assessment, Park City Chamber & Visitors Bureau staff remain eager and engaged in their work on behalf of the greater Park City/ Summit County community. The team not only considers itself ready to take on change, but recognizes the need for a change of focus for the organization as it shifts toward destination management. There are a few areas where improvements in the organization can be made—around systems, processes, and talent retention—but otherwise, Park City Chamber & Visitors Bureau is in a strong position to successfully address the community's challenges.

Insights

1. Board and staff both recognize the organization's opportunities to focus on community engagement and destination management (see Appendices 2.3 and 2.19).

2. Board and staff both demonstrate readiness for change. Staff feel ready and able to take on change (Figure 4 – Change Readiness), and overall employee engagement is high (Figure 5 - Gallup Q12: Employee Engagement).

3. There is positive sentiment from Board and staff regarding engagement with the organization's work (see appendix 2.5). Further, the results of the Gallup Q12 demonstrate a high level of employee engagement (see appendix 2.6).

4. Both Board and staff feel positive about current leadership. Staff feel that leaders embody the values of the organization (see appendix 2.9), and the Board believes that the new CEO is exceeding expectations (see appendix 2.18).

5. Of all the facets of the Whole Systems questions asked in the staff survey, systems, process, and talent retention emerged as areas that need attention (see appendices 2.10, 2.11, and 2.16). Open-ended survey responses reinforced the talent retention question, with a focus on compensation.

6. The GSTC Destination Assessment gave the community a score of 1.84 out of a possible 3.0 for sustainability management, a score of 'needs improvement.' Specific areas of improvement include the creation of a Sustainable Tourism Plan (the work this Situation Assessment informs), improving monitoring and reporting, and enhancing resident and visitor engagement.

Implications

1. The Park City Chamber & Visitors Bureau's staff will play an essential role in the successful implementation of the Sustainable Tourism Plan. Having an engaged and change-ready team bodes well for Park City Chamber & Visitors Bureau and its ability to lead the community and destination forward.

2. Additional focus on systems, processes, and talent retention will enhance the team and ensure it can do its best work on behalf of its stakeholders.

Figure 4 – Change Readiness   N=17 (Staff Responents)

Please indicate your level of agreement with each statement:
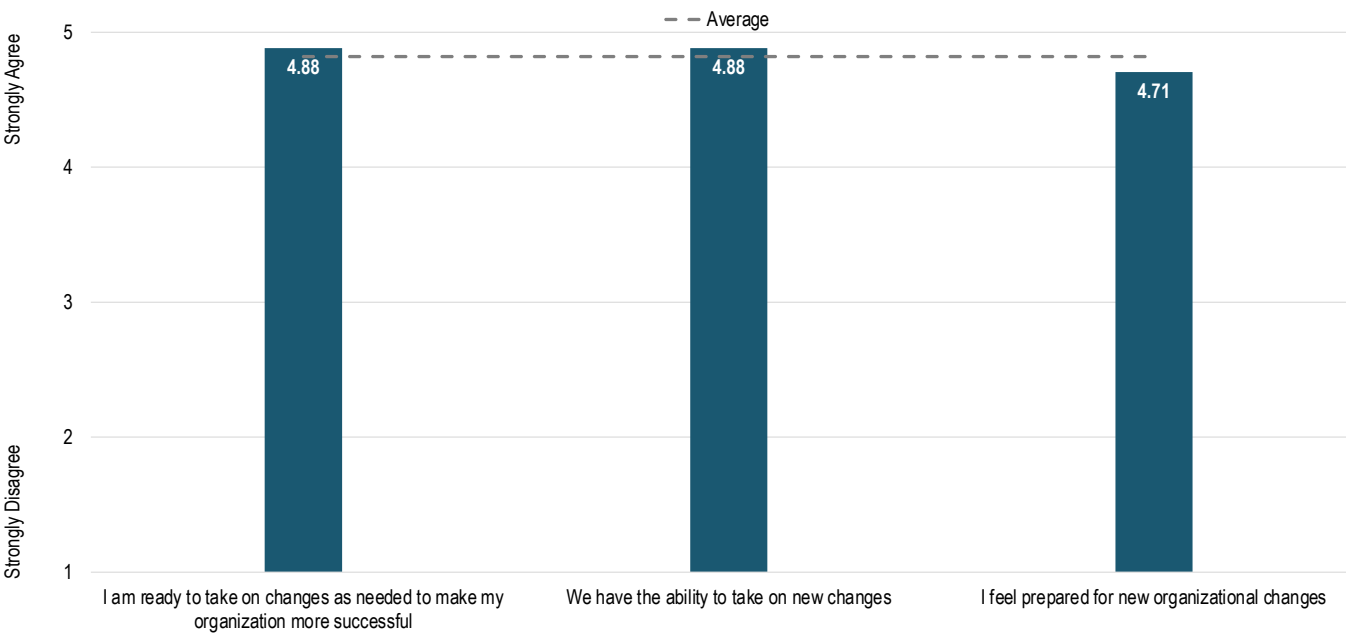
Figure 5 – Gallup Q12: Employee Engagement   N=17 (Staff Respondents)

Please select your level of agreement with the following statements:
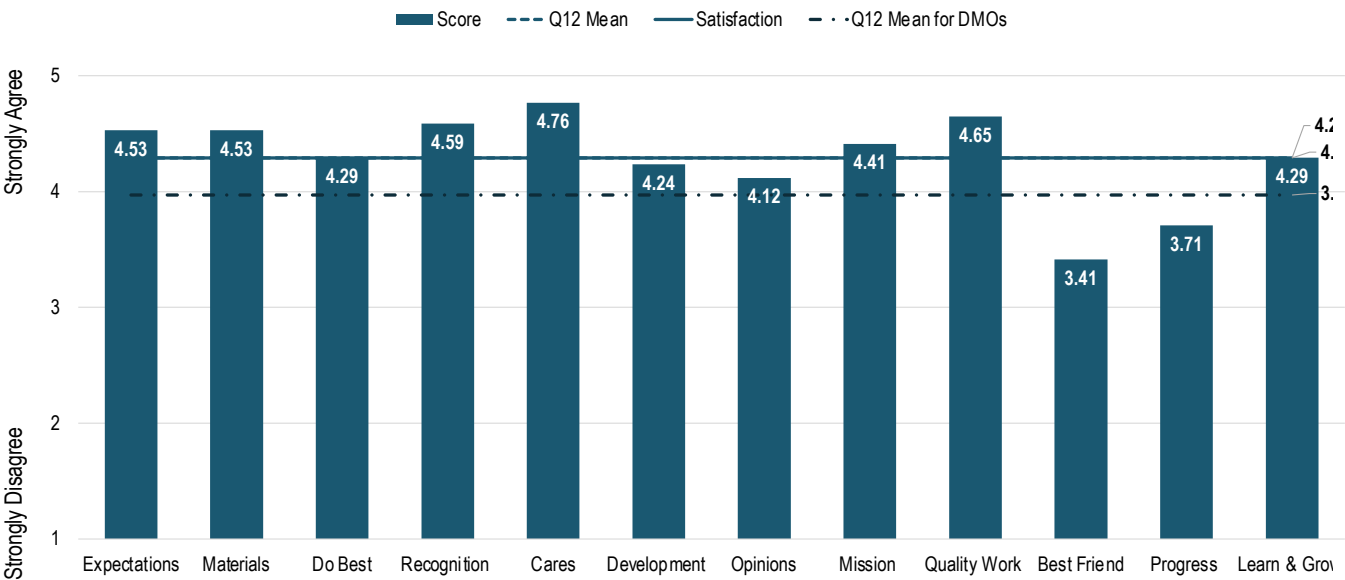
What We Heard

"Residents need to be involved in the process and help make the decisions, not just be told where parking will be added, for example."

"Jennifer has been a good listener. Her fresh eyes have been a welcome opportunity to get to a new understanding of where success turns into failure."

"I'm most excited about the ability to reinvigorate relationships across the state in the tourism area, to develop a brand of sustainable tourism, and to be legislatively and politically active for the betterment of Summit County."

"I look forward to seeing how the Chamber Bureau can inform our business community about the value of community and its role in economic stability."

"New leadership and new staffing mean new opportunities. There are good relationships with our County and City leaders, and with our business community."

"The Park City Chamber feels like a very inclusive group that is striving to learn and change during challenging times."

"The organizational culture is somewhat siloed and top-down (but improving and well-intended). I don't think this falls on the shoulders of current leadership. There were systems and structures that existed long ago and sometimes it's hard to tear down those walls."

"I believe in the impact the Chamber can have because we see it every day. Surveys like this tell me we are in transition, so those organizational values are changing and not as clear as they once were, which is a good thing in my opinion."

Degradation of Summit County's key natural assets is a real and looming threat.

Park City is renowned for its abundance of outdoor activities, including skiing, snowboarding, mountain biking, fishing, and hiking. The quality of these assets has attracted increasingly more visitors to the area, at the same time as climate change is making these assets more vulnerable and susceptible to degradation. The greater community feels this tension and recognizes the risk that what makes Park City and Summit County special is under real threat.

Insights

1. Survey respondents overwhelmingly recognize outdoor assets as the primary tourism attractor (see appendices 1.1, 1.2, 1.4 and 1.5).

2. Survey respondents are extremely worried about the impact tourism has on Park City / Summit County's natural environment (see appendix 1.13). Further, they perceive environmental degradation, declining snowpack, and wildfires as some of the top challenges to the visitor economy (Figure 6 – Challenges).

3. Ensuring that natural resources are used responsibly and cared for by locals and visitors alike was highlighted by survey respondents as the biggest area of emphasis for the long-term success of the tourism industry (see appendix 1.22).

4. Survey respondents do not perceive Park City / Summit County as a sustainable destination that protects the environment and community character (Figure 7 – Park City Sustainability Perception).

5. The GSTC Destination Assessment provides some assessments related to this theme. It gave Park City / Summit County the following ratings out of 3:
   - 3.0 for Climate Change Adaptation (see appendix 3, A10)
   - 0.75 for Risk and Crisis Management (see appendix 3, A11)
   - 1.0 for visitor management at cultural sites (see appendix 3, C6)
   - 2.4 for GHG Emissions and Climate Change Mitigation (see appendix 3, D10)

Implications

1. The difference in survey responses and in the GSTC Destination Assessment may need additional investigation. While Park City / Summit County may be doing things well as demonstrated by the Assessment, public perception is stark.

2. The twin forces of increased visitation and climate change could severely alter Park City's renowned natural assets in such a way that they are no longer viable as tourism assets if efforts are not undertaken to preserve them.

3. A decrease in quality of Park City's natural assets could negatively impact both the tourism industry in Park City and the quality of life for residents.

4. Shifting brand equity for the outdoor side of the destination will rapidly impact the value proposition for Park City's accommodations, restaurant, and retail sectors—the expense will no longer seem congruent with the experience.

5. It is imperative that Park City Chamber & Visitors Bureau shift public perception about its role in response to these changes and demonstrate its leadership through efforts that mitigate impacts.

Figure 6 – Challenges   N=1903 (All Respondents)

Please select your level of concern over how the following issues may impact the visitor economy:

Challenge	Score
Transportation/traffic	4.65
Environmental degradation	4.34
Workforce challenges	4.29
Declining snowpack	4.24
Summit County population growth	4.18
Wildfires	4.11
Insufficient public infrastructure	4.04
Pricing and cost of experience	3.65
City/County policies & regulations	3.37
Resident/community resistance to quantity of visitors	3.33
Shifting travel patterns and demographics/segments	3.20
Safety concerns	3.20
Poor quality of experiences	2.98
Increased competition	2.67
Insufficient destination information (visitor guides) & wayfinding	2.15
Limited brand/destination awareness	2.00

1 — Not at all concerned ... 5 — Very concerned

Figure 7 – Park City Sustainability Perception   N=1925 (All Respondents)

How strongly do you agree with the following statement:

- - Average

Respondent type	Score
Business employee	2.81
Business owner	2.74
Full-time Resident	2.24
Part-time Resident (lives in Park City less than 6 months a year)	2.97
Visitor (Non-Resident)	3.21

Average: 2.42

Strongly agree (5) ... Strongly disagree (1)
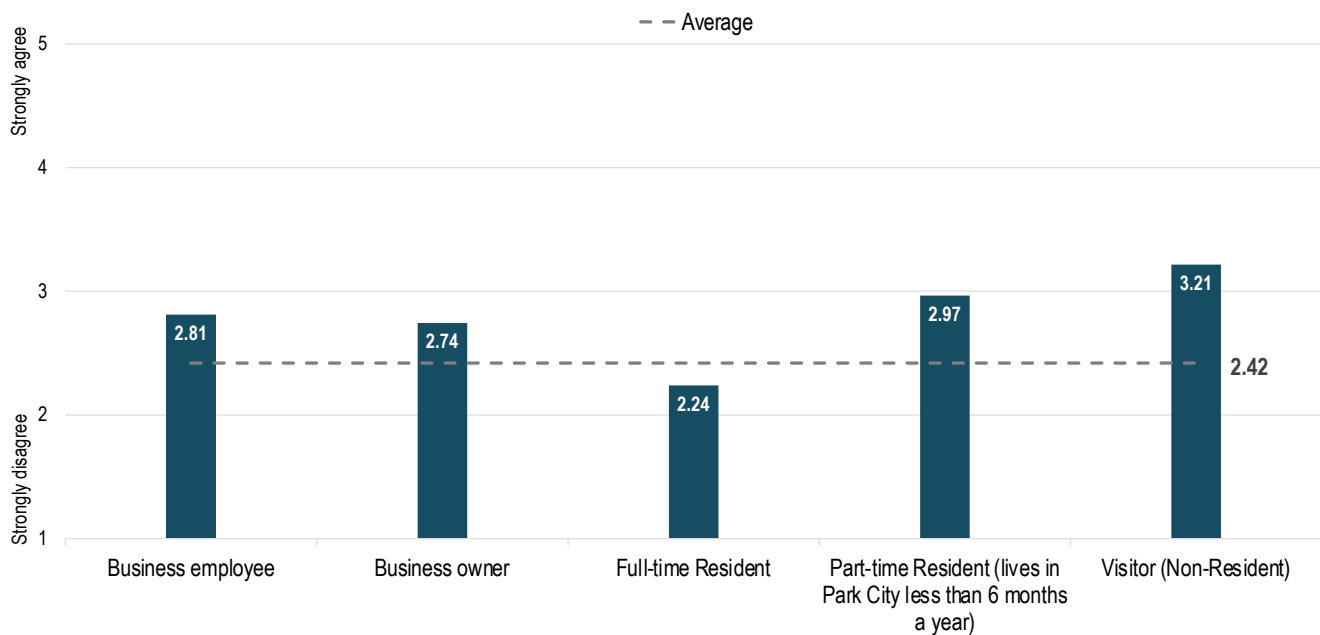
What We Heard

"I am very concerned about the number of people enjoying our community, especially our outdoor trails, ski areas, and backcountry. It is very dangerous and way too crowded at the ski areas."

"Our seasons are getting shorter. We had less snow last year and a shorter ski season. And there is a deeper level of concern from the people who manage our water resources."

"Our trails are overcrowded. So many people come here from Salt Lake City to hike, but they don't care for the trail or invest in the community. There are parking conflicts and conflicts on the trails between different types of users. Trail users are not respecting nearby neighbors and are doing things like putting their dog waste in front yards."

"People are moving here because of the natural environment and many feel the environment is being threatened by the number of visitors we have now."

"I'm very concerned about the population impacts on the environment. The crowds are dangerous in multiple ways. The resorts are not large enough to handle the crowds without accidents… The decline in snow could be hugely detrimental, so environmental factors need to be taken into consideration. More efforts need to be made to eliminate carbon emissions."

"Park City needs to take a serious look at figuring out what we need and [start] building a solid foundation rather than building on a house of cards."

"It's all about the experience. If visitors start having a poor experience, then they will talk about their poor experience and not return. Snowpack and labor shortages will certainly impact winter operations... it already has with resorts not being fully open."

"We had our first taste as a community with a fire this summer. It was scary and eye-opening. While tourists and visitors might not care about wildfires because they are only here for one week out of the year, locals care a great deal."

"Climate crisis is my main concern. I'm also concerned about our adaptability and preparedness, including water resources and the desertification of the Great Salt Lake."

Park City's residents are approaching a breaking point from overtourism.

Both the Park City resident and business communities are feeling overwhelmed by tourism. Crowding, trail conflicts, lines at local restaurants, and congested roadways have contributed to an increasingly negative popular sentiment toward tourism. This growing and vocal negative sentiment, and the real impact of tourism volumes on people's quality of life, will amplify over time if not addressed.

Insights

1. While survey respondents have some positive words to characterize the destination, they also describe it as crowded, expensive, and growing (see appendix 1.3).

2. Nearly half of survey respondents indicate the negative effects of tourism outweigh the positive (see appendix 1.14). Only 16% of respondents felt the positive effects outweigh the negative.

3. When assessing management roles for the Park City Chamber & Visitors Bureau, local businesses highlighted that it is very important to manage visitor volume and distribution, and that the organization has room to improve in this area (see appendix 1.20).

4. The desire to enhance and enrich the visitor's experience of Park City / Summit County is nearly non-existent (Figure 8 – Sustainability Emphasis Areas).

5. Survey respondents overwhelmingly feel that the community is not ready for more tourism and that the needs of residents are not balanced with visitor needs. Tellingly, survey respondents would not necessarily support more tourism if traffic and congestion were improved (Figure 9 – Tourism Perceptions. See appendix 1.13 for full question).

6. Staff and Board believe community resistance is the single greatest threat to the organization (see appendix 2.4).

7. The GSTC Destination Assessment highlighted areas for improvement for sustainable management of the destination, including the creation of a Sustainable Tourism Plan. This Assessment gave a rating of 1.8 out of 3 for resident engagement and feedback (see appendix 3, A5), which is a decent score. The Assessment also gave the destination a rating of 1.6 for managing visitor volumes and activities (see appendix 3, A8).

Implications

1. Park City Chamber & Visitors Bureau should carefully consider the deep concern voiced in the survey regarding overtourism. While the GSTC Destination Assessment also highlighted the need to address resident engagement and feedback, the first-hand stakeholder input from the survey tells of a more strongly negative lived experience.

2. Strategies that create opportunities for locals to get respite from visitor crowds will contribute significantly to residents' acceptance of visitation in general.

3. As Park City Chamber & Visitors Bureau considers how it approaches a Stewardship Plan, it will need to be extremely aware of resident and business sentiment. Bringing the community along is paramount for long-term success and finding ways to monitor sentiment on an ongoing basis will be critical.

4. A growing "us vs. them" sentiment will divide the community and cast newcomers—even those who have lived in Park City for years—as the enemy. This presents a risk to the implementation of stewardship strategies if the community is not united behind implementation.

Figure 8 – Sustainability Emphasis Areas   N=1816 (All Respondents Excluding Visitors)

Please choose the THREE areas of emphasis you believe are most important for the long-term success of Park City/Summit County's tourism industry:
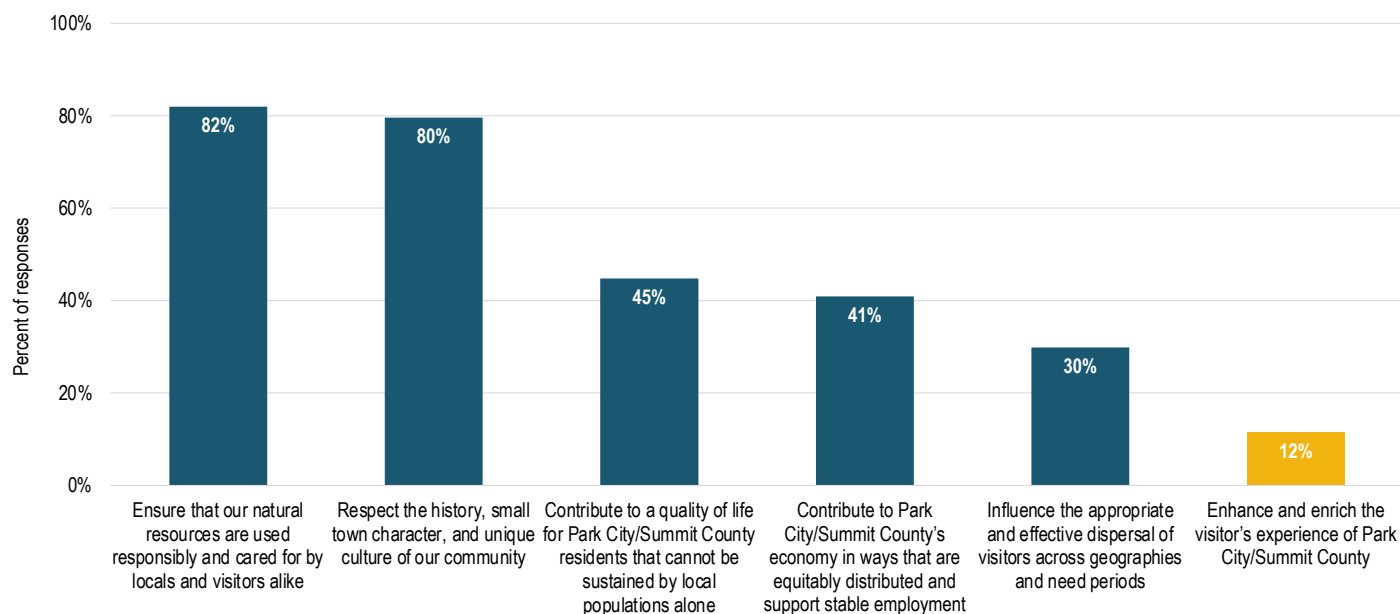
Figure 9 – Tourism Perceptions   N=1954 (All Respondents Excluding Visitors)

Please select your level of agreement with the following statements.
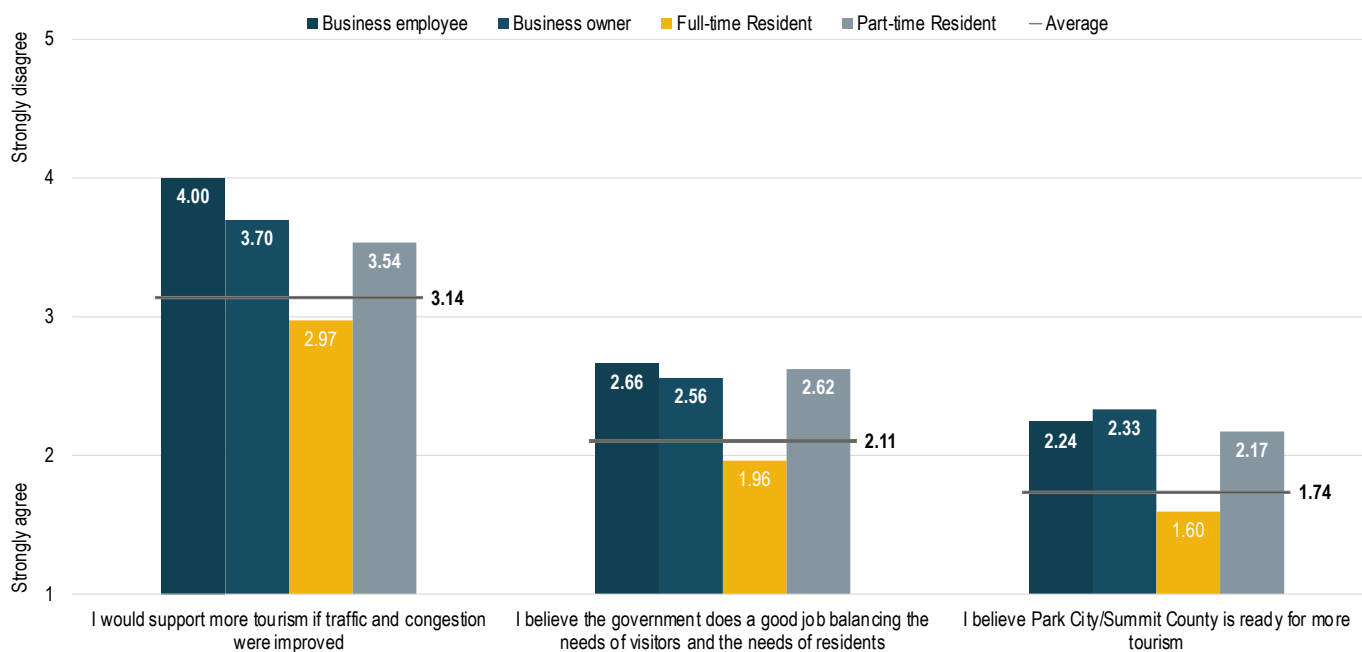
What We Heard

"How many tourists and residents do we want to have? How does this relate to the amount of the entitled lodging and residential growth that is already on the books and can be developed? There is a sense from public outcry that we already reached this level. Well, there is a lot more coming."

"There are too many people, and it needs to stop. The fact that Park City has been discovered is the challenge."

"Our residents are feeling overrun by visitors. There also needs to be a better balance between what our residents want and need and what our visitors want."

"Tourists don't care about our environment. They ignore and don't care about local regulations. Overcrowding has already occurred."

"It's becoming impossible just to go to the grocery store as a resident. Sometimes I end up having to go to Salt Lake City to find the food items we need. And the traffic is starting to feel like a regular big city. I understand there are other places with worse traffic, but many of us moved here to be in a small town with small town problems."

"Things at resorts are about the bottom line, not the experience. And this tension impacts the visitor experiences. When locals resent the tourists, it diminishes the overall experience. This is the boiling frog."

"We are not doing well recognizing or figuring out what carrying capacity means."

"Right now the attitude is 'we just bring them here' and everyone else has to deal with it—from law enforcement to food to lodging. It has overrun our quality of life and diminished our brand."

"We're full. Residents have no place to park in their own town."

The *community* of Park City is about to lose itself to the *destination* of Park City.

As the world has learned about Park City, more and more people have visited in order to explore and discover what it has to offer, inundating this small community with tourism. Historic identities of the community—related to its mining history or small town character—are diminishing. Overall, the community is becoming increasingly expensive and many people who work in the community can no longer afford to live in the community. Without intervention, the *community* of Park City will be lost to the *destination* of Park City. Additionally, population growth in Summit County outside of city limits has increased at a greater rate, bringing even more pressure to Park City.

Insights

1. While the population of Park City proper has not increased markedly since 2000 - from 7,341 to 8,396--a 14% increase--the population of Summit County experienced a 42% increase, from 29,976 to 42,499. Utah experienced a 46.5% population in this same time frame, from 2,233,169 to 3,271,616.[27]

2. Transportation, traffic, workforce challenges, population growth, insufficient public infrastructure, and community resistance are top challenges to Park City / Summit County and the visitor economy (Figure 10 - Challenges).

3. Visitors who responded to the survey indicated it is less important to them that visitors connect with locals or have learning experiences. They are more interested in preserving natural and cultural resources and having infrastructure investment to support tourism (see appendix 1.8).

4. Business respondents to the survey indicated that Park City Chamber & Visitors Board is more effective at building awareness of the destination through marketing campaigns than its importance necessitates (see appendix 1.19).

5. Survey respondents indicate that respecting the history, small town character, and unique culture of the community is extremely important for the long-term success of Park City / Summit County's tourism economy (Figure 11 – Sustainability Emphasis Areas).

6. Interviews highlighted the challenges of workforce housing, gentrification, and the influx of wealthier new residents to Park City.

7. One of the four pillars of the GSTC Destination Assessment, Cultural Sustainability, had an overall score of 1.75 out of 3. Areas for improvement include protection of cultural assets and visitor management at cultural sites.

8. The City of Park City's Long-Term Strategic Plan highlights a mandate from the process: Keep Park City "Park City."[28]

Implications

1. Taken as a whole, the insights above demonstrate concerns for the community becoming overwhelmed and losing its sense of community and small town character as the destination grows.

2. There are opportunities to be more targeted to the types of visitors who are most compatible with the vision for the destination: those with greater interest in sustainability, connecting with the community, and having learning experiences.

3. The infusion of attention and big money into Park City threatens the local character, which will eventually threaten the brand equity of the destination.

4. Strategies that aim to preserve the cultural, architectural, and community character of Park City / Summit County may serve as a bulwark against further deterioration.

Figure 10 – Challenges   N=1903 (All Respondents Excluding Visitors)

Please select your level of concern over how the following issues may impact the visitor economy:

Challenge	Score
Transportation/traffic	4.65
Environmental degradation	4.34
Workforce challenges	4.29
Declining snowpack	4.24
Summit County population growth	4.18
Wildfires	4.11
Insufficient public infrastructure	4.04
Pricing and cost of experience	3.65
City/County policies & regulations	3.37
Resident/community resistance to quantity of visitors	3.33
Shifting travel patterns and demographics/segments	3.20
Safety concerns	3.20
Poor quality of experiences	2.98
Increased competition	2.67
Insufficient destination information (visitor guides) & wayfinding	2.15
Limited brand/destination awareness	2.00

1 Not at all concerned — 5 Very concerned

Figure 11 – Sustainability Emphasis Areas   N=1816 (All Respondents Excluding Visitors)

Please choose the THREE areas of emphasis you believe are most important for the long-term success of Park City/Summit County's tourism industry:

Emphasis Area	Percent of responses
Ensure that our natural resources are used responsibly and cared for by locals and visitors alike	82%
Respect the history, small town character, and unique culture of our community	80%
Contribute to a quality of life for Park City/Summit County residents that cannot be sustained by local populations alone	45%
Contribute to Park City/Summit County's economy in ways that are equitably distributed and support stable employment	41%
Influence the appropriate and effective dispersal of visitors across geographies and need periods	30%
Enhance and enrich the visitor's experience of Park City/Summit County	12%

"The history weaves this community together. It brings in different cultures, histories, experiences. People chose this town; they were born here. They chose this community for the sense of belonging and people fear it may be slipping away."

"Tourism is ruining the community. We have to scale back, not grow, and significantly reduce the burden of tourism on local residents."

"Many people come here because they say it feels like an authentic town. The town is proud of its mining history. But there is fear of losing that history, and if the town loses its authenticity, it will affect the visitors. It would diminish us. Our mining history makes us who we are as a town."

"We haven't done well with social and cultural sustainability. People are lamenting what Park City used to be and no longer feel that it is a community."

"The gap between the working class and the wealthy has gotten so large, we cannot sustain a workforce. People cannot afford housing and traffic has gotten so bad. We cannot have a successful town without workers. I think this is going to be the downfall of our small businesses and the community charm."

"I believe we need to start focusing on the community and not the tourism dollars. Maybe the focus should be on full-time residents. I also own a business on Main Street so I'm aware of the implications of my statement."

"I think we're seeing a tearing of what Park City is able to supply versus the demand for services. And I worry that Park City is going to over index on all services being requested, instead of understanding what it is we actually need or don't need to continue to make this a great place to live for locals and tourists."

"The influx of large chains on Main Street and over-development have significantly impacted the feel of what was a unique and high-quality experience. Customer service has suffered as a result of trading locally owned establishments for franchises and large chains without local roots."

"Park City used to be a place where you could come and make a living; now it's a place to come once you've made a living."

The destination needs more stewardship, not more promotion.

There is a sense that the Park City Chamber & Visitors Board has done an incredible job of promoting and raising awareness of the destination. Now, the primary concern is managing and tempering the visitation to ensure it takes place in a way that honors the residents, the community, its history, and the environment. There is also community awareness that the Park City Chamber & Visitors Board needs to play more of a role in management than it has, and that local governments should not be the only organizations to address unintended impacts of tourism. This represents a potential change of mission for the Park City Chamber & Visitors Board and its relationship to the rest of the community.

Insights

1. Business survey respondents indicate that the Park City Chamber & Visitors Board is more effective at building awareness of the destination through effective marketing than it needs to be (see appendix 1.19). Further, the same respondents highlight the strong importance of promoting sustainable tourism practices, influencing visitor behavior, managing visitor volume, and providing a sustainable destination experience, noting that Park City Chamber & Visitors Board is not nearly as effective as it needs to be in these areas (see appendix 1.20).

2. Park City Chamber & Visitors Board's mission does not resonate strongly with business survey respondents (Figure 12 - Mission).

3. All tourism support structures were perceived to be of fair quality, including stakeholder support and collaboration (Figure 13 – Tourism Support Structures).

4. The Board and staff believe a focus on destination management and community management are two of the greatest opportunities (see appendix 2.3).

5. The GSTC Destination Assessment ranked the destination strongly for promotion and information (see appendix 3, A7). The Assessment also gave good marks to the destination for resident engagement and feedback (see appendix 3, A5. Note: the survey demonstrates a different lived experience by residents). Last, the Assessment gave the destination a score of 1.8 out of 3 for managing visitor volumes and activities (see appendix 3, A8).

6. The Mountain Travel Sentiment Survey highlighted that skiers are receptive to receiving text message updates from resorts to communicate needed information. This type of practice leans into the destination management realm.[29]

Implications

1. There is broad community support for the Park City Chamber & Visitors Board to step into a destination management and stewardship role. This will be especially important once implementation of the plan begins.

2. Park City Chamber & Visitors Board has an opportunity to focus on promoting the destination in a way that aligns with the community vision and places quality of visitor and experience over quantity of visitor.

3. Finding ways to engage the broader region in solutions to these challenges will be difficult but necessary. These effects are not limited to Park City and Summit County, and solutions will not come in isolation.

4. Collaborative implementation structures that include government leaders, state and local governmental agencies, land management agencies, tourism industry stakeholders, and residents will be critical to the success of stewardship efforts.

Figure 12 – Mission   N=221 (Business Owners and Employees)

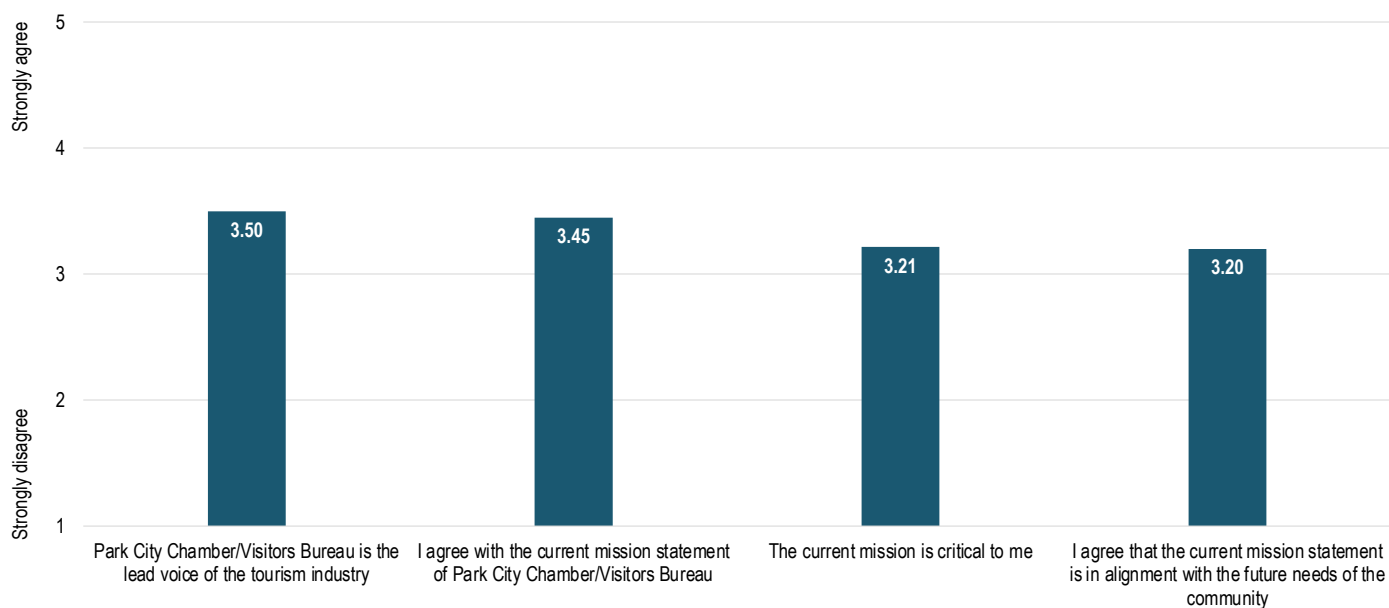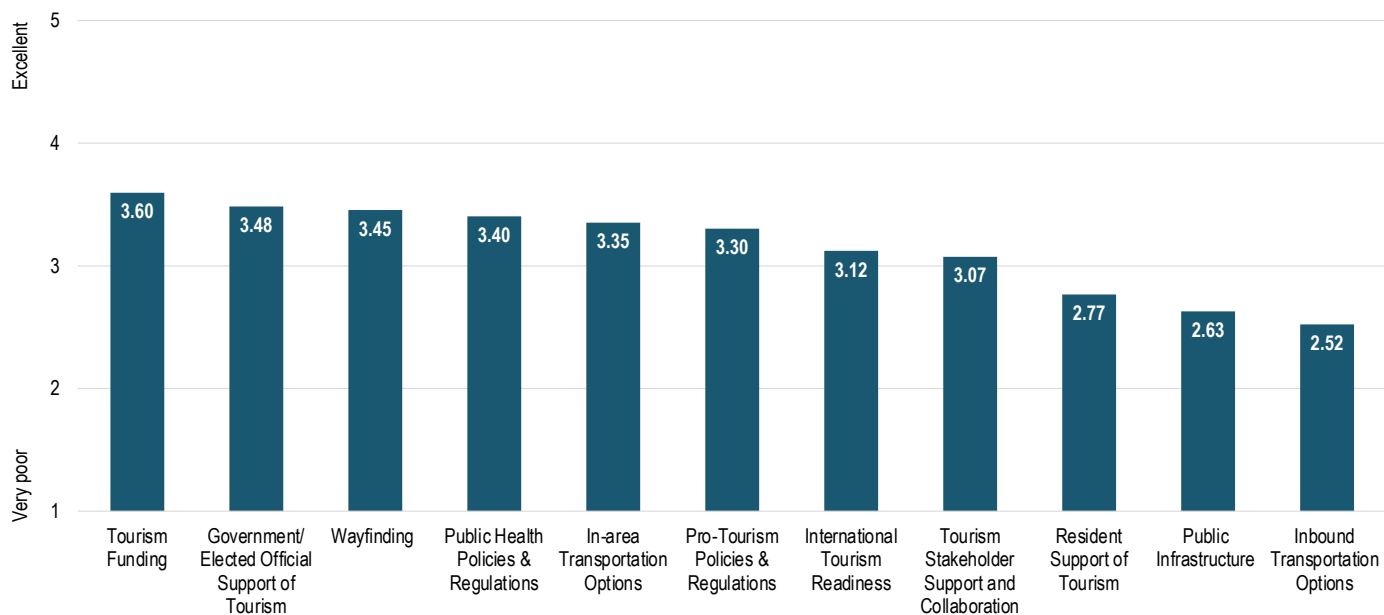Please select your level of agreement with the following statements:

Figure 13 – Tourism Support Structures   N=2046 (All Respondents Excluding Visitors)

Please rate your perception of the quality of each area of Park City/Summit County's tourism support structure.

"At some point, the Chamber has to decide how to meter who comes here and reduce marketing, or target who comes here, or create a management arm. It is not fair to ask the governments to keep handling all this stuff."

"The easiest thing to do would be to stop bringing so many people here and think we could find a better way to manage them. Let's stop spending $12.5 million a year; let's just do $6M. We still need to fund the Chamber. Let's just turn down the spigot, not turn it off."

"A high level of visitor experience has been achieved already. When I think of the future, we are transitioning to a mode of how we keep the experience and keep it special, as opposed to constantly thinking about growth."

"We need to figure out a way to have our businesses come together with local and state legislature, and with the marketing arm of Visit Park City to say, 'here is the balance.'"

"People will come no matter what. Stop inviting them!"

"We have too much tourism. It's time to cease or reduce selling our community to others."

"The Chamber and Visitor Bureau have a unique place in the community. They can be an organizer and a convener. They are dependent on public funds to do their job, and part of that is to promote the area for tourism, while also representing businesses. They need to balance factors. There is a unique place for them to bring people together and have the conversation on how to balance. This has not been a traditional role of this tourism bureau."

"Marketing still treats Park City as if it has an endless supply of capacity and sustainability. This won't work. We are already impacting experiences with overuse."

Current and future tourism levels, on top of community population growth, are testing the capacity of Park City's infrastructure.

With high levels of visitation in a relatively small town, public infrastructure is strained and struggles to keep pace with demand, both from visitors and residents alike. This is most apparent in the transportation system, with congestion a common occurrence, along with lack of parking. However, it also emerges in other community facets, such as trailhead congestion, waits for tables at restaurants, and lift lines at nearby ski resorts.

Insights

1. Visitors highlight traffic, overdevelopment, parking, and transportation as things they like least about the destination (see appendix 1.6). Visitors have a willingness to modify their behaviors related to reusing/reducing/recycling, trail use, walking, and using public transit as a way to support and enjoy a sustainable tourism destination (see appendix 1.10).

2. Survey respondents gave fair to poor ratings to in-area and inbound transportation options, as well as to public infrastructure (Figure 14 – Tourism Support Structures). Further, survey respondents highlighted transportation, traffic, insufficient public infrastructure, and safety as challenges to the visitor economy (see appendix 1.16).

3. Survey respondents feel strongly that the community is not ready for more tourism (Figure 15 – Tourism Perceptions).

4. Interviewees highlighted how local governments are over capacity in trying to accommodate the increased demands generated from the high levels of visitation.

5. The GSTC Destination Assessment gives the destination a score of 2.34 out of 3.0 for environmental sustainability (see appendix 3, section D). The scores for specific facets are:
   - 3.0 for energy conservation (see appendix 3, D5)
   - 2.4 for water stewardship (see appendix 3, D6)
   - 3.0 for water quality (see appendix 3, D7)
   - 3.0 for wastewater (see appendix 3, D8)
   - 2.38 for solid waste (see appendix 3, D9)
   - 2.4 for GHG emissions and climate change mitigation (see appendix 3, D10)
   - 2.17 for low-impact transportation (see appendix 3, D11)

Implications

1. While the GSTC Destination Assessment gives high marks for environmental sustainability practices, the lived experience as captured in the survey highlights a perceived greater strain on systems. There may be an opportunity to highlight what the community is doing well in terms of infrastructure and where it needs to address public concern.

2. Visitor demand on the community's infrastructure systems may lead them to meet their carrying capacity ahead of local government projections for those systems.

3. Increased visitation or even maintaining current visitation without addressing infrastructure issues may further reduce quality of life for residents and increase negative sentiment toward tourism.

4. Adding capacity to community systems is not a sustainable option because it has been shown to induce demand. Therefore, strategies should seek to reduce impacts on systems, re-distribute load, or reduce usage overall.

Figure 14 – Tourism Support Structures   N=2046 (All Respondents Excluding Visitors)

Please rate your perception of the quality of each area of Park City/Summit County's tourism support structure.

Category	Value
Tourism Funding	3.60
Government/Elected Official Support of Tourism	3.48
Wayfinding	3.45
Public Health Policies & Regulations	3.40
In-area Transportation Options	3.35
Pro-Tourism Policies & Regulations	3.30
International Tourism Readiness	3.12
Tourism Stakeholder Support and Collaboration	3.07
Resident Support of Tourism	2.77
Public Infrastructure	2.63
Inbound Transportation Options	2.52

Figure 15 – Tourism Perceptions   N=1954 (All Respondents Excluding Visitors)

Please select your level of agreement with the following statements.

Statement	Value
I am worried about the impact tourism will have on Park City/Summit County's natural environment	4.50
My community is ready to welcome visitors from all communities including LGBTQ+, Native American, African American, People with Disabilities, etc.	3.84
I would support more tourism if traffic and congestion were improved	3.14
I believe the tourism industry has a larger role to play in Summit County's economy	3.01
I believe that tourism positively impacts community character	2.98
I am excited about the possibility that increased visitor spending could result in more support and growth for local businesses and services	2.86
I am excited about the possibility that increased visitor spending could result in more funding for community services	2.67
I believe I am given the opportunities to provide feedback on tourism issues when needed	2.54
I believe the government does a good job balancing the needs of visitors and the needs of residents	2.11
I believe Park City/Summit County is ready for more tourism	1.74

What We Heard

"This town exists on tourism. It needs to modernize with the growth of new residents and more tourists."

"People come with their phones. How can we leverage this technology to help us, like what Disney does?"

"Can the private sector, places like resorts and lodging, assist with capacity issues by metering when guests can arrive, when they can ski, where they can park?"

"Our road infrastructure is insufficient to flow 4 million people through our city. How can we find ways to move people without them having a rental car?"

"Our public transit is lacking and missing the mark. Locals don't ride it."

"Traffic and transportation are so important and the biggest issues."

"Developers want to build more commercial and residential here, and this creates a tension. It adds more bodies, even before tourists arrive. With development running strong, and tourism running strong, we have too many bodies."

"We need better road infrastructure. The Kimball Junction area is becoming a nightmare, while city access via Kearns is an absolute cluster on ski mornings and evenings."

"You cannot get a dinner reservation in town anymore. You cannot park at the ski resorts unless you arrive at 8:45 am."

"The traffic, congestion, and decreasing focus on services for locals has made it really unpleasant to live here and has negatively affected my quality of life."

There is a shared vision and desire to achieve a more sustainable tomorrow.

While the challenges that lie ahead for Park City / Summit County should not be underestimated, there is much room for optimism. The GSTC Destination Assessment highlights many efforts underway, where opportunities lie, and what the biggest challenges may be. Further, the interest in creating a better tomorrow is held by a variety of key players in the region. This shared sentiment and desire for action will be invaluable as the community takes on the work ahead.

Insights

1. The act of undertaking the GSTC Destination Assessment indicates a high level commitment by the destination to understand how it is doing in terms of sustainability and where it can focus its energy.

2. There are some solid efforts underway to begin to address the challenges of the destination, such as internal sustainability programs at resorts and privately managed shuttle services. Further, the City's Vision Report includes building blocks for a new future focused on environmental leadership, transportation innovation, sustainable tourism, arts/culture/local economy, and affordability/ equity.[30]

3. Visitors value sustainability efforts such as investing in infrastructure, preserving authentic experiences, and supporting local businesses. (see appendix 1.8) Further, many are willing to change some in-market behaviors to support a sustainable tourism destination (see appendix 1.10).

4. Survey respondents see opportunities to focus on improving traffic congestion, focusing on sustainability, and managing visitor volume (Figure 16 – Top Opportunities).

5. There is a significant opportunity to grow into greater destination management roles, especially in managing visitor volume, promoting sustainable tourism practices, and influencing visitor behavior (Figure 17 – Management Roles).

6. The Park City Chamber & Visitors Bureau staff is very excited by the focus on sustainability and community engagement (see appendix. 2.19).

Implications

1. The Park City Chamber & Visitors Bureau and its partners have great energy to lead the charge ahead of them—residents, businesses, and visitors are all willing and eager to see more sustainability measures. This provides Park City Chamber & Visitors Bureau an opportunity to implement innovative solutions knowing that stakeholders are willing to try new approaches to achieve a more sustainable future.

2. Engaging Park City's robust non-profit sector in identifying, highlighting, and solving community challenges related to the visitor economy is one possible path to amplify The Park City Chamber & Visitors Bureau's efforts.

3. To be future-focused, stewardship strategies should dovetail with Summit County's planning district work in Snyderville Basin and East Summit County.

4. Clearly articulated measures for the Stewardship Plan that quantify outcomes— and not just activity—will be important to build community trust and a sense of positive momentum.

Figure 16 – Top Opportunities   N=1568 (All Respondents Excluding Visitors)

What is the biggest strategic opportunity for Park City/Summit County as a destination to focus on over the next three to five years?
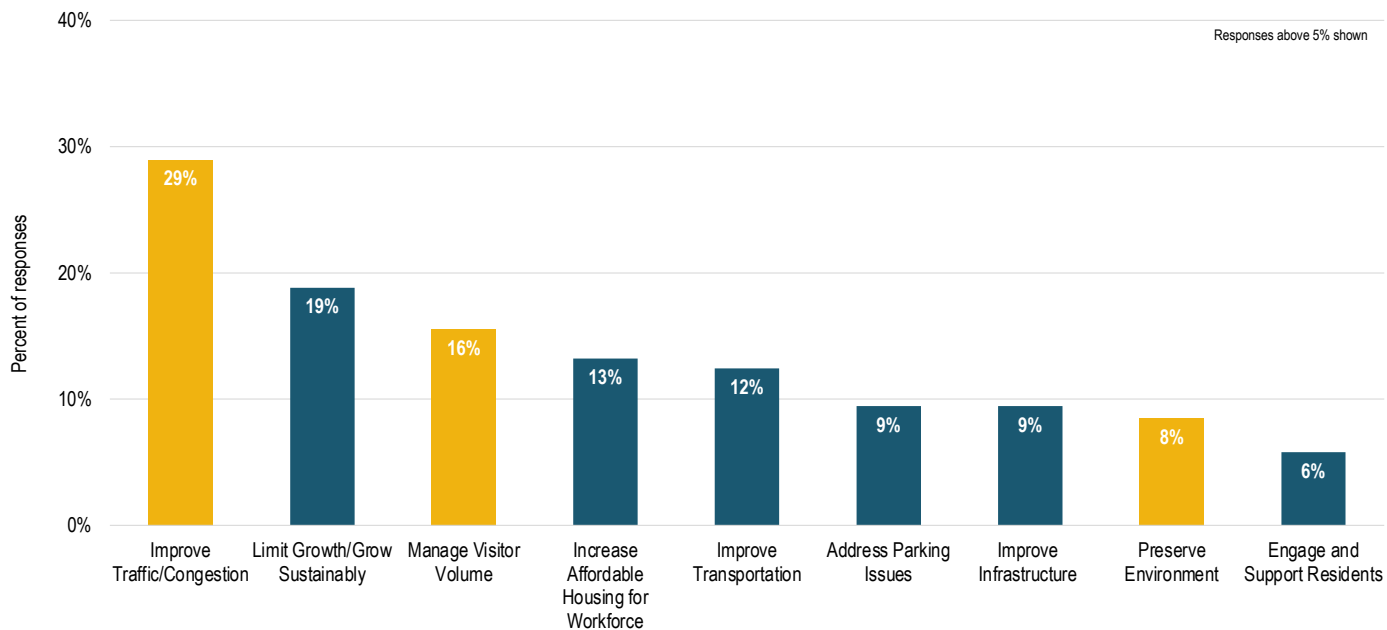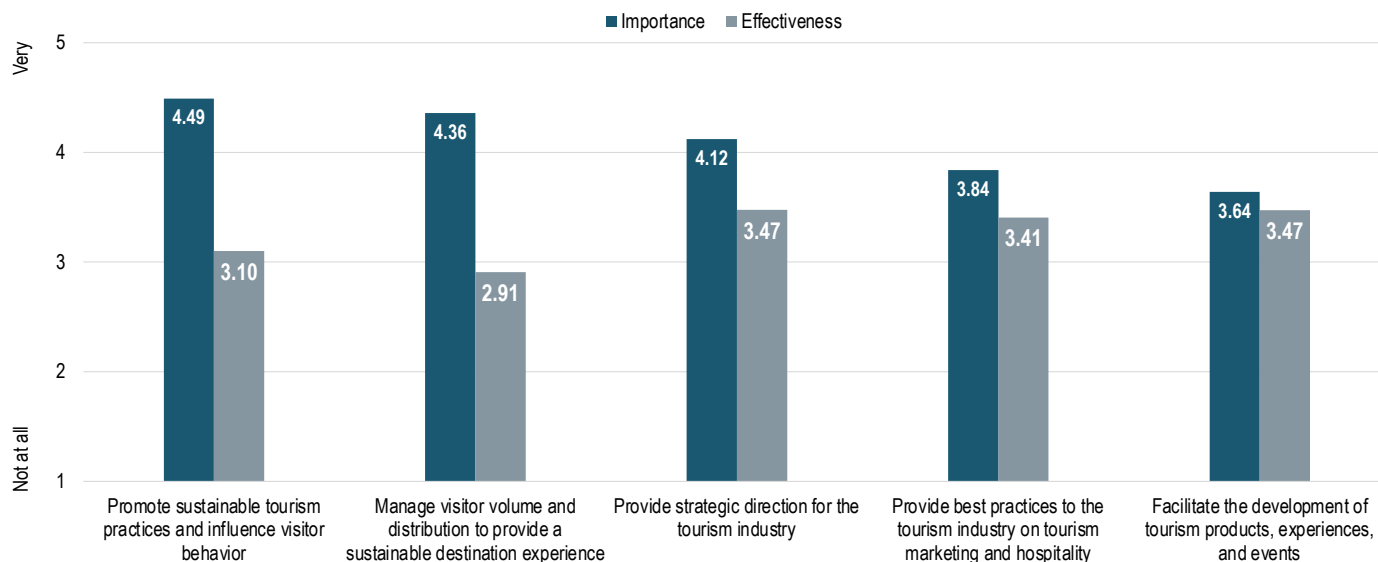

Figure 17 – Management Roles   N=162 (Business Owners and Employees)

Please rank how important the following destination management roles are to you and the success of Park City/Summit County as a destination, and how effective Park City Chamber/Visitors Bureau is at these roles.

What We Heard

"From the standpoint of a challenge, I am excited about this challenge of how we look at our future. How do we build the things to get us through this? There needs to be a multi-disciplinary approach. It's not just land use or tourism or infrastructure. We need to bring all of this together to achieve a vision."

"Our resorts implement a number of sustainability programs, like running shuttle buses."

"The City of Park City and the resorts have done great things around sustainability, as has Summit County. We will soon have all government operations on renewable energy. Some hotels have taken this on as well to help lower the carbon footprint."

"The Vail Resort has a commitment to zero impact by 2030."

"Park City and Summit County are forward-focused on sustainability. We've incentivized rooftop solar, more electric cars, choices for renewable energies. But there are also things that are hard to change and have an impact, like heated driveways, heated pathways, wood burning fireplaces, and gas burning outdoor fireplaces."

"Our extensive network of non-profit organizations is looking to support our workforce and different socio-economic groups."

"The concept of another Olympics provides an interesting opportunity. We have to be very clear on what we want to achieve and to preserve, and take advantage of those things that we think will achieve that vision. How can we envision this opportunity being leveraged in such a way that there is no harm to the economic, social, and environmental conditions in Park City / Summit County?"

"If residents feel that there was equal concern about carrying capacity on all these topics and that we were actively working on these issues, and if residents see that public, private, and non-profit dollars are working on those issues while also trying to keep our tourism economy going in a way that supports our quality of life, well, that would go a long way."

"I think the Chamber has taken an important first step with the GSTC assessment. I think there are a lot of unique ways to capitalize on the resources of Summit County to help bring the plan to life. The community 100% wants this, and I think it makes sense for the Chamber to lead these efforts."

Appendix

1. Stakeholder Survey Results
2. Staff and Board Survey Results
3. GSTC Assessment
4. Economic Impact and Visitor Location Data Report

Appendix 1 – Stakeholder Survey

Appendix 1.1 – Top Tourism Assets   N=2569 (All Stakeholders)

Please select the tourism assets or activities that you believe attract or have the opportunity to attract tourism to Park City/ Summit County?
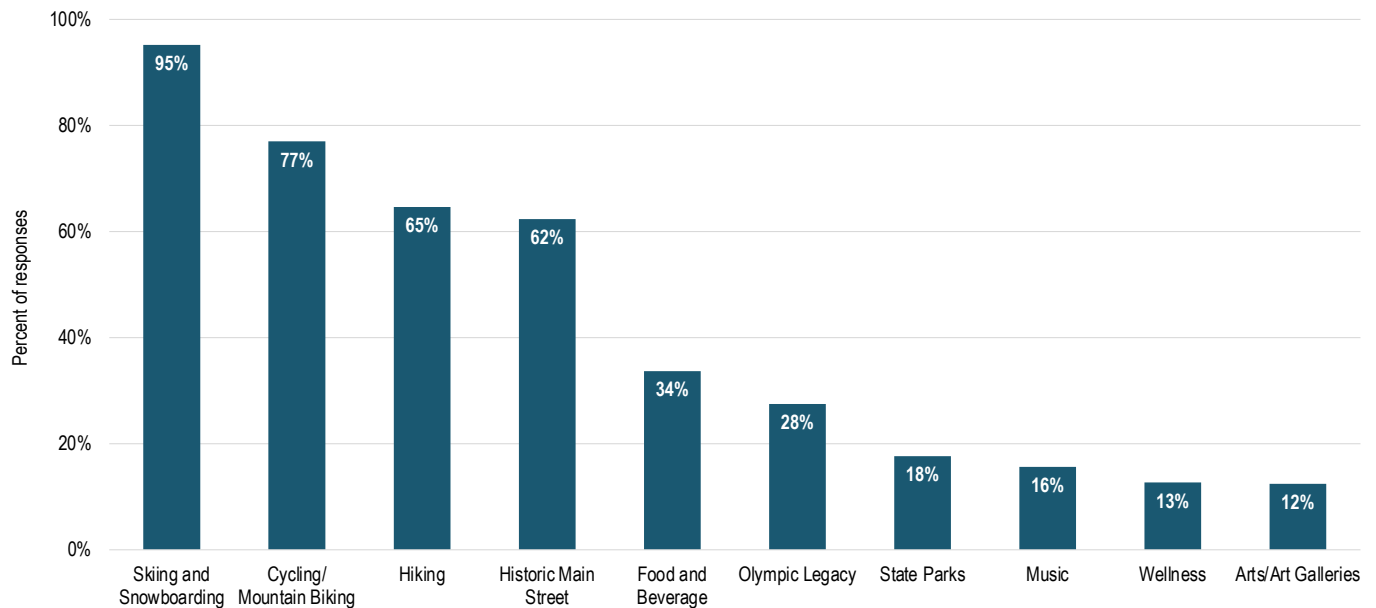
Appendix 1.2 – Most Recommended Asset   N=2358 (All Stakeholders)

If you could recommend only one Park City/Summit County tourism asset to somebody, what specific one would you have them visit?

Appendix 1.3 – Park City's Reputation   N=2198 (All Stakeholders)

What are three words you would use to best describe Park City/Summit County?

Appendix 1.4 – Tourism Drivers   N=2254 (All Stakeholders)

Please rate your perception of the quality of each area of Park City/Summit County's tourism offerings.

	Value
Outdoor Recreational Activities	4.58
Lodging & Accommodations	4.10
Events & Festivals	3.91
Attractions	3.87
Arts, Culture & Heritage Experiences	3.76
Destination Information	3.76
Food & Beverage	3.67
Nightlife & Entertainment	3.50
Retail & Shopping	3.48
Conferences & Meetings	3.45
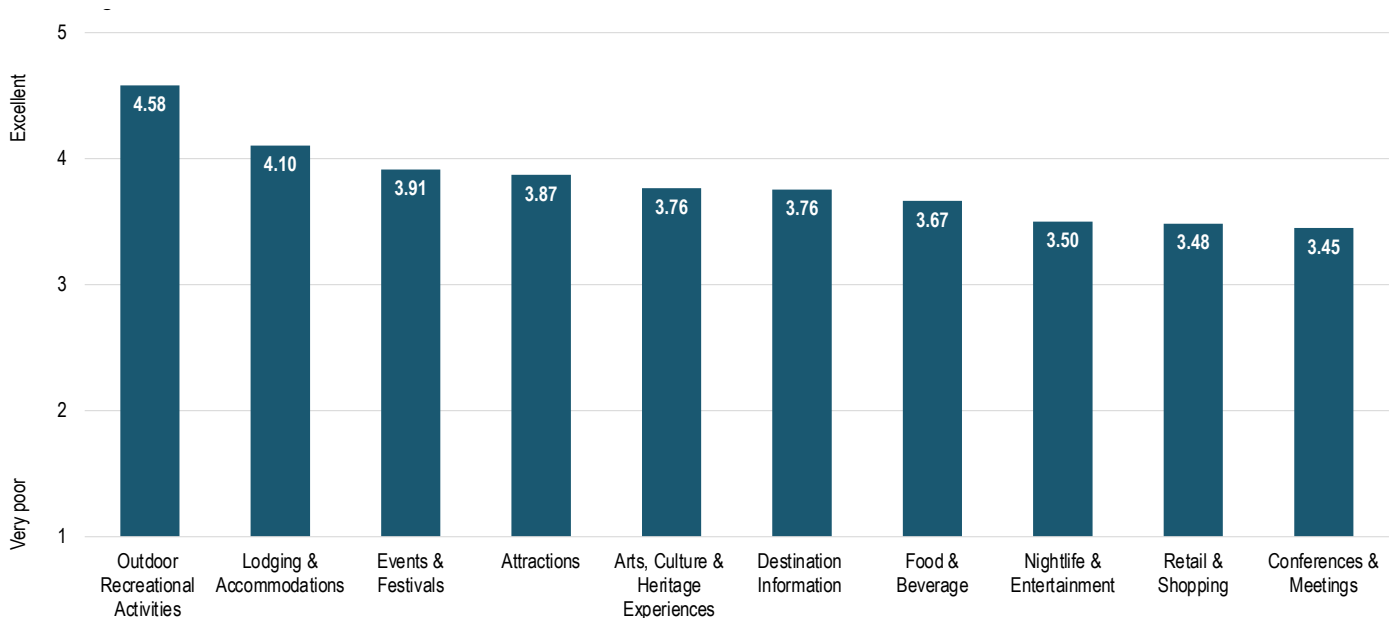
Appendix 1.5 – Visitors Like Most   N=120 (Visitors)

What do you like most about Park City/Summit County?
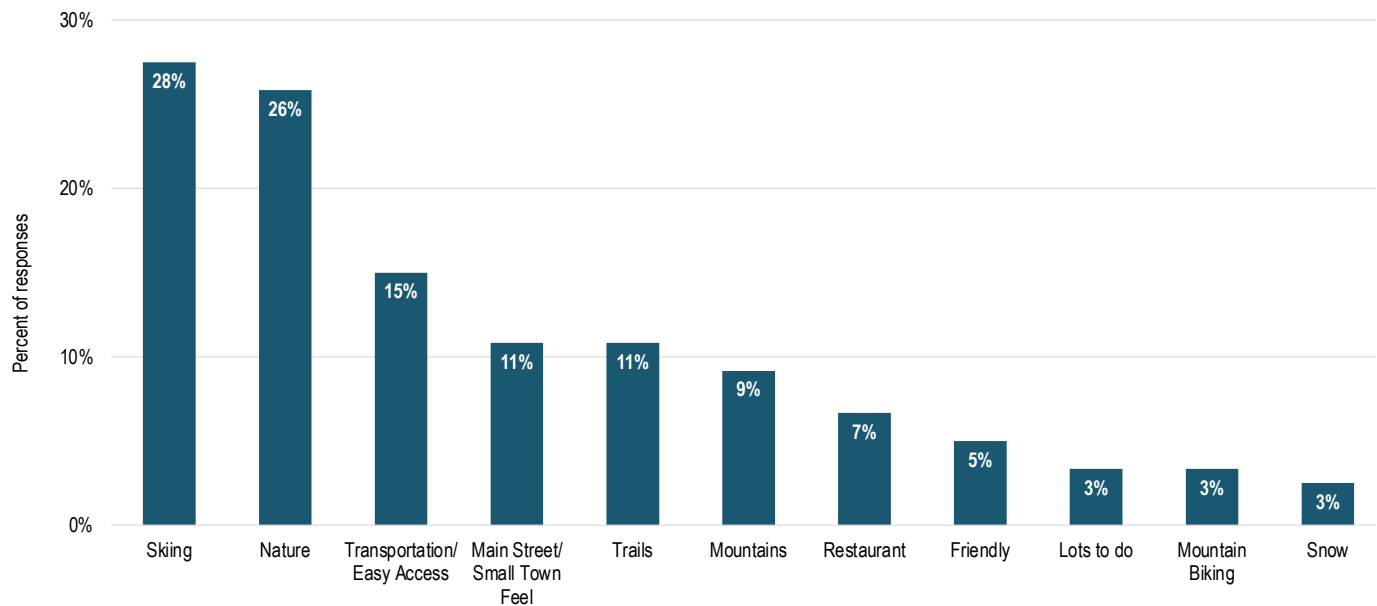
Appendix 1.6 – Visitors Like Least   N=117 (Visitors)

What do you like least about Park City/Summit County?
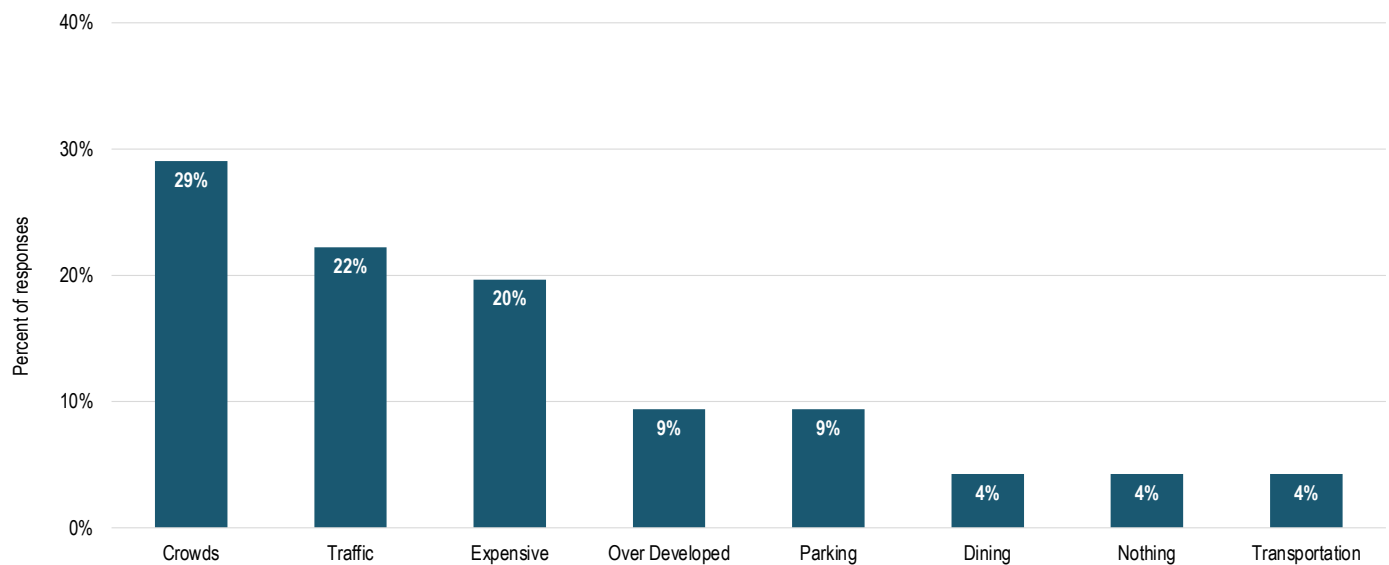
Appendix 1.7 – Other Destination's Visited   N=84 (Visitors)

What are three words you would use to best describe Park City/Summit County?

Appendix 1.8 – Visitor Sustainability Perceptions   N=123 (Visitors)

How important is it to you that a destination like Park City/Summit County does the following:

Helps preserve natural and cultural resources	4.54
Invests in its infrastructure to support tourism	4.40
Preserves and creates authentic experiences for its visitors	4.35
Supports and invests in local businesses for visitors to explore	4.26
Is certified as a sustainable tourism destination	3.84
Provides learning experiences/opportunities for visitors	3.35
Provides opportunities for visitors to connect with locals	3.27

Not at all important   Vey important

Appendix 1.9 – Important Destination Characteristic   N=122 (Visitors)

Please rate the importance of the following considerations when deciding which destination to visit next:

Characteristic	Rating
Quality and variety of activities/experiences in the destination	4.45
Walkability of/connectivity within the destination	4.38
Quality and variety of accommodations	4.30
Price/affordability of destination	4.29
Easy access and connectivity to airport(s)	4.19
Authentic experiences reflecting the localness of the destination	4.03
Sustainability of the destination and its offerings	3.92

Scale: 1 (Not at all important) to 5 (Very important)

Appendix 1.10 – Visitors Behavior Changes   N=121 (Visitors)

Which of the following behavior changes would you be willing to make to support and enjoy a sustainable tourism destination?

Behavior change	Percent of responses
Reuse, reduce and recycle materials while I am visiting	84%
Respect nature and stay on trails and other identified terrain	80%
Walk more	72%
Use public transportation and park & ride services	66%
Limit the use of my car to get around town	64%
Use the Bike Share program for a small fee	28%
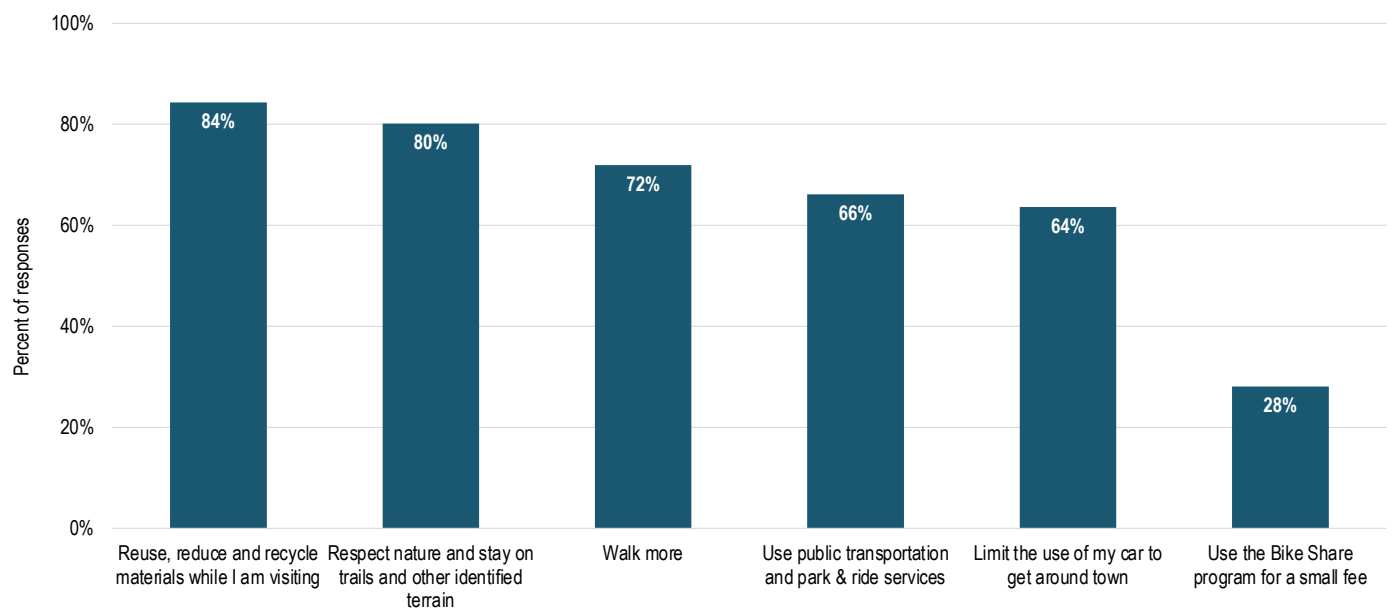
Appendix 1.11 – Tourism Support Structures   N=2046 (All Respondents Excluding Visitors)

Please rate your perception of the quality of each area of Park City/Summit County's tourism support structure.

Tourism Funding	3.60
Government/Elected Official Support of Tourism	3.48
Wayfinding	3.45
Public Health Policies & Regulations	3.40
In-area Transportation Options	3.35
Pro-Tourism Policies & Regulations	3.30
International Tourism Readiness	3.12
Tourism Stakeholder Support and Collaboration	3.07
Resident Support of Tourism	2.77
Public Infrastructure	2.63
Inbound Transportation Options	2.52
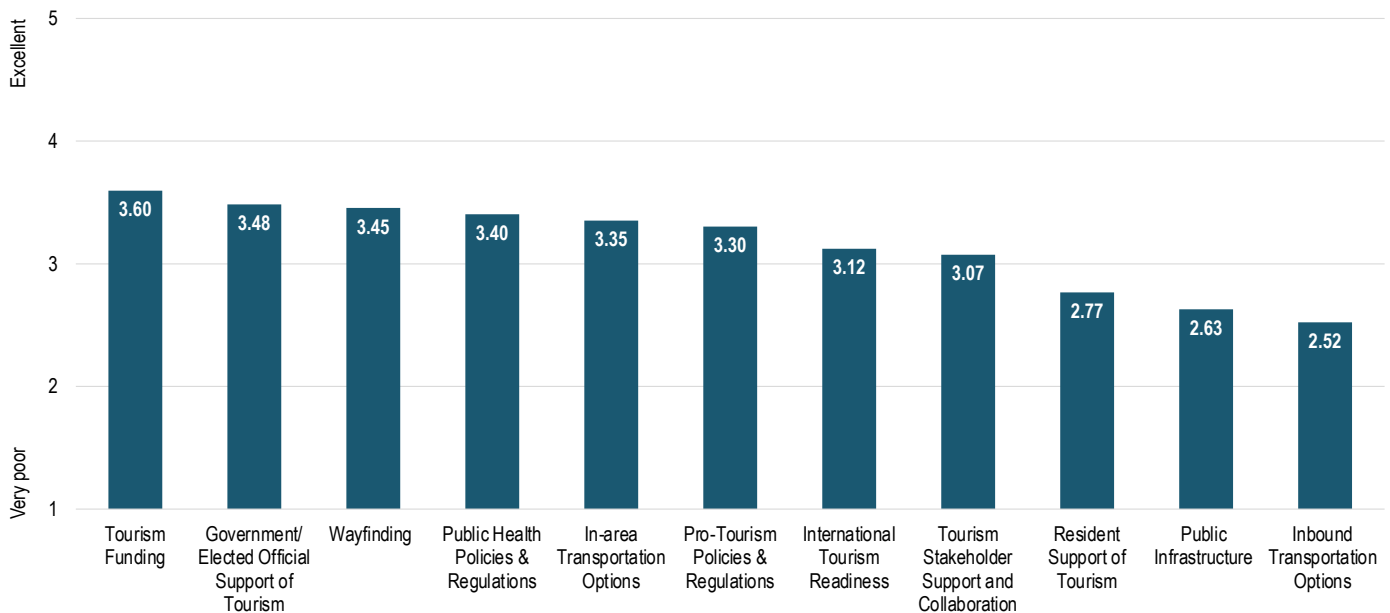
Appendix 1.12 – Spirit of Hospitality   N=1693 (All Respondents Excluding Visitors)

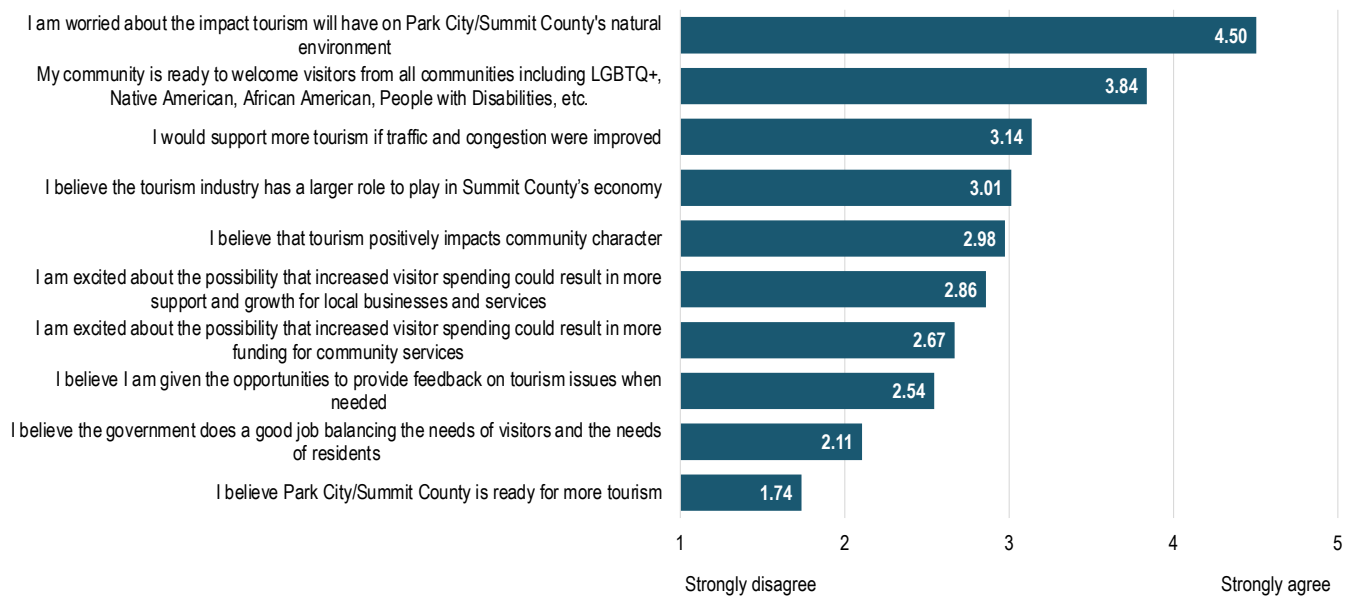Considering the spirit of tourism and hospitality in Summit County, what three words do we want our visitors to use to describe how they feel when they experience Park City/Summit County?
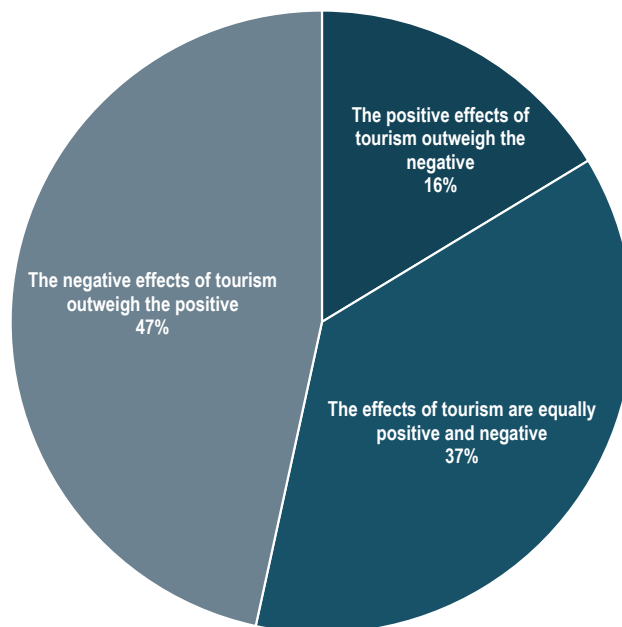
Appendix 1.13 – Tourism Perceptions   N=1954 (All Respondents Excluding Visitors)

Please select your level of agreement with the following statements.

Statement	Rating
I am worried about the impact tourism will have on Park City/Summit County's natural environment	4.50
My community is ready to welcome visitors from all communities including LGBTQ+, Native American, African American, People with Disabilities, etc.	3.84
I would support more tourism if traffic and congestion were improved	3.14
I believe the tourism industry has a larger role to play in Summit County's economy	3.01
I believe that tourism positively impacts community character	2.98
I am excited about the possibility that increased visitor spending could result in more support and growth for local businesses and services	2.86
I am excited about the possibility that increased visitor spending could result in more funding for community services	2.67
I believe I am given the opportunities to provide feedback on tourism issues when needed	2.54
I believe the government does a good job balancing the needs of visitors and the needs of residents	2.11
I believe Park City/Summit County is ready for more tourism	1.74

(Scale: 1 = Strongly disagree, 5 = Strongly agree)

Appendix 1.14 – Tourism Opinions   N=1947 (All Respondents Excluding Visitors)

In general, which of the following statements would you say most accurately reflects your opinion:
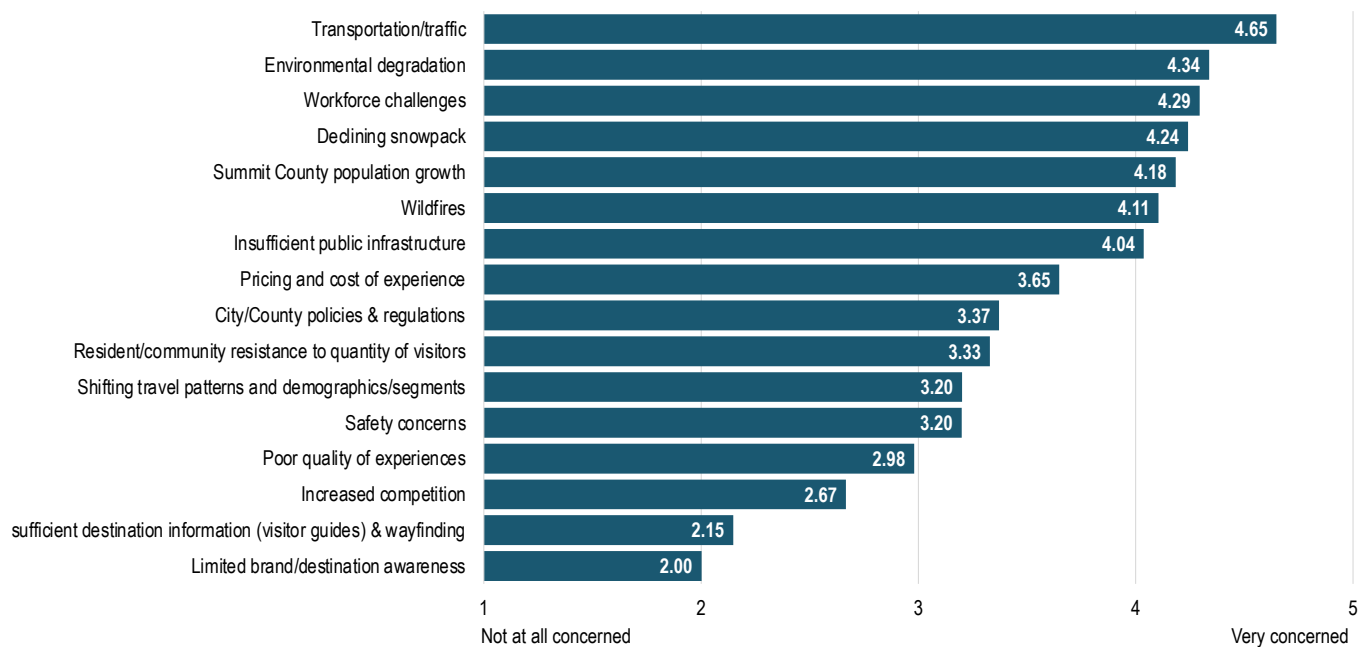

- The negative effects of tourism outweigh the positive — 47%
- The effects of tourism are equally positive and negative — 37%
- The positive effects of tourism outweigh the negative — 16%

Appendix 1.15 – Industry Engagement   N=1948 (All Respondents Excluding Visitors)

How connected do you feel to the tourism industry?

1	2	3	4	5

3.02

Not at all connected   Very Connected
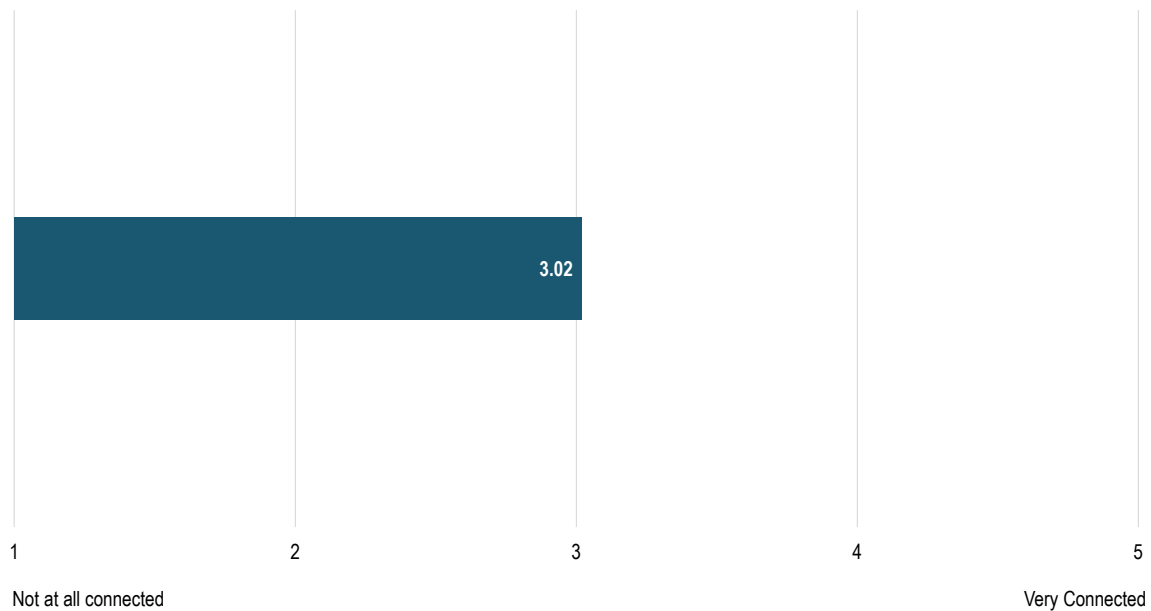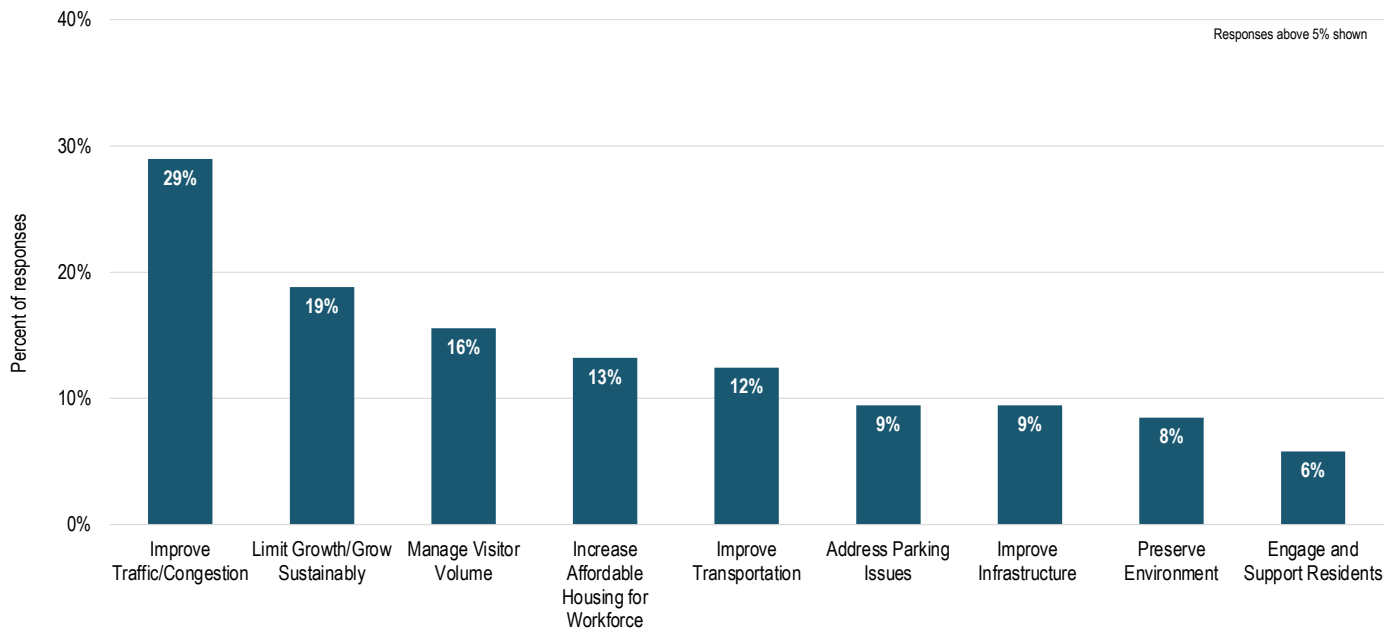
Appendix 1.16 – Challenges   N=1903 (All Respondents Excluding Visitors)

Please select your level of concern over how the following issues may impact the visitor economy:

Issue	Score
Transportation/traffic	4.65
Environmental degradation	4.34
Workforce challenges	4.29
Declining snowpack	4.24
Summit County population growth	4.18
Wildfires	4.11
Insufficient public infrastructure	4.04
Pricing and cost of experience	3.65
City/County policies & regulations	3.37
Resident/community resistance to quantity of visitors	3.33
Shifting travel patterns and demographics/segments	3.20
Safety concerns	3.20
Poor quality of experiences	2.98
Increased competition	2.67
sufficient destination information (visitor guides) & wayfinding	2.15
Limited brand/destination awareness	2.00

Not at all concerned   Very concerned
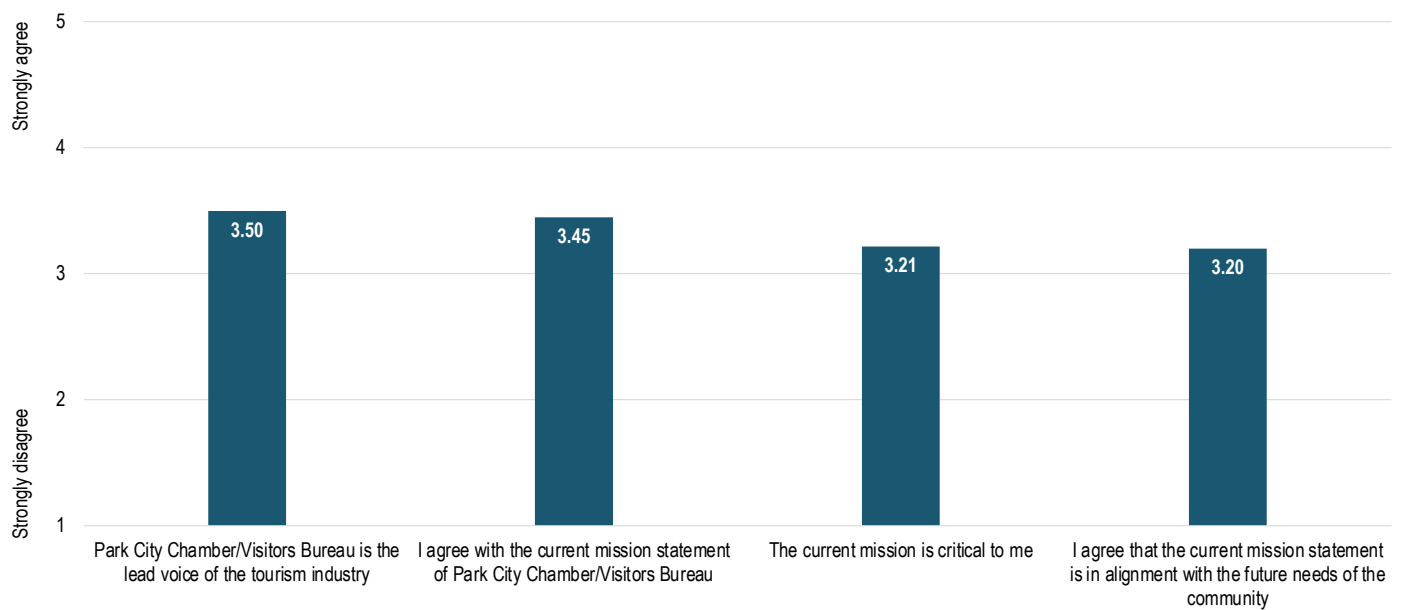
Appendix 1.17 – Top Opportunities   N=1568 (All Respondents Excluding Visitors)

What is the biggest strategic opportunity for Park City/Summit County as a destination to focus on over the next three to five years?
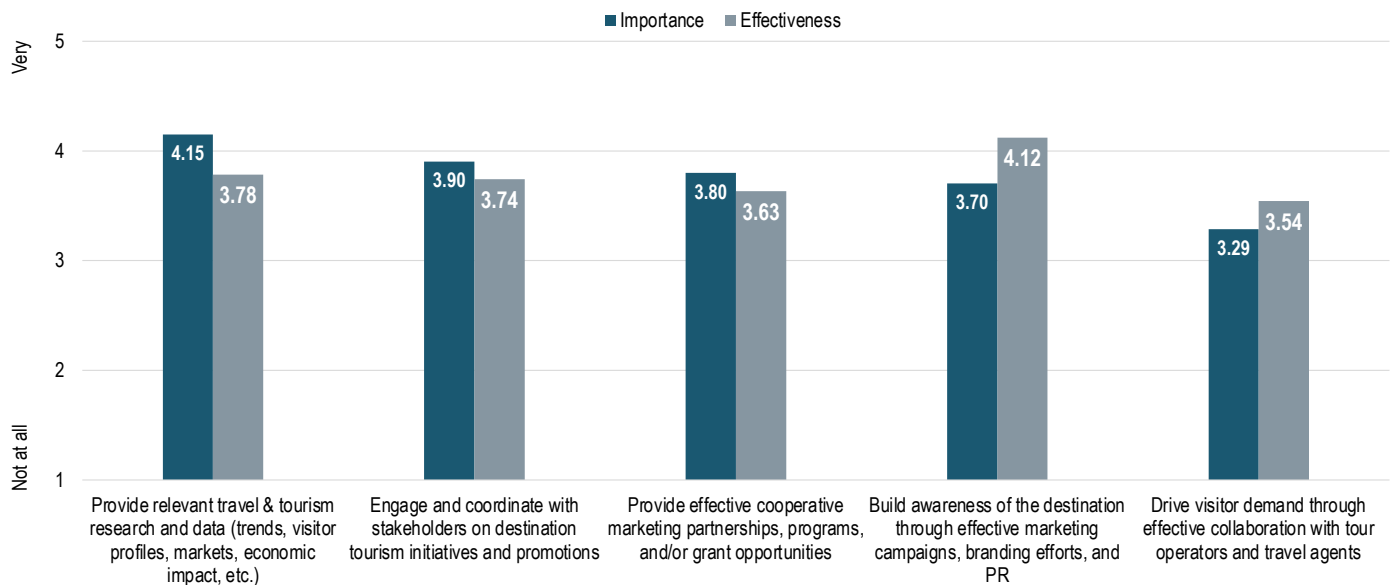

Responses above 5% shown

- Improve Traffic/Congestion: 29%
- Limit Growth/Grow Sustainably: 19%
- Manage Visitor Volume: 16%
- Increase Affordable Housing for Workforce: 13%
- Improve Transportation: 12%
- Address Parking Issues: 9%
- Improve Infrastructure: 9%
- Preserve Environment: 8%
- Engage and Support Residents: 6%

Appendix 1.18 – Mission   N=221 (Business Owners and Employees)

Please select your level of agreement with the following statements:

- Park City Chamber/Visitors Bureau is the lead voice of the tourism industry: 3.50
- I agree with the current mission statement of Park City Chamber/Visitors Bureau: 3.45
- The current mission is critical to me: 3.21
- I agree that the current mission statement is in alignment with the future needs of the community: 3.20

Appendix 1.19 – Marketing Roles   N=168 (Business Owners and Employees)

Please rank how important the following destination marketing roles are to you and the success of Park City/Summit County as a destination, and how effective Park City Chamber/Visitors Bureau is at these roles.
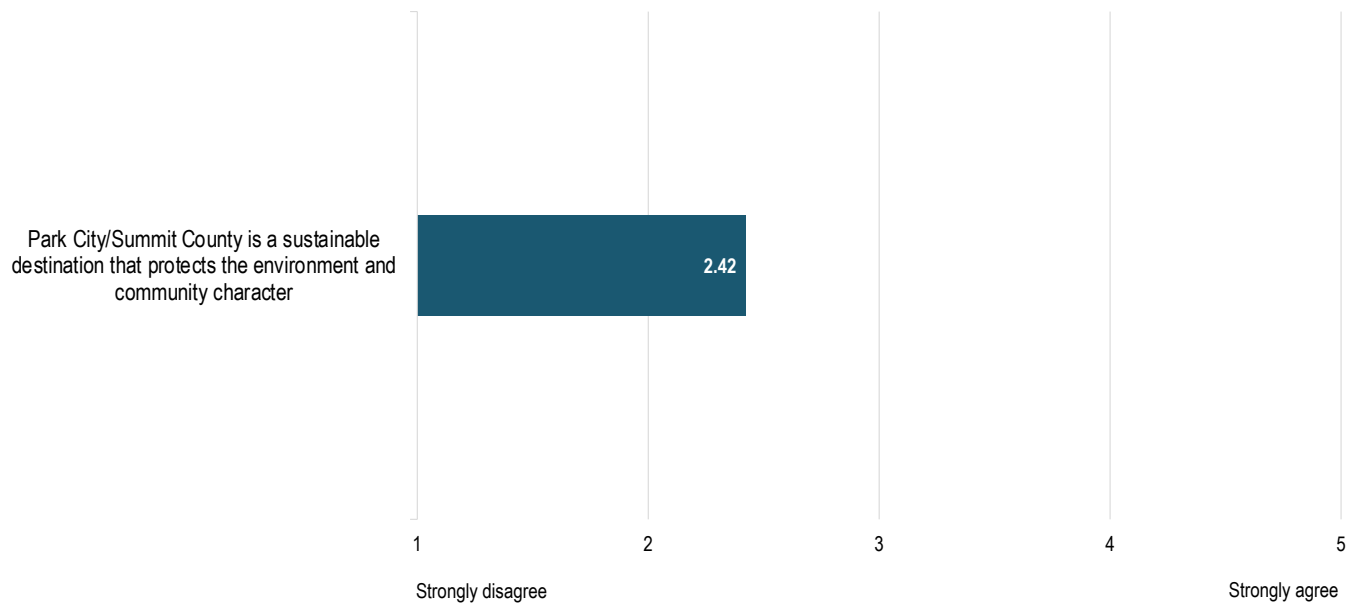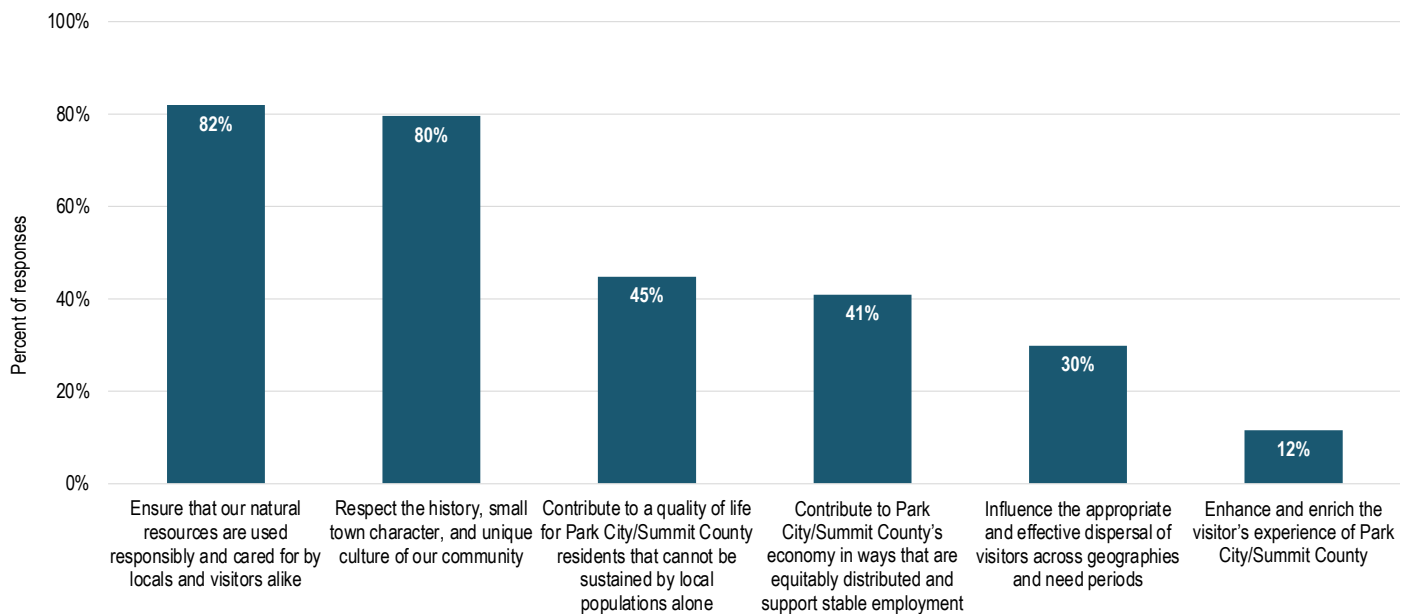

■ Importance   ■ Effectiveness

Role	Importance	Effectiveness
Provide relevant travel & tourism research and data (trends, visitor profiles, markets, economic impact, etc.)	4.15	3.78
Engage and coordinate with stakeholders on destination tourism initiatives and promotions	3.90	3.74
Provide effective cooperative marketing partnerships, programs, and/or grant opportunities	3.80	3.63
Build awareness of the destination through effective marketing campaigns, branding efforts, and PR	3.70	4.12
Drive visitor demand through effective collaboration with tour operators and travel agents	3.29	3.54

Appendix 1.20 – Management Roles   N=162 (Business Owners and Employees)

Please rank how important the following destination management roles are to you and the success of Park City/Summit County as a destination, and how effective Park City Chamber/Visitors Bureau is at these roles.

■ Importance   ■ Effectiveness

Role	Importance	Effectiveness
Promote sustainable tourism practices and influence visitor behavior	4.49	3.10
Manage visitor volume and distribution to provide a sustainable destination experience	4.36	2.91
Provide strategic direction for the tourism industry	4.12	3.47
Provide best practices to the tourism industry on tourism marketing and hospitality	3.84	3.41
Facilitate the development of tourism products, experiences, and events	3.64	3.47
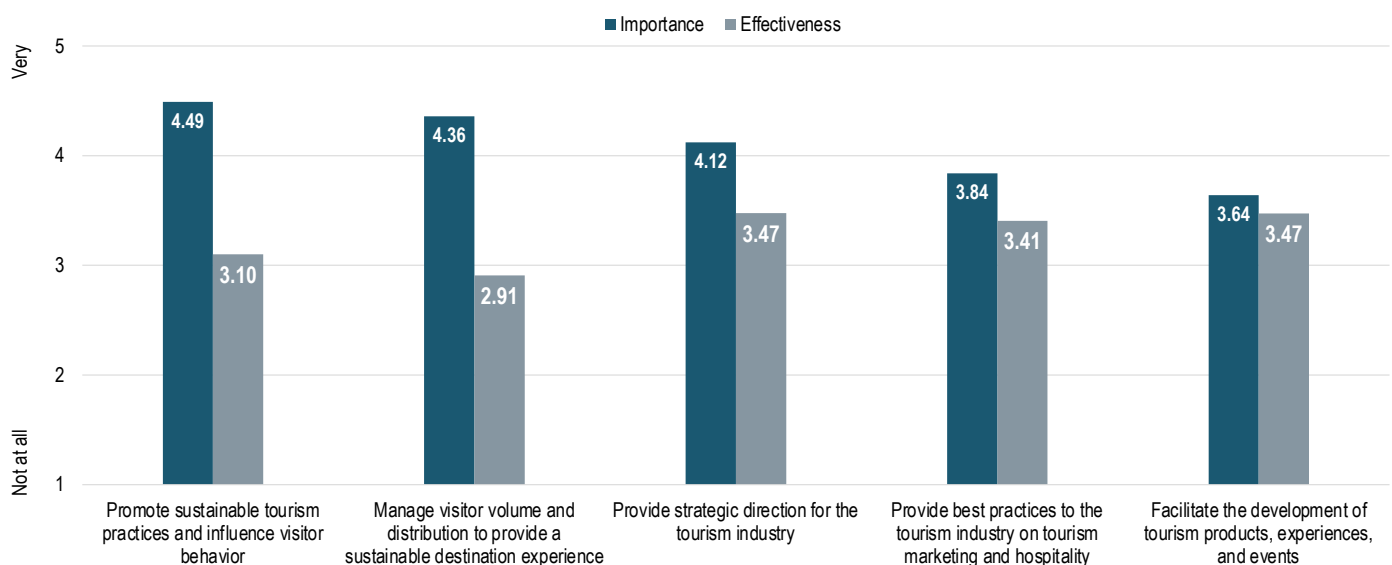
Appendix 1.21 – Park City Sustainability Perception   N=1925 (All Stakeholders)

How strongly do you agree with the following statement:

Park City/Summit County is a sustainable destination that protects the environment and community character — **2.42**

| 1 | 2 | 3 | 4 | 5 |

Strongly disagree / Strongly agree

Appendix 1.22 – Sustainability Emphasis Areas   N=1816 (All Stakeholders Excluding Visitors)

Please choose the THREE areas of emphasis you believe are most important for the long-term success of Park City/Summit County's tourism industry:

Percent of responses

- Ensure that our natural resources are used responsibly and cared for by locals and visitors alike — 82%
- Respect the history, small town character, and unique culture of our community — 80%
- Contribute to a quality of life for Park City/Summit County residents that cannot be sustained by local populations alone — 45%
- Contribute to Park City/Summit County's economy in ways that are equitably distributed and support stable employment — 41%
- Influence the appropriate and effective dispersal of visitors across geographies and need periods — 30%
- Enhance and enrich the visitor's experience of Park City/Summit County — 12%

Appendix 1.23 – Resident Tenure   N=2206 (All Stakeholders Excluding Visitors)

How long have you lived in the Park City/Summit County area?

My entire life 5%

Less than 5 years 19%

5 to 10 years 21%

Greater than 10 years 55%
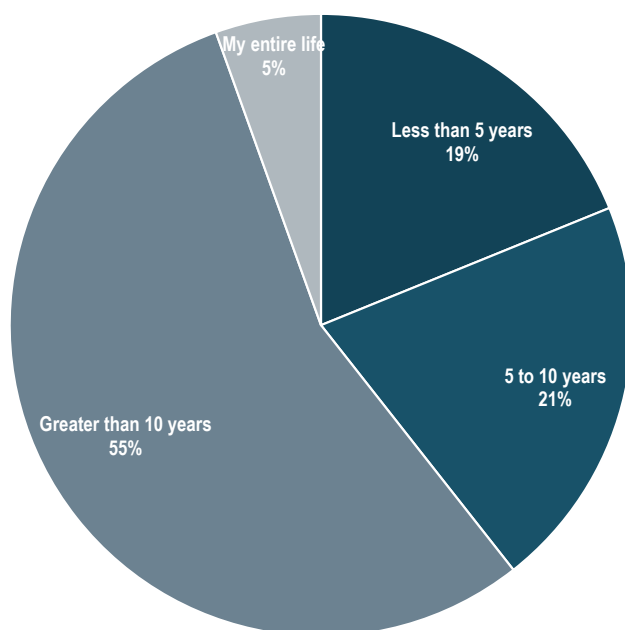
Appendix 1.24 – Resident Zip codes   N=2201 (All Stakeholders Excluding Visitors)

Do you reside within the city zip codes of 84060 or 84098?

No 12%

Yes 88%
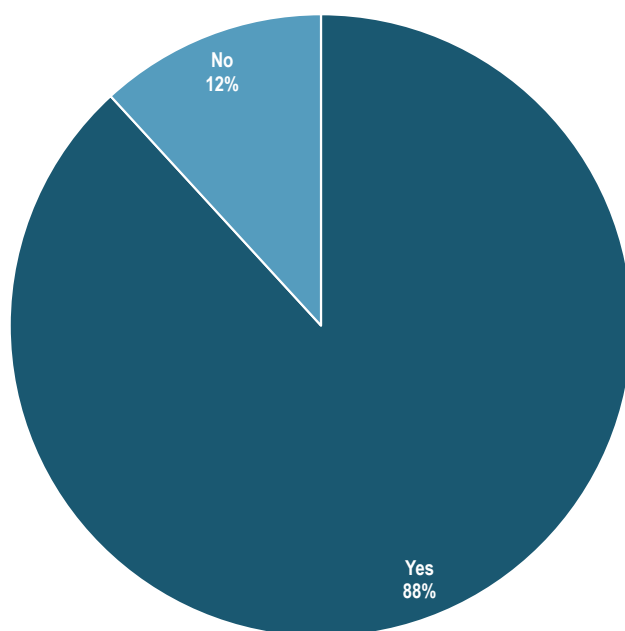
Appendix 1.25 – Residency   N=289 (Business Owners and Employees)

Do you live in Park City/Summit County?
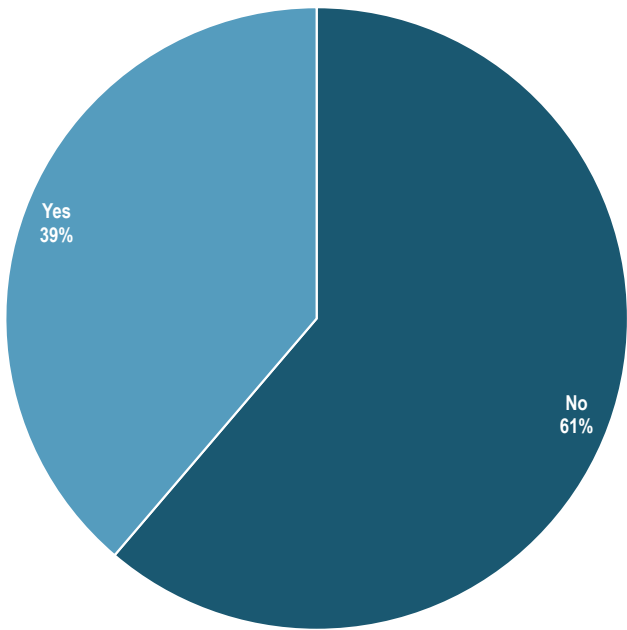
Appendix 1.26 – Business Type   N=177 (Business Owners and Employees that don't reside in Park City/Summit County)

What is the nature of your business?
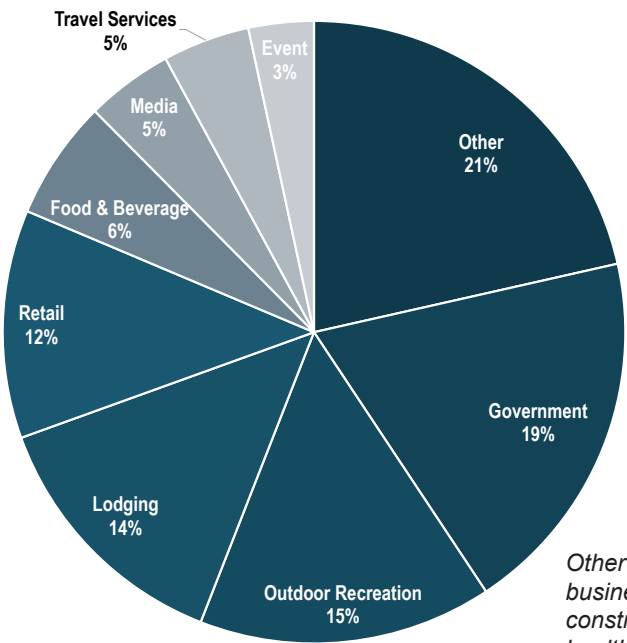
Other included non-tourism related businesses and nonprofits such as: construction, accounting, consulting, health care, etc.

Appendix 2 – Staff & Board Survey

Appendix 2.1 – Culture Descriptors   N=33 (Staff and Board)

What three words best describe Park City Chamber/Visitors Bureau's current organizational culture?

Methodical Busy Good Staff
Fresh Fun Dedicated Perspective Exciting
Inclusive Informational Team Orientated Laid
Communicative Hardworking Growth Opportunity New
Effective Challenging Caring
Family Helpful Friendly Changing
Efficient Confusing Fine Cultural Change
Kindness Organized Open Bookish Detailed
Modernizing Independent Community Smart
Productive Collaborative Innovative
New Vs Old Not Political
Accepting Back Inquisitive Welcoming Siloed
Warm Searching Supportive Well-Intended
In Transition Enhanced Social
Unknown Top-Down Encompassing
Restructuring Respect Passionate Transparent
Driven Evolving Congenial
Improving Professional
Work/Life Balance Progressive Enthusiastic
Structured Forward Thinking Equity
Traditional Talented Integrity Vibrant

Appendix 2.2 – Values Descriptors   N=32 (Staff and Board)

What three words describe the organizational values of Park City Chamber/Visitors Bureau?

Shifting Learning
Impactful Member Focused Integrity
Diligence Relevant
Mission Driven Sustainable
Positive Thoughtful Professional Engaging Tradition
Motivated Progressive Educational
Attainable Trust Communication Commitment
Effective Welcoming Tourism-Focused Promote
Strength Collaboration Strategic
Perspective Glocal
Supportive Fun
Humane Right Calculated Growth Improvement Energy
Open Transparent Active
Aligning Caring
Forward Fair
Gratitude Assisting Partnership Helpful Informative
Fine Clear
Kind Inclusive Hardworking Optimistic Direction
Community Protecting Reflective
Evolving Compassion Appreciation Values Driven Outdated
Economical

Appendix 2.3 – Opportunities   N=31 (Staff and Board)

What are our organization's greatest opportunities?
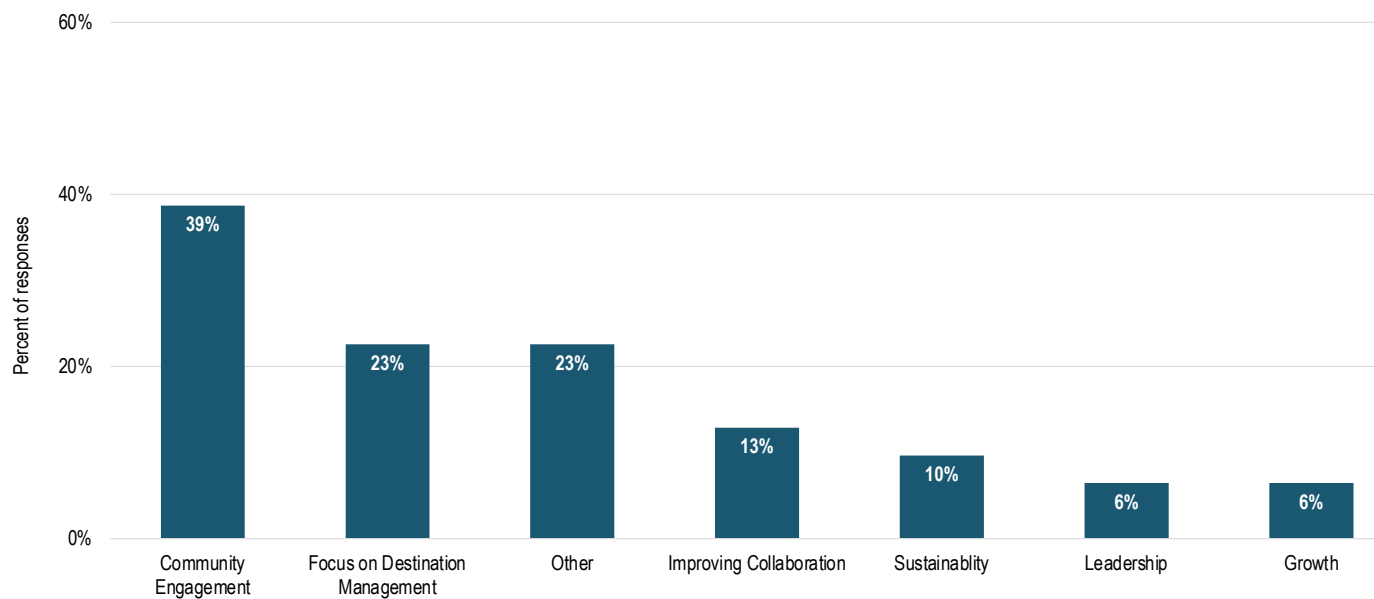
Appendix 2.4 – Threats   N=32 (Staff and Board)

What are our organization's greatest threats?
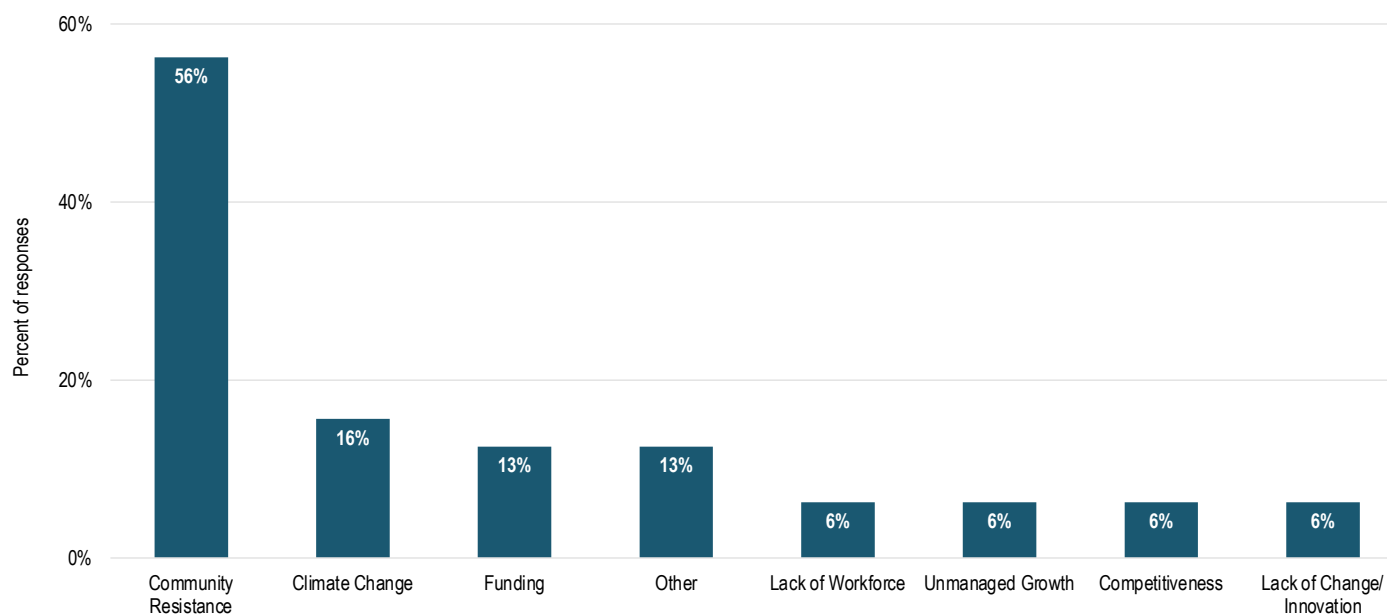
Appendix 2.5 – Engagement Level   N=33 (Staff and Board)

How personally engaged do you feel with Park City Chamber/Visitors Bureau's work?

I'd like to be more engaged
27%

Just right
73%
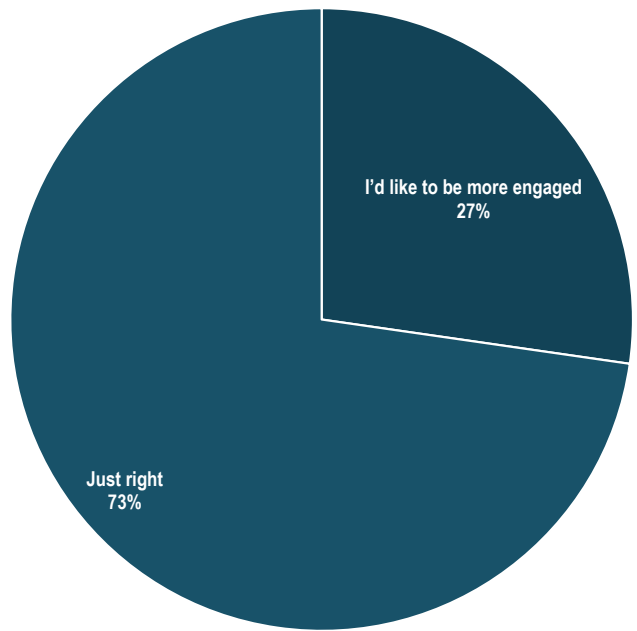
Appendix 2.6 – Gallup Q12: Employee Engagement   N=17 (Staff)

Please select your level of agreement with the following statements:

Legend: Score — Q12 Mean — Satisfaction — Q12 Mean for DMOs

Category	Score
Expectations	4.53
Materials	4.53
Do Best	4.29
Recognition	4.59
Cares	4.76
Development	4.24
Opinions	4.12
Mission	4.41
Quality Work	4.65
Best Friend	3.41
Progress	3.71
Learn & Grow	4.29

Reference lines: 4.29, 4.29, 3.97

Y-axis: Strongly Agree (5) ... Strongly Disagree (1)

Appendix 2.7 - Culture   N=32 (Staff and Board)

Please indicate your level of agreement with each statement:

- - Average

Bar chart values:
- Park City Chamber/Visitors Bureau provides an inclusive work environment for individuals of diverse backgrounds (e.g. gender, race, ethnicity, age, national origin, sexual orientation): 4.25
- I see evidence of our values in action on a daily basis: 4.22
- The organization's culture enables me to do my best work: 4.10
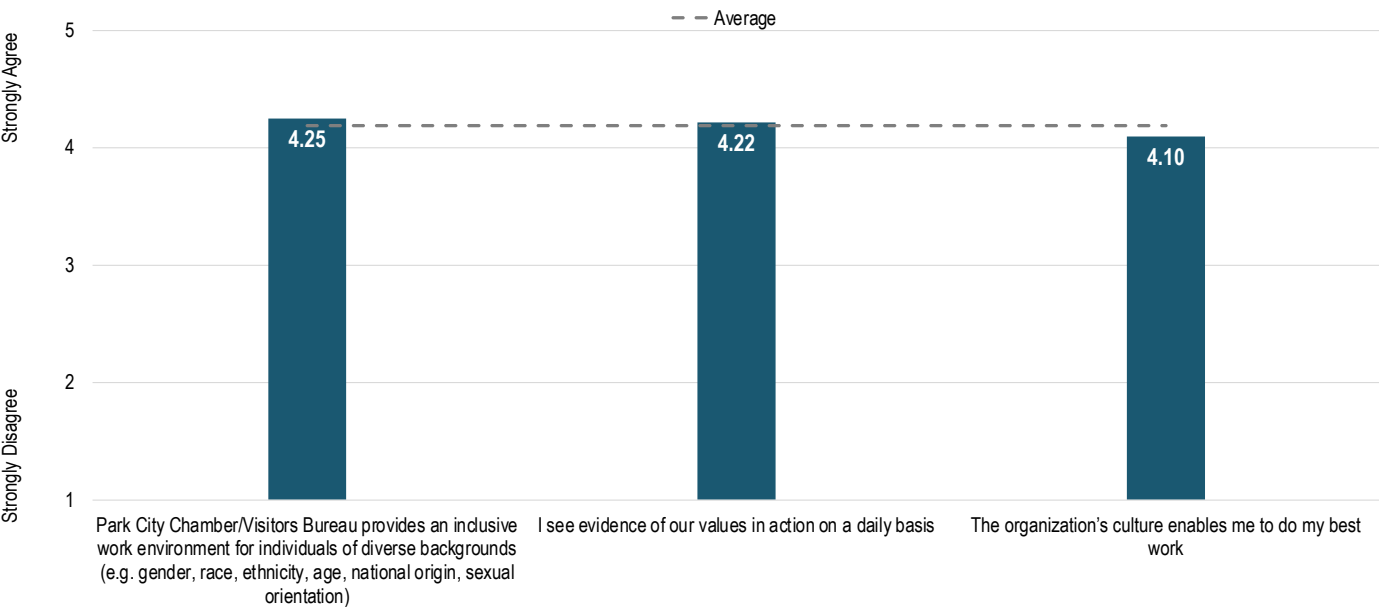
Appendix 2.8 - Strategy   N=17 (Staff)

Please indicate your level of agreement with each statement:

- - Average

Bar chart values:
- I am satisfied with the overall direction of Park City Chamber/Visitors Bureau: 4.53
- We have clear organizational goals and strategies: 4.35
- We have a consistent approach to executing on our goals and strategies: 4.18
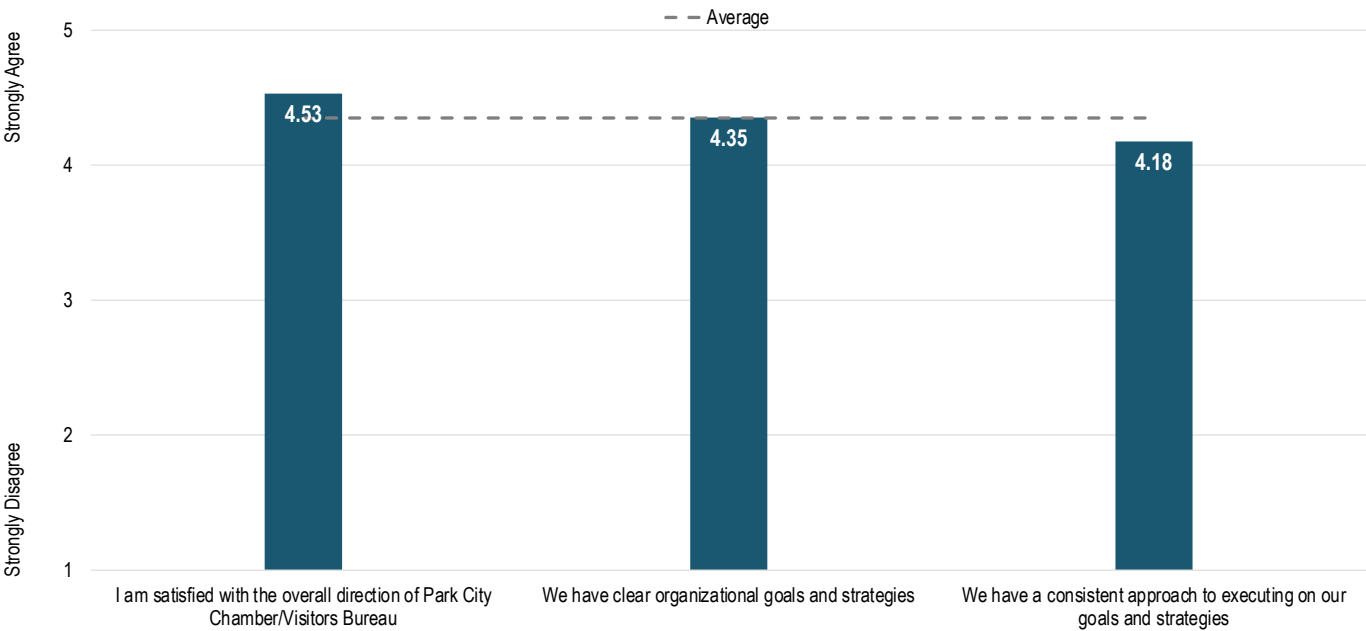
Appendix 2.9 - Leadership   N=17 (Staff)

Please indicate your level of agreement with each statement:
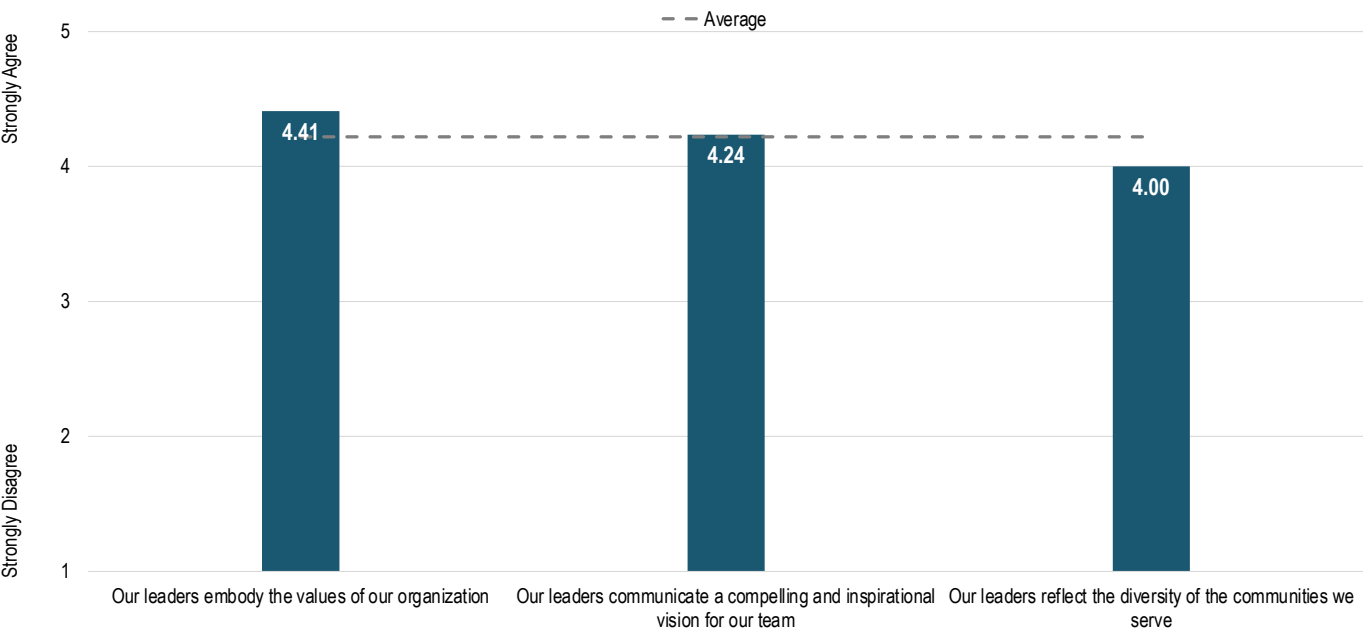
Appendix 2.10 – Organization Structure   N=17 (Staff)

Please indicate your level of agreement with each statement:
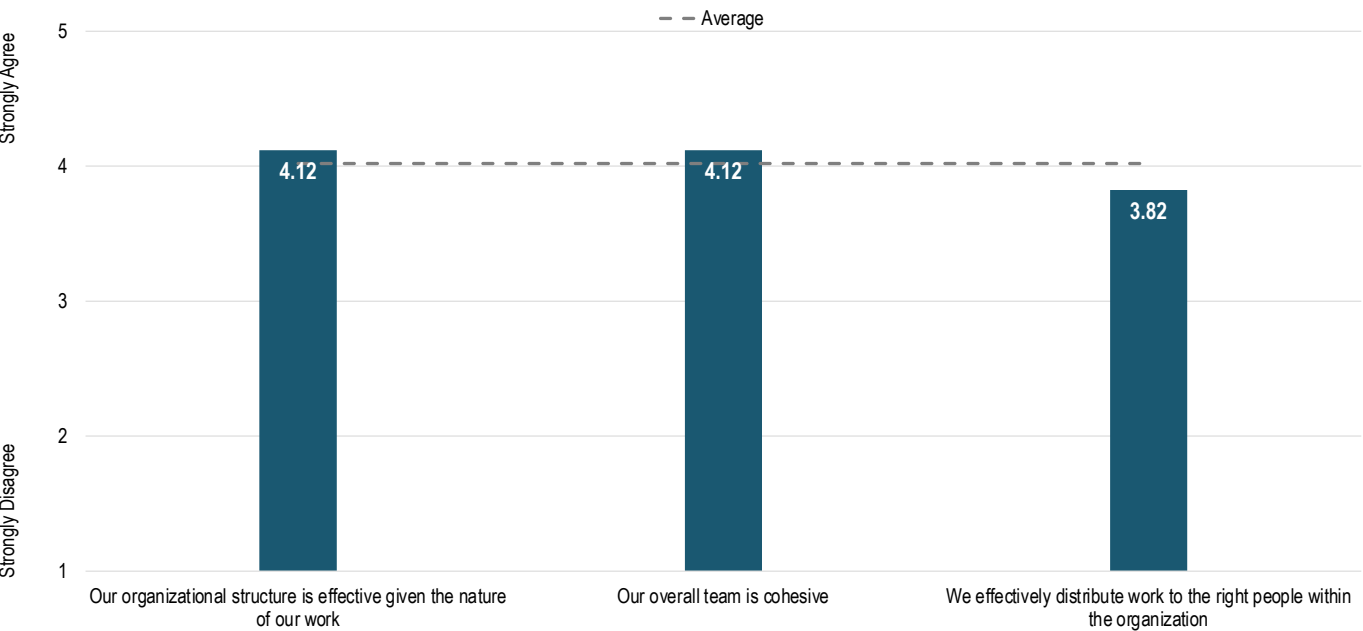
Appendix 2.11 – Systems and Processes   N=17 (Staff)

Please indicate your level of agreement with each statement:
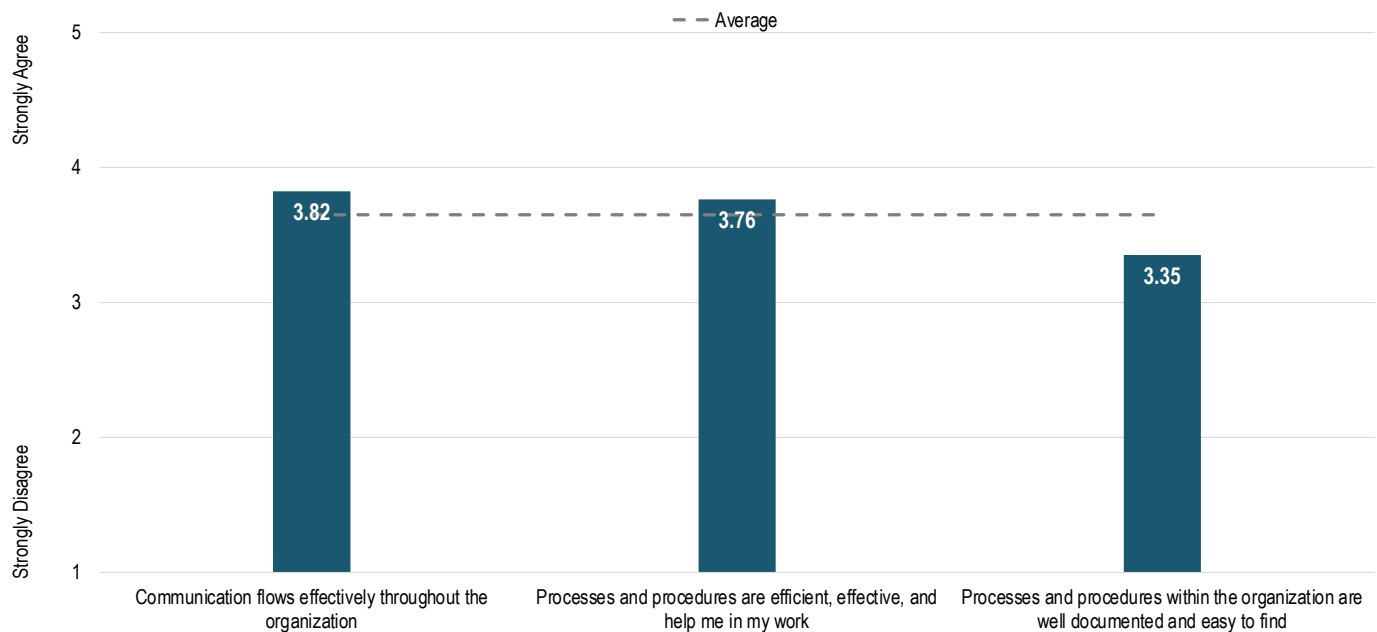
Appendix 2.12 – Capabilities   N=17 (Staff)

Please indicate your level of agreement with each statement:
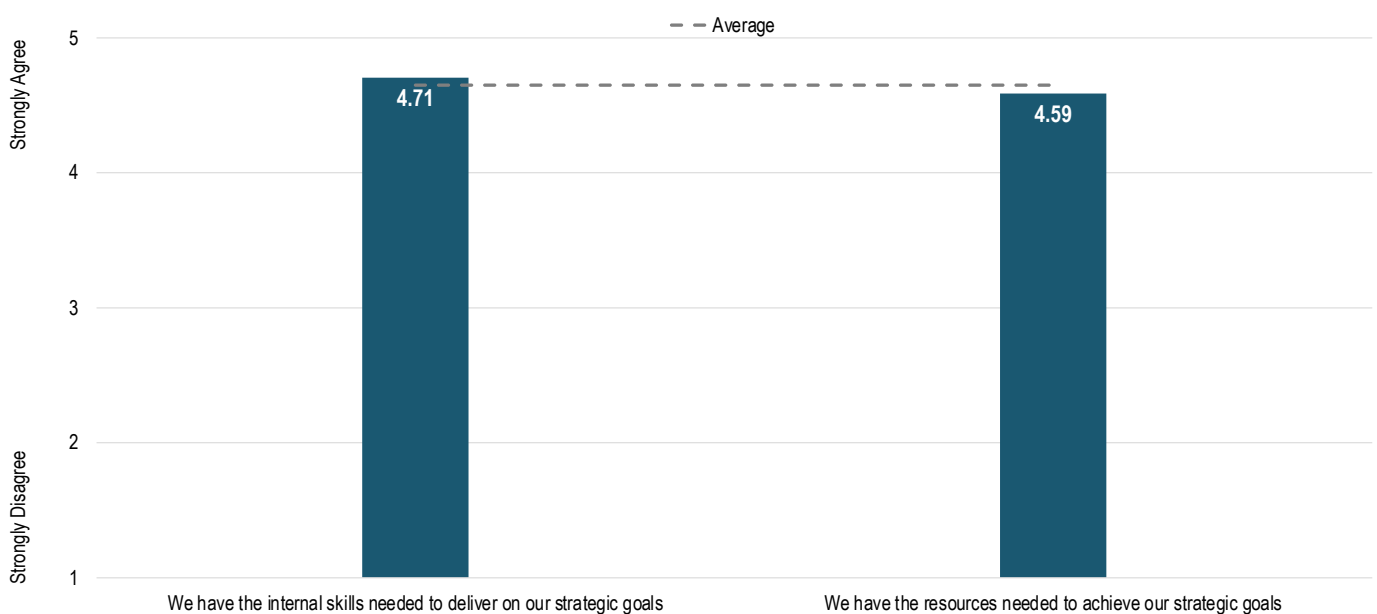
Appendix 2.13 – Talent   N=17 (Staff)

Please indicate your level of agreement with each statement:

We are able to attract the talent we need to achieve our strategic goals	We have a diverse workforce that represents the community we are a part of	We are able and retain the talent we need to achieve our strategic goals
3.94	3.41	3.35
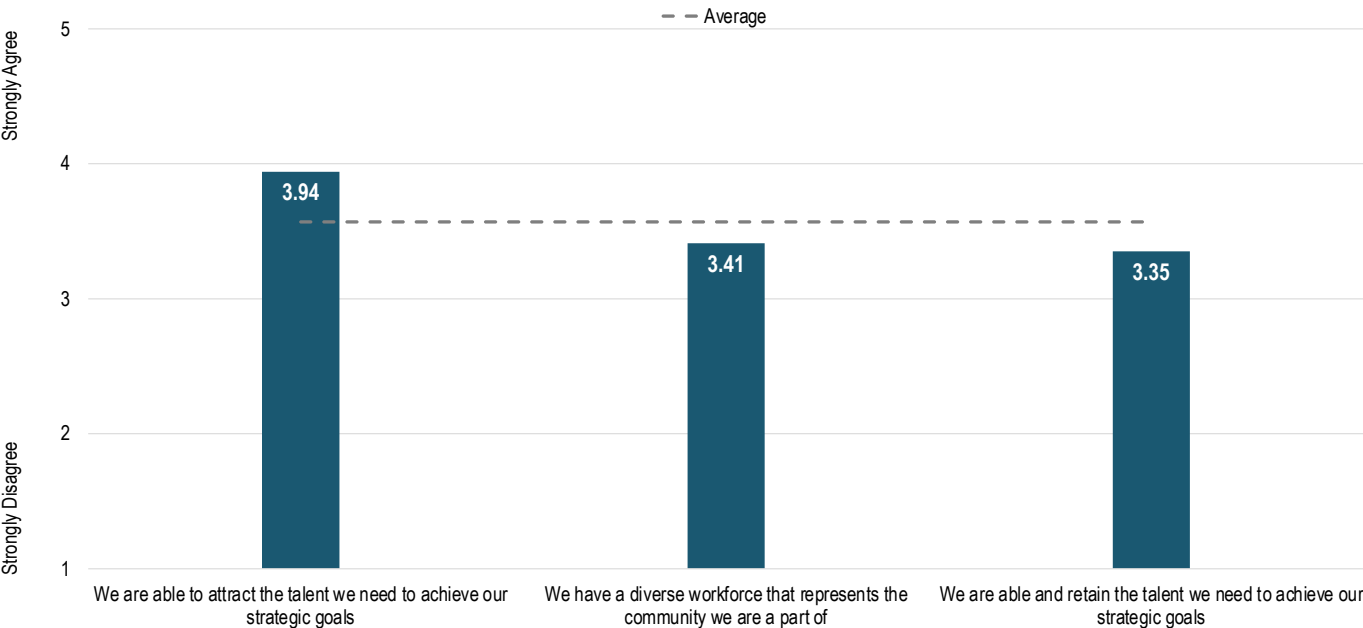
Appendix 2.14 – Rewards   N=17 (Staff)

Please indicate your level of agreement with each statement:

I have the flexibility to balance family, community, and job obligations	Leadership actively acknowledges achievements	I have equitable opportunities for learning, development, and advancement
4.71	4.71	4.00
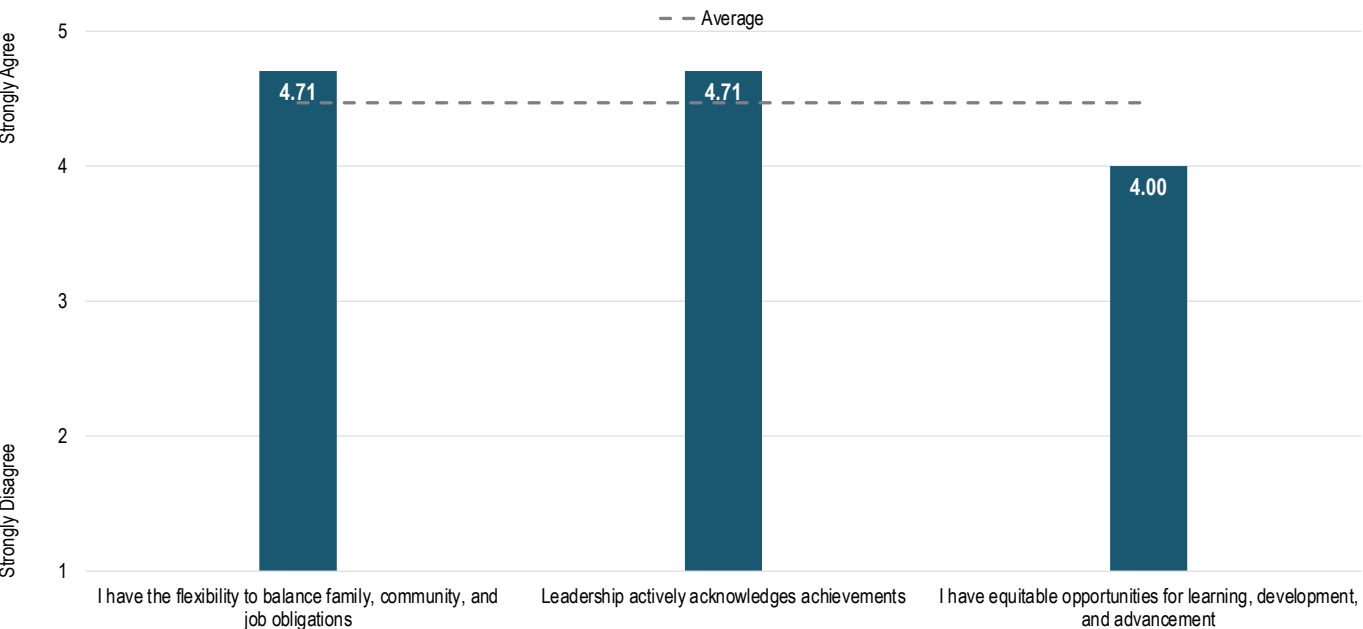
Appendix 2.15 – Change Readiness   N=17 (Staff)

Please indicate your level of agreement with each statement:
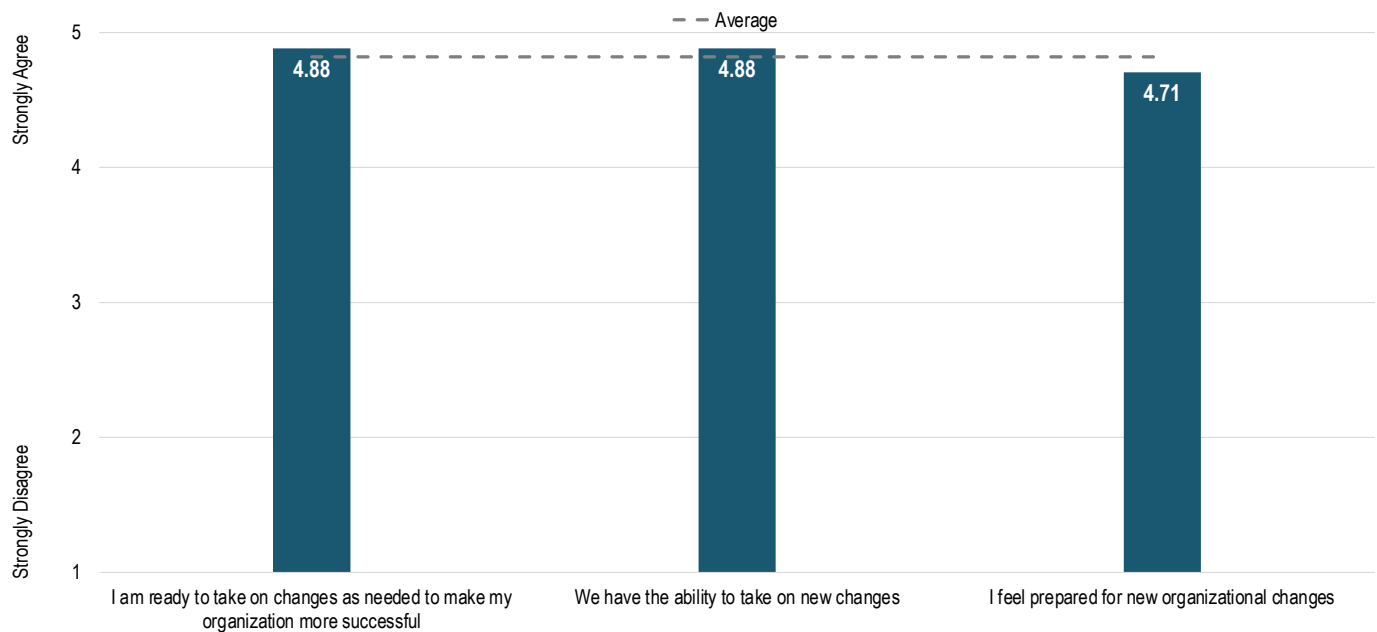
Appendix 2.16 – Additional Questions: Satisfaction   N=17 (Staff)

Please rate your level of satisfaction with the following:
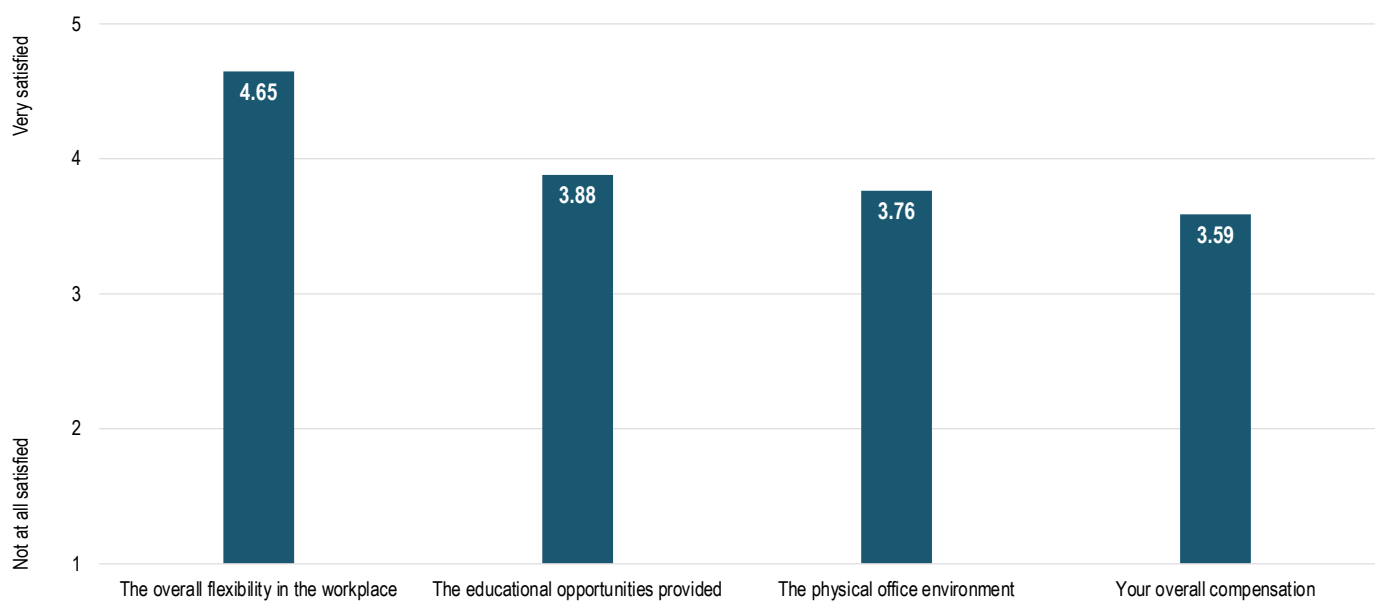
Appendix 2.17 – Additional Questions: Culture   N=17 (Staff)

Please rate your level of satisfaction with the following:
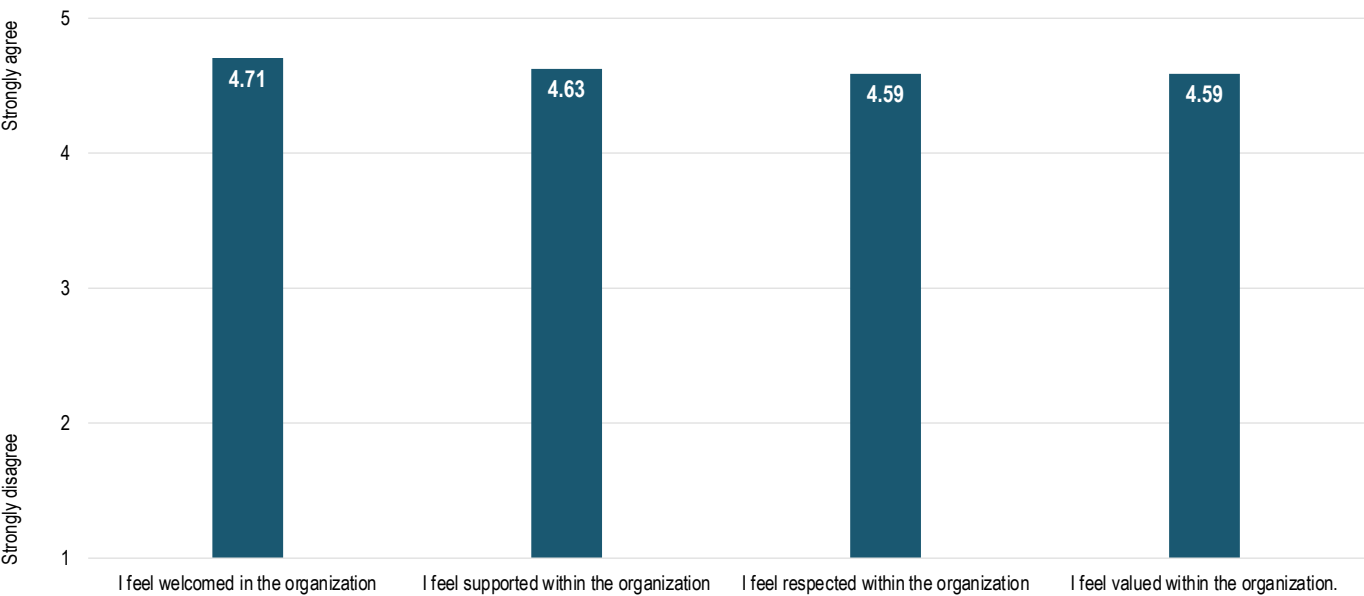
Appendix 2.18 – CEO Satisfaction   N=16 (Board)

Is the new CEO meeting your expectations?
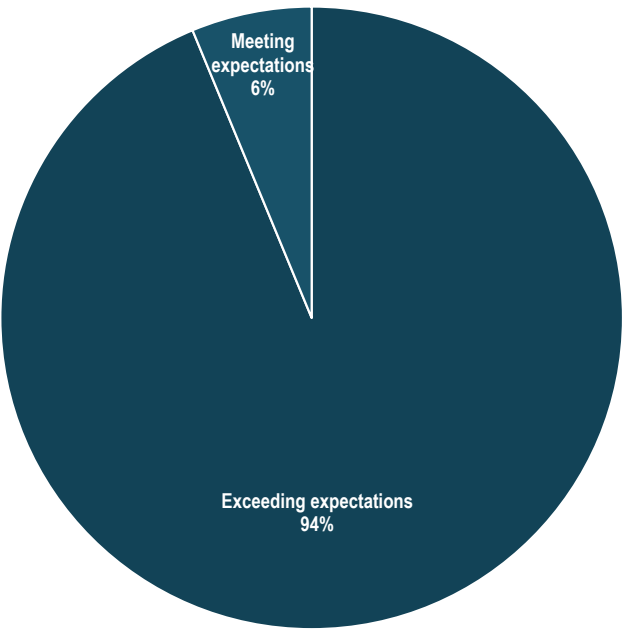
Appendix 2.19 – Most Excited About   N=16 (Board)

Thinking of the Park City Chamber/Visitors Bureau, what are you most excited about in the upcoming 3-5 years for the organization?
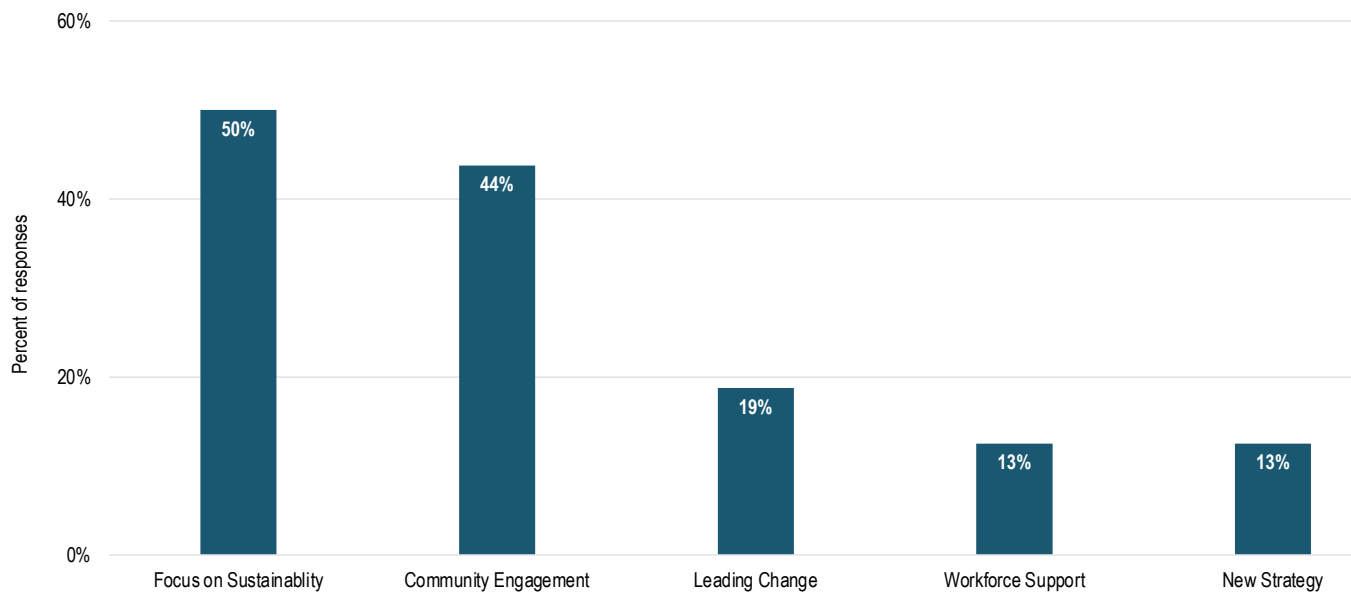
Appendix 3 – GSTC Assessment

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SUMMIT COUNTY, UTAH

GSTC Destination Assessment

January, 2022

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Photo credit: Brandon Green on Unsplash

Executive Summary

Summit County is located in northeast Utah and wraps around the southwest corner of Wyoming. Nearly one-half of the County is mountainous and much of the High Uinta Wilderness Area is located within its boundaries. Summit County is bordered by Rich and Morgan Counties to the north, Wasatch and Duchesne Counties to the south, Salt Lake County to the west, and Daggett County to the east. Lying along its northern edge is Uinta County, Wyoming. The Uinta Mountains serve as the watershed for Uinta County and, like the bordering Utah counties, Uinta County relies on the public lands of Summit County for timber, recreation, grazing, and other uses important to its residents and businesses. Tucked in the heart of Utah's scenic alpine country, Summit County is home to several distinctive communities, with Park City serving as the hub of culture, tourism, and recreation.

Park City serves the entire County as a center for world-class ski resorts, cultural activity, and luxurious properties . Kamas, Oakley, the County seat Coalville, and most of the remaining population centers are small and rural, focused on serving the area's agricultural enterprises. In addition to the Wasatch Mountains, the High Uinta Wilderness region gives Summit County a "backyard" of pristine lakes, towering pines, and magnificent vistas. Its breathtaking natural beauty offers rural tranquility as well as easy access to world-class urban amenities. Much of thevast expanse of Summit County is devoted to the rustic, solitary activities of farming and ranching where the cattle and sheep industries play a dominant role in both lifestyle and economy. However, tourism plays a significant role in overall development, with Accommodation and Food Services as the second largest employer in the region .

In 2019, visitors directly spent an estimated $1 .08 billion in Summit County, a 4 .0% increase from 2018 . The top three spending categories were lodging, food services, and recreation. Statewide, Summit County visitor spending made up 12 .6% of total spending, and ranked 2nd in County Transient Room Tax Revenue, generating 11.4 million dollars (Salt Lake County ranked 1st at 21.1 million).

Photo credit: Dan Cutler on Unsplash

An estimated 95% of commercial tourism in Summit County, occurs in Park City. It has been called the "perfect mountain town, due to its unique combination of a silver mining heritage, artistic and cultural assets, and multi-season outdoor mecca which supports world class snow sports, biking, hiking, fishing, sledding and tubing, horseback riding, watersports, golf, and camping. In addition, there is a vibrant array of festivals and events, including, but not limited to the well-known Sundance Film Festival, the Park City Fourth of July Celebration, the Park City Arts Festival, music festivals, and the Miners Day —Labor Day Celebration. Summit County is also host to art galleries, historic sites, museums, and the Egyptian Theatre Company, which support many unique cultural opportunities.

Summit County has many destinations dedicated to water-based recreation, hiking, and camping. Kamas is the gateway city to the Uinta mountains, located on United States Forest Service managed lands; Coalville is home to Echo reservoir and Wanship, the Rockport reservoir, both of which support watersports and camping opportunities; and Oakley is known for its equestrian activities, hiking, fishing, and camping. All told, Summit County provides an extraordinary blend of outdoor, cultural, and historic activities.

Yet, as with many mountain destinations, as tourism increases, there is a strong desire by the communities of Summit County to retain the natural and cultural character that attract visitors in the first place. As such, the Park City Chamber of Commerce | Convention & Visitors Bureau (PCCVB) is developing a strategic plan, which includes strategies for stewarding Summit County tourism into a sustainable future. As part of this process, the PCCVB commissioned a Global Sustainable Tourism Council (GSTC) Destination Assessment of the County applying the GSTC Criteria for Destinations (Version 2, 2017) – the baseline destination standard for sustainable management of tourism within destinations.

GSTC conducted the Destination Assessment from July to December 2021, working closely with the PCCVB and stakeholders throughout the County. GSTC conducted the Destination Assessment from July to December 2021, working closely with the PCCVB and stakeholders throughout the County. To evaluate the County's performance against the GSTC Criteria for Destinations Version 2.0, the GSTC reviewed legal and policy documents governing the County's management, and held one-on-one conversations and group interviews with 25 key stakeholders and representatives from the local government, private sector, NGOs, academia, and residential community. It also conducted a desk top review of over 300 documents.

The GSTC standard covers four main pillars of destination sustainability:

1 . Sustainable Management

2 . Socio-Economic Sustainability

3 . Cultural Sustainability

4 . Environmental Sustainability

The results of the GSTC Assessment of Summit County indicated that performance of four pillars (sustainable management, socio-economic, cultural, and environmental) on the 38 total criteria was as follows: 12 had "excellent performance," 12 had "good performance," 8 "need improvement," 3 were at "moderate risk," and 3 were at "high risk." Overall, Summit County is doing best with Socio-Economic and Environmental Sustainability and needs to improve its performance on Sustainable Management and Cultural Sustainability.

The findings from the GSTC Destination Assessment can inform future initiatives, and the strategic destination stewardship plan to ensure sustainable management of Summit County tourism. The GSTC applauds the PCCVB for their leadership in moving sustainable tourism forward in Utah.

The GSTC encourages Summit County to continue monitoring its progress, adopting the GSTC standard, and utilizing these assessment findings as a baseline on their sustainability journey.

The assessment results identified areas in which Summit County doing very well, as well as areas in need of improvement. To date, there has been much progress and recognition for the development of a Destination Stewardship Council or similar entity. This effort is being led by the PCCVB.

Destination stewardship management had an overall score of 1.84. Improvements are already underway with the the development of a tourism destination stewardship strategic plan. The PCCVB has employed a Sustainability Director and the services of the Coraggio Group, which is engaging visitors, residents, and tourism businesses and their employees in the development of a destination stewardship strategic plan.

For Socio-Economic Sustainability, Summit County is addressing important indicators through metrics associated with economic development, employee training, and workforce development. For Socio-Economic Sustainability, Summit County is addressing important indicators through metrics associated with economic development, employee training, and workforce development . This area of the GSTC Criteria scored relatively high, with an average of 2.49 out of 3.00 overall. Cultural Sustainability, which focuses on management and preservation of tangible and intangible cultural assets, scored an average of 1.75. Areas for improvement included identifying where visitor management and guidelines are necessary to protect these resources and publicly communicating guidelines for visitor use. And, lastly, Environment Sustainability scored 2nd highest of all the GSTC pillars, with many initiatives under way to address climate related challenges, energy consumption, water challenges, and natural resources protection.

This report presents GSTC's findings of Summit County's performance using the GSTC Criteria for Destinations, V 2.0. The results should be utilized as input, a roadmap, and a means for prioritizing elements of a strategic destination stewardship plan.

Summit County's participation in the GSTC Destination Assessment, the first in Utah, shows the PCCVB and County's commitment to improving destination stewardship. This GSTC Assessment took place during the COVID-19 pandemic, which has demonstrated the need for long-term destination planning and stewardship globally. Hence, improving Summit County's crisis and emergency management planning and response was identified as a risk area with respect to tourism. These findings from the GSTC Destination Assessment can inform future initiatives to ensure sustainable management of Summit County and its natural, cultural, and historic world-class assets.

A very special thank you to the PCCVB and their staff for compiling documents and resources, and, to all the individuals who joined the Destination Stewardship working group and gave of their time and expertise to support this assessment.

Introduction: Summit County, Utah

Summit County's history is unique, rich, and diverse. Early settlers faced great hardship living in the high alpine valleys tucked between the Uinta and Wasatch Mountains.

Today, Summit County today has entered a new era of growth, particularly since it hosted the 2002 Winter Olympics. It is unlikely that pioneers were seeking recreation at the time they settled Summit County. They likely chose the area for settlement because of the abundance of timber to build homes, game for food and clothing, and water . Each spring water flows from the mountain creeks and rivers (i.e., Duchesne, Provo, Weber and Bear) start from the high Uinta mountains and flow into Summit County. Most of the pioneer communities in Summit County were built along the Weber River from its source in the high Uintas to the border of Morgan County. The exception is Park City and its nearby community, Snyderville that were mainly established because of mining in this area. *(Source: Daughters of Utah Pioneers)*

Summit County is located in northeast Utah and wraps around the southwest corner of Wyoming . Nearly one-half of the County is mountainous and much of the High Uintas Wilderness Area is located within its boundaries . Summit County is bordered by Rich and Morgan Counties to the north, Wasatch and Duchesne Counties to the south, Salt Lake County to the west, and Daggett County to the east. Uinta County, Wyoming, borders Summit County to the north. The Uinta Mountains serve as the watershed for Uinta County and, like the bordering Utah counties, Uinta County relies on the public lands of Summit County for timber, recreation, grazing, and other uses important to its residents and businesses. Nestled in the heart of Utah's scenic alpine country, Summit County is home to several distinctive communities.

Park City serves the entire County as a center for world-class ski resorts, cultural activity, and vacation properties.

Photo credit: Matt Omann on Unsplash

Data from the Census Bureau ACS 5-year Estimate.
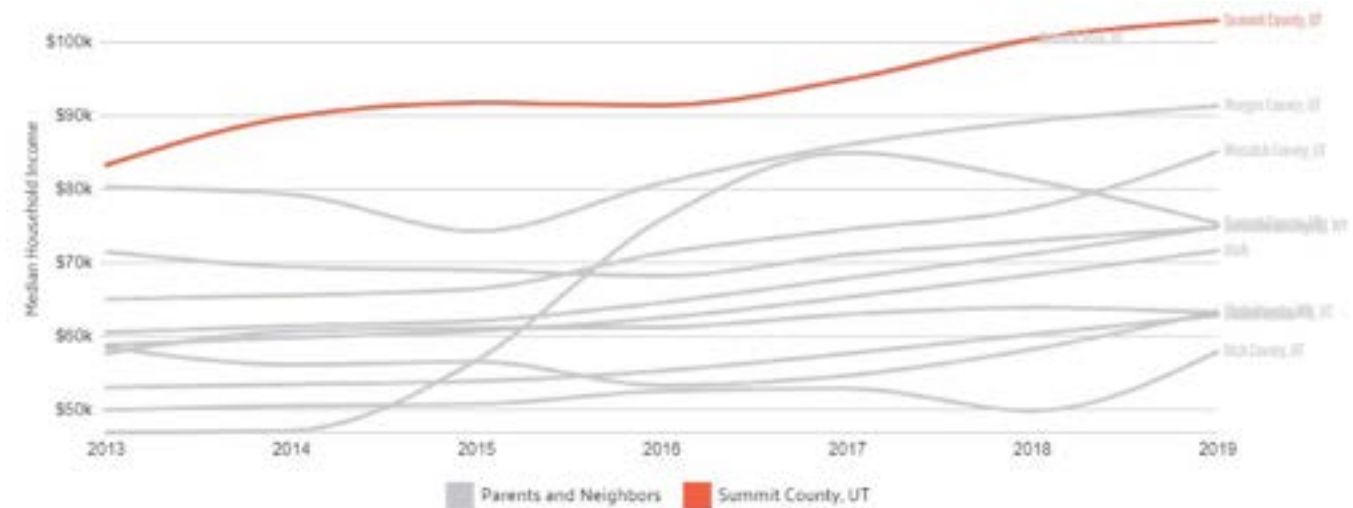
From 2018 to 2019, employment in Summit County, UT grew at a rate of 2.71%, from 22.2k employees to 22.8k employees.

Kamas, Oakley, the County seat Coalville, and most of the remaining population centers in this region are small and rural, focused on serving the area's agricultural enterprises. In addition to the Wasatch Mountains, the High Uinta Wilderness region gives Summit County a "backyard" of pristine lakes, towering pines, and magnificent vistas. This region of breathtaking natural beauty offers rural tranquility as well as easy access to world-class urban amenities. Much of the vast expanse of Summit County is devoted to the rustic, solitary activities of farming and ranching where the cattle and sheep industries play a dominant role in both lifestyle and economy. Tourism plays a significant economic role as well.

An estimated 95% of commercial tourism in Summit County, occurs in Park City. It has been called the "perfect mountain town" due to its unique combination of a silver mining heritage, arts and cultural attractions, and a multi-season outdoor mecca which supports world class snow sports, biking, hiking, fishing, sledding and tubing, horseback riding, sailing, golf, and camping . There is also a vibrant calendar of festivals and events including, but not limited to, the well-known Sundance Film Festival, the Park City Fourth of July Celebration, the Park City Arts Festival, music festivals, and the Miners Day— Labor Day Celebration. Special to Park City, the Park Silly Sunday Market is an eco-friendly, open air market and street festival. The Park Silly Sunday Market features unique and eclectic-local and regional arts and crafts, music and performance art, antiques, imports and one-of-a-kind finds, gourmet foods, and farmers market fruits and vegetables. (Source: https://www.parksillysundaymarket.com/faq).

Population

Summit County is home to a population of 41.1k people, 93.7% of which are U.S. citizens.

As of 2019, 9.57% of Summit County, residents were born outside of the country (3 .93k people). Data from the same year indicates there were 9.72 times more White (Non-Hispanic) residents (34.7k people) in Summit County than any other race or ethnicity. There were 3.57k White (Hispanic) and 786 Other (Hispanic) residents, the second and third most common ethnic groups.

Economy

As of the last census (2019) the median household income in Summit County was $102,958. In 2019, the tract with the highest median household income was Census Tract 9643.03 with a value of $180,313, followed by Census Tract 9643.03 and Census Tract 9643.08, with respective values $162,222 and $146,607.

Males in Utah have an average income that is 1.53 times higher than the average income of females, which is $44,820. The income inequality in Utah (measured using the Gini index) is 0.482, which is higher than the national average.

Commute Time

Using averages, employees in Summit County have a shorter commute time (21 3. minutes) than the normal US worker (25.5 minutes). However, a small percentage (i.e., 1.78%) of the workforce in Summit County also have "super commutes" in excess of 90 minutes.

TOURISM IN SUMMIT COUNTY

To understand tourism in Summit County the dispersion of jobs within two sectors—Arts, Entertainment, and Recreation, and Accommodation and Food Services— was explored. The total number of jobs in both tourism sectors in 2019 was 8,643; 8,173 (95%) existed in the Park City area (Western Summit jobs in both tourism sectors areas in 2019 was 8,643; 8,173 (95%) existed in the Park City area (Western Summit County). The remaining 470 (5%) jobs were in Eastern Summit County.

Visitor Spending

In 2019, visitors directly spent an estimated $1 08 billion

in Summit County, a 4% increase from 2018. The top three spending categories were lodging, food services, and recreation. Summit County visitor spending made up 12.6% of total statewide spending .

Employment

Visitor spending direcly supported 12,327 travel and tourism jobs in Summit County, a 3.2% increase from 2018. Accommodations, food services, and recreation were the top three job sectors.

These 12,327 direct travel and tourism jobs supported an additional 2,676 indirect and induced jobs in the County for a total of 15,003 jobs.
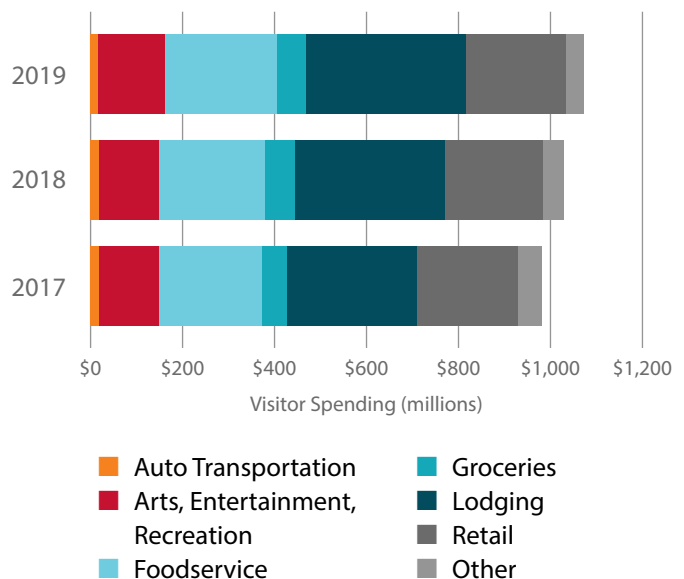
Tax Revenue

Visitor spending generated $165.7 million in direct tax revenue, including $86.1 million in state and $79.7 million in local tax revenue .Visitor spending generated approximately $31 million in additional indirect and induced state and local tax revenue, for a total of $196.7 million. Travel and tourism-related sales tax revenue examples include transient room tax and restaurant tax . In fiscal year 2019, Summit County collected a total of $13.6 million in these two sales taxes combined, up 2.3% from 2018 and 27.3% over the past five years.
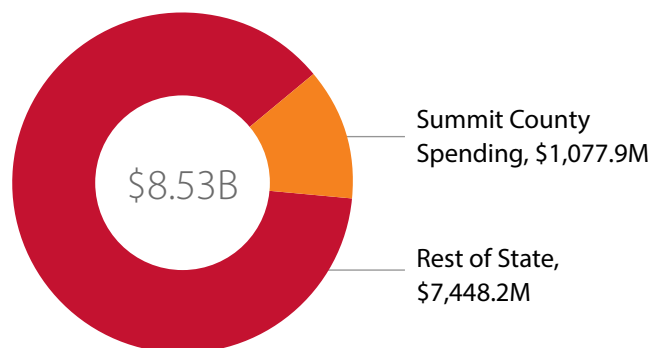
Direct Spending Estimates (millions of dollars)

2017	2018	2019
$985.6	$1,036.1	$1,077.9
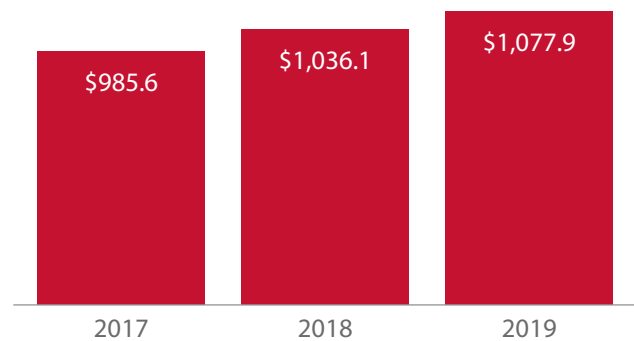
Direct Spending Estimates by Spending Category

Visitor Spending (millions)

- Auto Transportation
- Arts, Entertainment, Recreation
- Foodservice
- Groceries
- Lodging
- Retail
- Other

Summit Portion of Statewide Visitor Spending, 2019

$8.53B

Summit County Spending, $1,077.9M
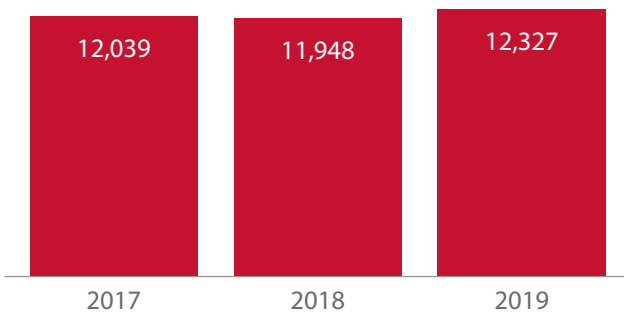
Rest of State, $7,448.2M

Source: Kem C. Gardner Policy Institute analysis of Utah State Tax Commission, Park City Municipal Corp., and Summit County data.
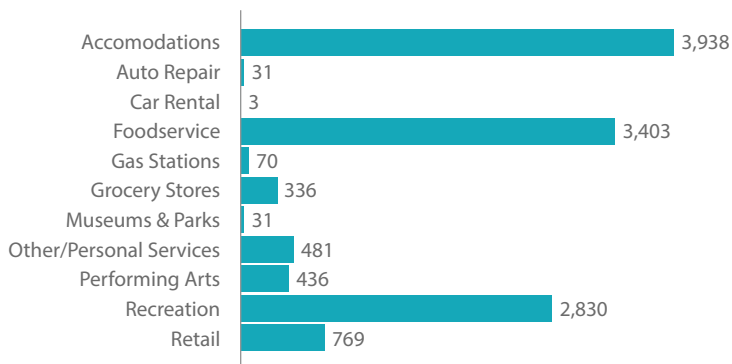
Hotel Data

Summit County hotel occupancy rates averaged 57.2% in 2019 compared to 56% in 2018. Average daily room rates in 2019 were $269.73 compared to $256 in 2018, a 5.3% increase.
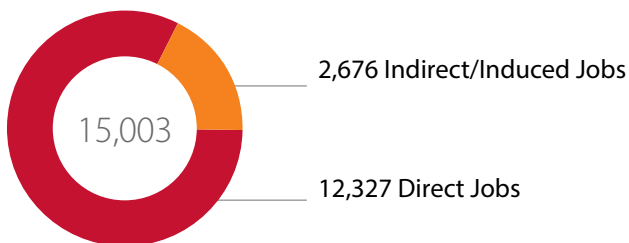
GSTC

Photo credit: PCCVB

Direct Travel & Tourism Jobs

2017	2018	2019
12,039	11,948	12,327

Direct Travel & Tourism Jobs by Job Type, 2019

Job Type	Count
Accomodations	3,938
Auto Repair	31
Car Rental	3
Foodservice	3,403
Gas Stations	70
Grocery Stores	336
Museums & Parks	31
Other/Personal Services	481
Performing Arts	436
Recreation	2,830
Retail	769

Summit Portion of Statewide Visitor Spending, 2019

15,003

2,676 Indirect/Induced Jobs

12,327 Direct Jobs

Taxes/Direct Travel & Tourism Tax Revenue, 2019
(Based on $1.08 billion in direct spending)

$165.7 MILLION

- State Sales Tax $48.6
- Local Property Tax $39.6
- Local Sales Tax $40.1
- State-Other Tax $27.9
- State Income Tax $9.0
- State Corporate Tax $0.5

Taxes/Direct Tax Revenue, 2019
(Based on $1.46 billion in total spending)

$196.7 MILLION

- State Sales Tax $57.3
- Local Property Tax $46.6
- Local Sales Tax $47.2
- State-Other Tax $32.9
- State Income Tax $11.8
- State Corporate Tax $0.9

Direct Tax Revenue, 2019

- State $86.1 (52%)
- Local $79.7 (48%)

Total Tax Revenue, 2019

- Direct $165.7 (84%)
- Indirect & Induced $31.0 (16%)
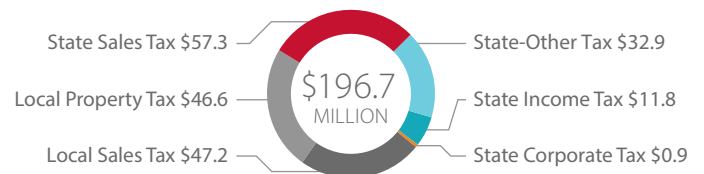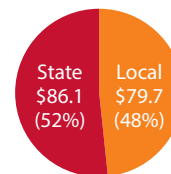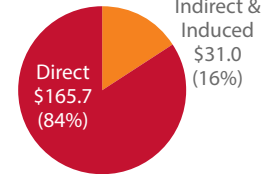
Select Local Sales Tax Revenues
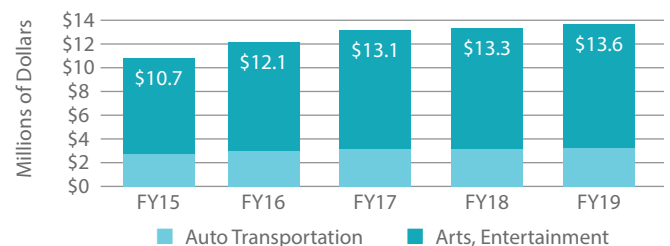
	FY15	FY16	FY17	FY18	FY19
Total	$10.7	$12.1	$13.1	$13.3	$13.6

Millions of Dollars

■ Auto Transportation ■ Arts, Entertainment
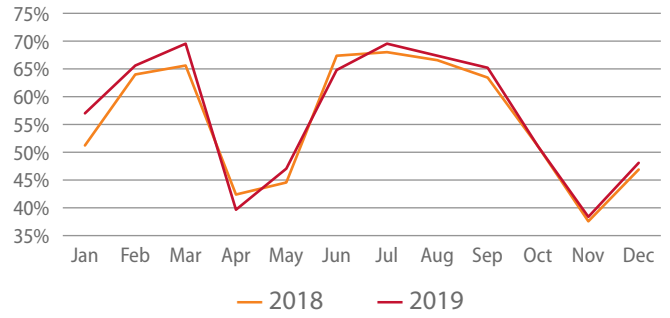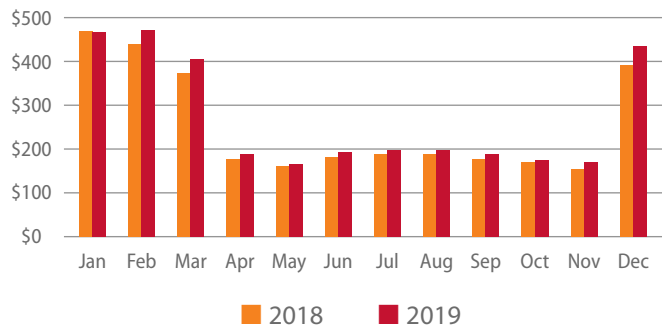
Source: Kem C. Gardner Policy Institute analysis of Utah State Tax Commission, Park City Municipal Corp., and Summit County data.

Photo credit: PCCVB

Average Hotel Occupancy Rate

— 2018 — 2019

Photo credit: PCCVB

Average Hotel Daily Room Rate

■ 2018 ■ 2019

Source: Kem C. Gardner Policy Institute analysis of Utah State Tax Commission, Park City Municipal Corp., and Summit County data.

Photo credit: PCCVB

Why the GSTC Assessment?

The GSTC criteria aim to address "sustainability" from a holistic perspective—reviewing overall governance, economic benefits to the destination, cultural and heritage preservation, incorporation into the destination experience, and environmental performance. These factors all lead to a positive investment climate, strong sense of place, and high quality of life for both residents and visitors in the destination. The GSTC destination assessment is **not an audit**, and does not constitute any kind of verification or endorsement of the destination's policies, practices, or status by GSTC. The objective of the assessment is to provide the destination an overview of current good practices and risk areas, a demonstration of practical application of the GSTC criteria for destinations for stakeholder capacity building purposes, and a tool for internal use to improve destination policy and practice to align with international best practice and the GSTC criteria.

In selecting the GSTC Criteria as a guide for Summit County's strategic development, the destination joins an elite group of forward-thinking destinations that are prioritizing international best practices.

As Summit County follows steps to adopt all of the GSTC criteria, the destination can better market itself to individuals who believe in and adopt sustainability practices.

Based on the GSTC Destination Assessment, Summit County cannot claim GSTC's endorsement of the destination or its policies. However, it would be appropriate for the destination to market that it participated in the GSTC assessment, and is committed, if true, to adopting the world's leading sustainability criteria for tourism development.

It is recommended that findings and recommendations resulting from this GSTC assessment be used:

> to inform action on destination sustainability planning and project work

> to catalyze decision maker support for a destination tourism sustainability agenda

> as a training and education tool

> for monitoring and evaluation of destination performance

> as an input into the the strategic planning process that the PCCVB has underway for sustainable tourism development in Summit County

Of note, this assessment is focused on Summit County, yet current estimates are that 95% of commercial tourism within Summit County takes place in and around Park City.

Photo credit: Benjamin Rascoe on Unsplash

The Destination Assessment Process

Dr . Kelly Bricker (the "GSTC Assessor") conducted the evaluation of Summit County from August through December, 2021. The PCCVB (on behalf of Summit County), coordinated logistics, with guidance from Dr. Bricker.
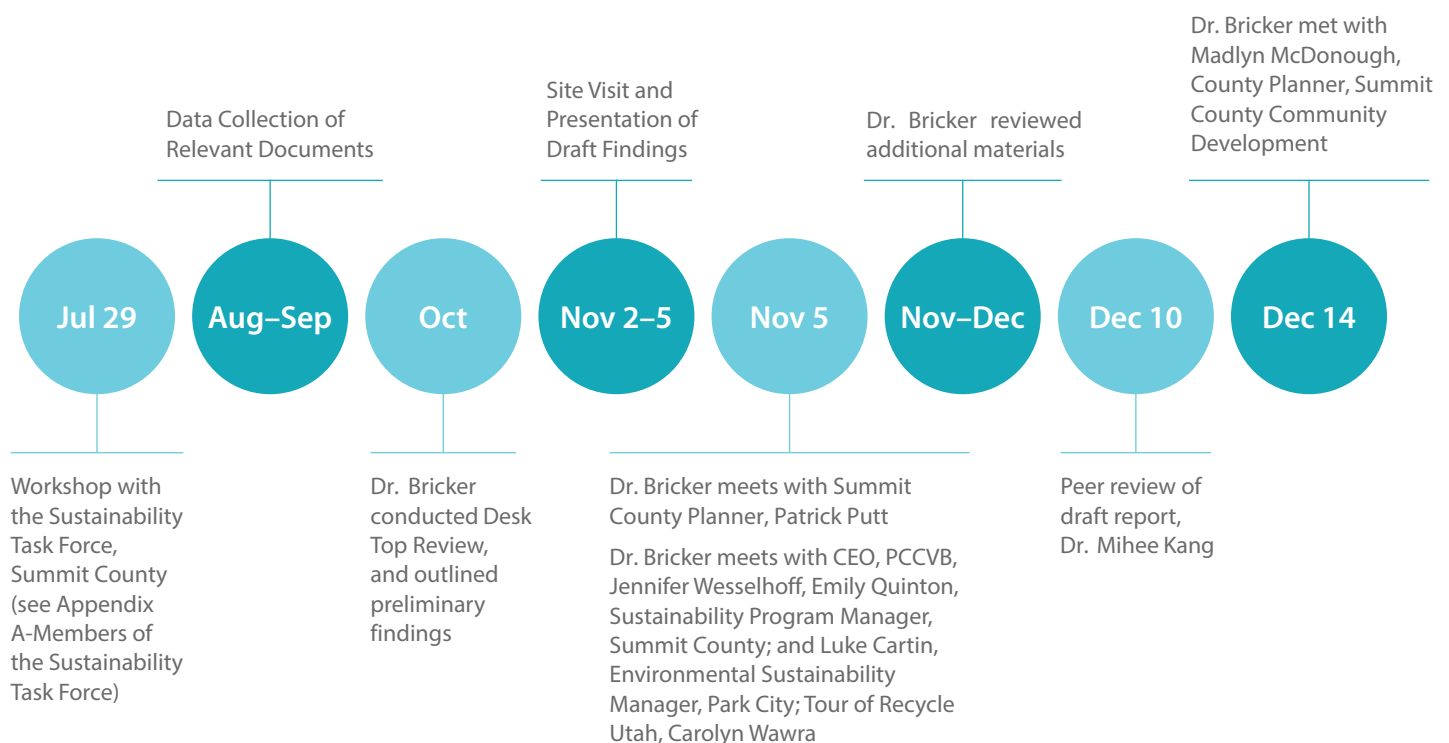
The PCCVB identified stakeholders, arranged stakeholder meetings and site visits, and collected policy documents in the areas covered by the GSTC Criteria. Jennifer Wesselhoff, President/CEO of the PCCVB, served as the Destination Liaison throughout this assessment.

The Assessment included a *Global Sustainable Tourism Council Destination Program Introduction* meeting with diverse public and private sector stakeholders responsible for the policy areas covered by the GSTC Criteria.   This kick-off meeting introduced stakeholders to the GSTC, the Criteria for Destinations, and the process and goals of the assessment. In addition, the Stakeholders participated in a workshop to ascertain ideas and resources that may be helpful in the Assessment.

The GSTC Assessor, in consultation with the Destination Liaison, conducted a systematic review of over 300 policy documents, website pages, organizations, and stakeholder inputs addressing the GSTC Criteria, to understand the current policy landscape and identify gaps in the areas of overall governance, economic and investment climate, cultural and heritage protection, and energy and the environment. The GSTC Assessor also conducted site visits to ascertain evidence of policy implementation and managed individual interviews with County officials, program managers, and stakeholders.

Key Assessment Milestones

The assessment process began in July of 2021, with a kick-off meeting and workshop with the sustainability task force (see Appendix A). The following timeline is an overview of key dates and actions that took place as part of the Destination Assessment process.

Data Collection of Relevant Documents — Aug–Sep

Site Visit and Presentation of Draft Findings — Nov 2–5

Dr. Bricker reviewed additional materials — Nov–Dec

Dr. Bricker met with Madlyn McDonough, County Planner, Summit County Community Development — Dec 14

Jul 29 | Aug–Sep | Oct | Nov 2–5 | Nov 5 | Nov–Dec | Dec 10 | Dec 14

Jul 29 — Workshop with the Sustainability Task Force, Summit County (see Appendix A-Members of the Sustainability Task Force)

Oct — Dr. Bricker conducted Desk Top Review, and outlined preliminary findings

Nov 5 — Dr. Bricker meets with Summit County Planner, Patrick Putt

Dr. Bricker meets with CEO, PCCVB, Jennifer Wesselhoff, Emily Quinton, Sustainability Program Manager, Summit County; and Luke Cartin, Environmental Sustainability Manager, Park City; Tour of Recycle Utah, Carolyn Wawra

Dec 10 — Peer review of draft report, Dr. Mihee Kang

GSTC Destination Assessment Summary

Methodology

Indicator Scoring

Each indicator was evaluated based on evidence discussed, produced, or observed .Indicators were scored "0" if no document or evidence exists, "1" a document exists, but no evidence of implementation, "2" suggests there is evidence and implementation, and "3" not only is there evidence and implementation, but also improving trends (Table 1).

Criteria Scoring

Once indicators were reviewed, a score was calculated for each Criteria, thus providing an overview of performance for the Criteria, ranging from "Areas of Risk" < 1, "Areas of Moderate Risk" 1.00–1.49, "Needs Improvement" 1.50-1.99, "Good Performance" 2.00-2.49 and "Excellent Performance > 2.5 (Table 1).

Table 2 illustrates the average score per pillar .These calculations   were based on the number of indicators per criteria, with averages calculated per criteria, and per pillar overall.

Based on the destination assessment of each indicator, Summit County earned a score of 2.10/3.00 overall based on all the Criteria calculated together .Of the four categories of the GSTC Destination Criteria, Summit County performed best Social-Economic Sustainability and Environmental Sustainability.

The summary of results also indicated room for improvement in the areas of criteria relating to Sustainable Management (1.84) and Cultural Sustainability (1.75).

Table 1. Scoring Categories

Indicator Scoring		Criteria Scoring
No document exists	0	Areas of Risk < 1
Document exists	1	Areas of Moderate Risk 1.00–1.49
Document and evidence of implementation	2	Needs Improvement 1.50–1.99
Document, evidence, and improving trends	3	Good Performance 2.00-2.49
Not applicable in the destination	NA	Excellent Performance ≥ 2.50

Table 2. Overall Average Scoring by Pillar

Pillars	Summary Evaluation
A . Sustainable Management	**1.84 (Needs Improvement)**
B . Socio-Economic Sustainability	2.49 (Good)
C . Cultural Sustainability	1.75 (Needs Improvement)
D . Environmental Sustainability	2.34 (Good)
Overall Criteria Average	**2.10 (Good!)**

GSTC Criteria Assessment— Summit County

The following section includes a breakdown of the assessment per criteria and associated indicators. This assessment is based on a review of available documents, discussions, and stakeholder inputs as of January, 2022.


Photo credit: PCCVB

SECTION A: SUSTAINABLE MANAGEMENT

A. Destination Management Summary

Destination management scored an overall average of **1.84**. Criteria to improve on include:

> Destination management strategy and action plan (Note: currently underway by the PCCVB)

> Monitoring and reporting

> Risk and crisis management

> Visitor engagement and feedback

Destination Management Criteria (50 Indicators, 1 NA=51)

4 (8%)

12 (24%)

21 (42%)

13 (26%)
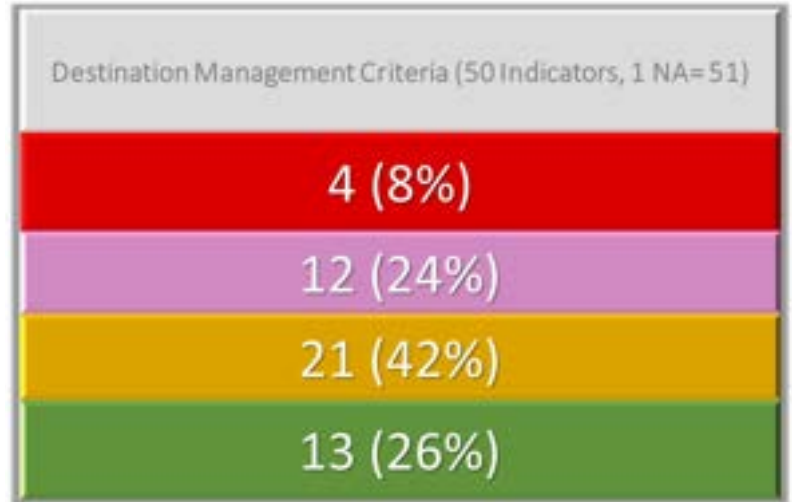
Destination Management—Total Indicators Evaluated

Photo credit: PCCVB

AREA OF FOCUS: MANAGEMENT STRUCTURE AND FRAMEWORK

A1. Destination Management Responsibility

The destination has an effective organization, department, group, or committee responsible for a coordinated approach to sustainable tourism, with involvement by the private sector, public sector and civil society. This group has defined responsibilities, oversight, and implementation capability for the management of socio- economic, cultural and environmental issues. The group is adequately funded, works with a range of bodies in delivering destination management, has access to sufficient staffing (including personnel with experience in sustainability) and follows principles of sustainability and transparency in its operations and transactions.

Tourism leadership for Summit County is the PCCVB, which is actively coordinating and managing the development of the Summit County Destination Stewardship Strategic Plan, 2022. As of February 2022, the PCCVB employed a Sustainability Director to catalyze the organization around sustainable destination stewardship and management. The PCCVB has also retained the Coraggio Group to assist in the development of a sustainable tourism plan. As part of the planning process, a survey effort is underway to solicit input from residents, visitors, employees and employers in Summit County. With respect to A1(Table 3), the focus on destination stewardship within the tourism industry and the leadership of the PCCVB and others, demonstrates progress and attention to this Criteria.

The scoring represents acknowledgment of the start of a Summit County level destination stewardship effort under the PCCVB. The PCCVB currently serves Park City and Summit County, as the organizing tourism focal point and marketing organization. As noted, there are strategic plans in place for Summit County and Park City. Some of the current strategic plan elements address tourism, however there is not currently a comprehensive destination stewardship tourism plan in place.

Yet as mentioned, a comprehensive destination stewardship plan is being generated by the PCCVB. Further, the PCCVB has demonstrated continuous outreach and community engagement and representation through a diverse representation of community stakeholders included on their board and committees, including and not limited to arts organizations, healthcare, event organizers, school districts, non-profit organizations, and business leaders (see https://www.visitparkcity.com/board/). It is clear the PCCVB is making significant strides in destination stewardship. Therefore, the proposed recommendations are intended to ensure forward momentum on the seeds planted to date. Table 3 illustrates the results for each of the indicators.

A1. Recommendations

1 . Formalize the PCCVB's Destination Stewardship Advisory Council, with continued diverse representation holistically addressing environmental, social, cultural, and economic aspects of tourism management and development.

2. Beyond the Sustainability Director, establish clear roles and responsibilities for each staffing area working on Destination Stewardship, as well as the council advising in this area.

Table 3. A1—Destination Management Responsibilities

	Suggested Indicators	Score/Average	
A	Documentary evidence showing relevant make-up and responsibilities of the group.	2	
B	A financial plan and budget showing current and future funding sources .	3	
C	Evidence of links and engagement with other bodies.	3	2.40
D	Records of permanent staff and contracted personnel, indicating relevant experience.	3	
E	Management guidelines and processes, which demonstrate awareness and adherence to sustainability principles and transparency in operations and letting of contracts.	1	

A1. Documentation

- › Park City General Plan 2014
- › Small Town Plan—Detailed Strategy
- › Natural Setting—Detailed Strategy
- › Sense of Community—Detailed Strategy
- › Historic Character—Detailed Strategy
- › Neighborhoods—Detailed Strategy
- › Trends—Detailed Updates 2011
- › Definitions, Acronyms, Sources
- › 2020 Regional Housing Needs 2019–23
- › 2020 Moderate Income Housing Plan and Report
- › 2020 Housing Performance Summary
- › 2020 Workforce Gap Analysis
- › 2013–2017 Affordable Housing Gap Analysis
- › A1 Destination Mgt Plan Summary of General Plan
- › Green Events Checklist
- › City Strategic Plan
- › Park City Vision 2030
- › Park City Housing Element
- › Inclusionary Zoning Code
- › Jeffrey B Jones Moderate Income Housing Report 2020
- › Park City Mountain Resort Dev Agreement
- › Park City Vision 2020—Final
- › PCCVB—EDI Compact
- › Summit County Resolution—Housing Report
- › Restaurant Tax Grant Information
- › 12th Amendment Deer Valley Master Dev Plan
- › PCCVB 2019–2021
- › Vision Park City 2009
- › Links to PCCVB website

Photo credit: Holly Mandarich on Unsplash

A2. Destination Management and Strategy and Action Plan

The destination has established and is implementing a multi-year destination management strategy and action plan that is publicly available, is suited to its scale, was developed with stakeholder engagement and is based on sustainability principles. The strategy includes an identification and assessment of tourism assets and considers socio-economic, cultural, and environmental issues and risks. The strategy relates to and influences wider sustainable development policy and action in the destination.

There are many indications of Park City and Summit County's progressive action plans tied to sustainability of the destination. PCCVB is currently developing a strategic plan for tourism and destination stewardship information to meet the criteria is largely available, but not necessarily tied to a strategic destination tourism plan. For example, Summit County and Park City have strategic plans clearly outlining sustainability initiatives, and, the PCCVB is undergoing a destination stewardship strategic planning process and action plan. As part of this process, the PCCVB will tie

the current sustainability plans for Summit County to tourism development and management. Entities such as Park City and Summit County have ordinances and strategic plans that can be incorporated into the plan being developed for tourism. And, while, in most cases the plans and ordinances established do not mention tourism, they are well established and certainly relevant to Summit County's efforts as a destination (Table 4).

A2. Recommendations

1. Develop a comprehensive tourism destination strategy for Summit County through an inclusive public participation process with relevant stakeholders.

2. Within the context of the destination strategy, ensure the plan currently underway by the PCCVB addresses ways in which Summit County is addressing the Sustainable Development Goals relevant to tourism development.

3. Utilize the good work of many comprehensive plans and integrate relevant aspects into the destination stewardship planning process by the PCCVB.

Table 4. A2—Destination Management Strategy and Action Plan.

	Suggested Indicators	Score/Average	
A	A published document setting out the current destination strategy and action .	2	
B	The strategy/plan clearly visible and available on-line .	1	
C	Evidence of links and engagement with other bodies .	2	1.40
D	Reference to sustainability principles and an assessment of assets, issues and risks, contained in the strategy and action plan .	2	
E	Specific references in the strategy/action plan to wider sustainable development policy (including pursuit of the SDGs), and vice versa	0	

Photo credit: PCCVB

A2. Documentation

> Park City General Plan 2014

> Small Town Plan—Detailed Strategy

> Natural Setting—Detailed Strategy

> Sense of Community—Detailed Strategy

> Historic Character—Detailed Strategy

> Neighborhoods—Detailed Strategy

> 2020–21 Marketing Council Meeting Schedule

> 2020–21 PCCVB Member Survey Results

> 2020–21 International Budget & Planning Presentation

> PCCVB Annual Report

> April IMAC Minutes

> Park City Economic Dev. Plan

> PCCVB International Strategic Plan

> Economic Profile PC & Summit 2017

> 2021 Marketing Plan for Summit Co. Bike Share

> Mountain Econ. Develop District Update 2018

> MEDD COVID 19 Recovery Plan

> Mountain Region COVID 19 Econ. Res. Plan

> PCCVB Membership Survey Results 2021

> PCCVB Media Plan 2020–2021

> Rap Restaurant Tax Accounting

> Rec. Arts Parks Reauthorization/Grants

> Park City Special Event Code

> PCCVB Strategic Plan 2019–2021

Photo credit: PCCVB

A3. Monitoring and Reporting

The destination is implementing a system to monitor and respond to socio-economic, cultural and environmental issues and impacts arising from tourism. Actions and outcomes are regularly monitored, evaluated and publicly reported. The monitoring system is periodically reviewed.

While there is some monitoring taking place by various public agencies within Summit County, much of this work is being done in isolation (i.e., Economic Impact Report, lodging tracking, Utah Ski Stays, trail monitoring, climate tracking). In addition, the information is not aggregated and shared as a tool for change, particularly with respect to sustainable destination management. Monitoring of socio-economic, cultural, and environmental indicators should be utilized to guide policy, and decision-making relative to tourism development .

Photo credit: PCCVB

A3. Recommendation

1 . Design and implement a holistic monitoring system that can be used to report environmental economic, social and human rights issues as they pertain to sustainable tourism management. This system should be reviewed and evaluated periodically (e.g., seasonally) with the data utilized in goal setting, to support various initiatives, and implement necessary change.

A3. Documentation

- > PCCVB Annual Report—2019
- > Park Silly 2019 Economic Impact
- > PCCVB 2020 Annual Report
- > 2021 Annual Handout
- > 2021 Annual Report
- > Destination Slides

- > Desti Feb 21
- > Desti January
- > Economic Impact 2020
- > Estimated Monthly Lodging Tracking
- > MDC Report Desti—Metrics
- > AORATES 2018–21 Comparison
- > Park City Occ Report Aug
- > Park City Occ Report Sept15
- > Park City Occ Report Sept 30
- > Park City Tourism Econ Impact 2019
- > PC 4th of July Report, Vis Survey
- > SL County Economic Analysis 2018
- > Ski Utah Stays—18–19
- > Virus Tracking Mountain Comm .

Table 5. A3—Monitoring and Reporting

	Suggested Indicators	Score/Average	
A	Specific quantifiable socio-economic, cultural, and environmental indicators and targets identified.	0	
B	Measurement against these indicators, with results recorded and publicized at least annually .	1	0.50
C	Written evidence of monitoring and reporting of actions and outcomes .	1	
D	Previous reviews of monitoring system and a schedule for future reviews	0	

A4. Enterprise Engagement and Sustainability Standards

The destination regularly informs tourism-related enterprises about sustainability issues and encourages and supports them in making their operations more sustainable. The destination promotes the adoption of sustainability standards, promoting the application of GSTC-I Recognized standards and GSTC-I Accredited certification schemes for tourism enterprises, where available. The destination publicizes a list of sustainability certified enterprises.

Park City especially, is engaged in several initiatives that support sustainability at the destination level. There is some engagement in the Green Business certification program, yet this is generalized to all businesses, and tourism is not necessarily called out, though there are some tourism enterprises who have engaged in this certification. There have also been efforts made to engage in Green Events, and several pieces of communication on greening one's business. Recycle Utah communicates with all businesses regarding the Green Business Certification and, Park City recently published a sustainability guide for meeting planners. While there are several initiatives underway, they are not coordinated per se for Summit County, and are primarily focused on Park City.

Several businesses have engaged in LEED Certification programs, and one in B-Corp, see Appendix C. These have not been a coordinated effort, yet have the potential to be

showcased and used as champions to encourage additional work in the County .

A4. Recommendations

1 . Have the Destination Stewardship Council promote

2 . Broaden the scope of workshops for tourism enterprises/ stakeholders of Summit County on destination stewardship tools, initiatives, and plans.

3 . Consider aligning tourism enterprises with a GSTC accredited tourism certification program.

4. Promote certification of tourism and tourism-related businesses.

A4. Documentation

> Green Events Checklist

> How to Green Your Biz—FB Post

> June 2021 Newsletter (Food, Trans, Chem)

> Visit Park City Website—Green Meetings & Events

> Notes Recycle Park City—Green Initiatives

> PCCVB Newsletter

> Recycle—Green Business Certification

> Sustainability Guide for Meeting Planners

Table 6. A4—Enterprise Engagement and Sustainability Standards

Suggested Indicators		Score/Average	
A	Evidence of regular communication of sustainability issues to tourism-related businesses (Media, meetings, direct contact, etc.)	2	
B	Sustainability support and advice to tourism- related business—available and promoted .	2	
C	Number and percentage of businesses certified against tourism sustainability standards (and whether GSTC recognized/accredited), with targets for wider outreach .	2	2.00
D	Evidence of promotion of certification schemes .	2	
E	List of tourism-related certified enterprises, kept up to date .	2	

A5. Resident Engagement and Feedback

The destination enables and promotes public participation in sustainable destination planning and management. Local communities' aspirations, concerns and satisfaction with tourism sustainability and destination management are regularly monitored and publicly reported, and action is taken in response to them. The destination has a system to enhance local understanding of sustainable tourism opportunities and challenges and to build the capacity of communities to respond.

When done correctly, tourism provides opportunities to generate wealth and conserve natural and cultural resources that might otherwise be destroyed or lost. Tourism can also evoke a sense of pride in local culture. Then again, the local population can suffer at the hands of tourist encroachment. Hence, the opinions of local community members should be closely monitored.

Park City government agencies and the community are highly engaged with the destination as evidenced by PCCVB newsletters, Park City's website, the planning processes which led to Park City Vision 2020, and National Citizen surveys completed every two years .The National Citizen survey includes questions on safety, mobility, governance, recreation and wellness, education, and the quality of the natural and built environments. Park City Municipal uses the survey to gauge the performance of city services and can be used by Park City to benchmark results against other similar communities.

Tourism is briefly mentioned in the destination planning engagement processes, which is critically important to the destination.

Summit County developed a strategic plan, and have prioritized community outreach in future plan development. The community of Park City is very engaged and it is evident by the planning processes which have helped shape the communities Strategic Plan and other programs specific to Park City . In addition, they have a website which houses public comment on a range of initiatives, see https://www.parkcity.org/departments/community-engagement .

In support of the Summit County Council's mission to provide excellent, ethical and efficient services that ensure quality of life for present and future generations, the Sustainability staff is working with residents, municipalities and stakeholders to: reduce the greenhouse gas emissions of County operations 80% below the 2016 level by 2040, and, 80% below the 2014 level county-wide. In addition, transition to net 100% renewable electrical energy for County operations, make renewable energy readily available and broadly adopted County-wide by 2032, transition 50% of County fleet vehicles to alternative fuels, hybrid or electric vehicles by 2022, and provide electric vehicle charging infrastructure as required to charge fleet vehicles .

A5. Recommendations

1 . As the coordinating body of destination stewardship for Summit County, the newly formed Destination Stewardship Council should take advantage of the various tools available to engage citizens in tourism planning and destination stewardship .

2 . Have the PCCVB continue its role as a focal point and venue for all tourism stakeholders to voice their opinions regarding tourism development and management. It should also coordinate with County processes and public meetings where tourism is a relevant concern or topic.

Table 7. A5—Resident Engagement and Feedback

	Suggested Indicators	Score/Average	
A	Evidence of the promotion and facilitation of public participation in destination planning/management.	2	
B	Information on the type and level of such participation .	1	
C	Surveys of residents and other systematic feedback mechanisms covering tourism issues.	2	1.80
D	Evidence of action taken in response to residents' feedback .	2	
E	Program of information, education, and training on tourism provided for residents.	2	

A5. Documentation

> City Community Engagement

> Diversity Community Engagement

> Community Engagement Team, City

> Engage Park City Website

> Engage Park City Doc Website

> Park City Vision 2020

> National Citizen Survey—Park City—Every 2 Years 2015–17

Photo credit: Ethan Dow on Unsplash

A6. Visitor Engagement and Feedback

The destination has a system to monitor and publicly report visitor satisfaction with the quality and sustainability of the destination experience and, if necessary, to act in response. Visitors are informed about sustainability issues in the destination and the part that they can play in addressing them.

As a service-orientated industry, tourism operators and destinations must continually strive to meet the demands and expectations of visitors for quality tourism products, experiences and services   Visitor satisfaction is determined by a combination of perceived quality, cconsumer expectations, and actual experience. A visitor's overall satisfaction will influence the likelihood of repeat visitation, extended length of stay, increased expenditure, and word-of-mouth referrals.

The PCCVB and others conduct regular surveys to evauate events and visitors' experience . Examples of surveys include a ski survey, which is completed on a regular basis, visitor surveys distributed by Transportation and the Mountain Trails Foundation, and surveys completed at key events throughout the year. Publications such as the 2021 Park City Summer/Fall Visitor report highlight findings from the surveys and have been shared widely. While the surveys have addressed the quality of visitors' experience and more, they have not touched on sustainability-related topics.

As such, Park City and surrounding communities have an opportunity to utilize the collection of regular visitor surveys to begin to address sustainability issues relative to tourism.

Photo credit: PCCVB

A6. Recommendations

1 . Regularly monitor the visitor experience, relative to facilities, quality of visit, environment, etc . Consider a venue (website, visitor center, etc.) where visitors have access to a channel (e.g., paper survey, online survey) they can use to share their opinions related to their visit.

2 . Create a portal for ongoing visitor feedback, and a process for addressing feedback and recommendations.

A6. Documentation

> Park City Summer Understanding 2017

> Deepening Understanding Questionnaire

> Park City Forward—Survey Trans

> Meet and Greet Tally Guest Surveys

> Mountain Trails TH Data

> Park City Transit Survey

> Park City Visitor Survey 2021 Summer–Fall

> PC Agreement to RCC (Survey consultant)

> Ski Utah Ski Snowboard Survey 20–21

> Ski Utah Stays Summit Co.—by Season

Table 8. A6—Visitor Engagement and Feedback

Suggested Indicators		Score/Average
A	Visitor surveys (and other feedback mechanisms)—carried out and reported .	3
B	Surveys and feedback include visitor reaction to sustainability issues .	1
C	Evidence of actions taken in response to visitor survey/feedback findings .	1
D	Examples of visitor information that covers sustainability issues and how to respond to them .	1

Score/Average: **1.50**

A7: Promotion and Information

> *Promotion and visitor information material about the destination is accurate with regard to its products, services, and sustainability claims. Marketing messages and other communications reflect the destination's values and approach to sustainability and treat local communities and natural and cultural assets with respect.*

The PCCVB does a terrific job of promoting seasonally and regionally in Summit County. Summer and Winter Guest Guides are created for visitors after securing feedback and review from tourism stakeholders. And, an annual marketing plan is created after seeking input from both visitors and tourism stakeholders through surveys and peer review checks.

Better coordination with entities in Summit County such as the Swaner Preserve and Eco Center, the Mountain Trails Association, Recycle Utah (campaigns), and perhaps the Historical Society, would enhance the PCCVB's promotional campaign(s). There is a plethora of good work being done with respect to tourism assets, which could be better promoted through the PCCVB.

A7. Recommendations

1. Develop partnerships for promotion with non-profit entities in the area including, but not limited to, Swaner Preserve and Eco Center, Mountain Trails Association, and Recycle Utah, all of whom are doing great work on sustainability and destination stewardship.

Photo credit: Oliver Schwendener on Unsplash

A7. Documentation

> 2020 Summer Guest Guide

> 2010–2021 Winter Guest Guide

> 2021 Summer Guest Guide

> Proofing Letters

> PC International

> PCCVB International Brochure

> PCCVB Scenic Drives

> Winter Guest Guide

> September Dirt

> SGG 2021 Letter

> WGG 2021 Letter

Table 9. A7—Promotion and Information

Suggested Indicators		Score/Average
A	Current information and promotional material with appropriate content .	3	
B	A process exists for checking the accuracy and appropriateness of destination promotion and information.	3	2.67
C	Evidence of consultation with local communities and environmental and cultural bodies on communications content and delivery.	2	

A8. Managing Visitor Volumes and Activities

The destination has a system for visitor management which is regularly reviewed. Action is taken to monitor and manage the volume and activities of visitors, and to reduce or increase them as necessary at certain times and in certain locations, working to balance the needs of the local economy, community, cultural heritage and environment.

Visitor management plays an essential role in protecting the sustainability of natural and cultural areas by providing funding and business opportunities through tourism and ensuring visitors obtain a worthwhile experience while simultaneously taking measures to limit over-visitation.

The PCCVB has created a year-round approach to promoting the seasonal attributes experienced in Summit County. In addition, as the PCCVB embarks on a strategic planning process, they are carefully reviewing aspects of season visitation to identify when low seasonality makes sense and is actually beneficial. In addition, once visitors are present, several strategies to manage visitor flow have been implemented, including:

- the construction of park n ride lots at Richardson Flats, Ecker Hill, and soon-to-be SR 248 and UT-40;
- the employment of the PC Municipal Corporation Transit system;
- maintenance of the High Valley regional transit system, which services rural communities in Summit County;

- construction of China Bridge parking structure in the early 2000s;
- "Transit to Trails" free shuttle system to newly purchased (and over-parked) Bonanza Flats open space; and
- "Transit to Trails in Town" free shuttle system to three popular in-town trail-heads .

In addition, Park City Municipal Corporation and Summit County have a Ranger program for open space management. Under general direction of the City's Property, Real Estate, Trails and Open Space Program Manager and as a member of the Sustainability Team, and as support for Public Safety, the Ranger position provides educational and informational support to the public accessing Park City's open space and trails. Additionally, Rangers provide civil enforcement of parking violations and support enforcement, of applicable trails and open space ordinances and policies. Finally, Rangers perform a variety of administrative duties associated with the day- to-day operations of the Trails and Open Space Department. Examples of typical job duties include the following:

- Providing a physical presence on Park City's open space properties, trails, and at trailheads so as to provide information associated with the trails and open space including, but not limited to, rules and regulations, user etiquette, safety, and directions .This presence may be by vehicle patrol, biking, or hiking .
- Civil enforcement including, but not limited to, warnings and citations for parking violations at trailheads or in conjunction with trails and open space access.

Table 10. A8—Managing Visitor Volumes and Activities

Suggested Indicators		Score/Average	
A	The destination management strategy and action plan address seasonality and spread of visitation.	1	
B	Variation in visitor volumes throughout the year is monitored, including in the most visited locations.	2	
C	Impacts of visitor volumes and activities are identified through observation and community and stakeholder feedback.	1	1.60
D	Actions taken to manage visitor flows and impacts.	2	
E	Marketing strategy and selection of target markets takes account of visit patterns, the impact of activities, and destination needs.	2	

- Assisting Park City police or an adjacent jurisdictional entities per additional violations or safety issues.

- Attending meetings with the Property, Real Estate, Trails and Open Space Manager and Sustainability Team members to coordinate and discuss trails and open space ordinances and policy, operational challenges, and other pertinent information.

- Supporting the Property, Real Estate, Trails and Open Space Manager as needed and coordinating responsibilities for the implementation, maintenance, and compliance of the City's extensive trails system and open spaces.

- Supervising resource inventory and gathering data specific to the Bonanza Flat Open Space and at the direction of the Trails and Open Space Manager. Providing an on-site presence of a city representative to document and assist in the development of the proposed conservation easement, as well as, implementing on the ground policy direction by PC Council.

- Supervising the on-going management of the Bonanza Flat Open Space consistent with the Council's policy direction and at the direction of the Property, Real Estate, Trails and Open Space Manager.

- Coordinating with the City's Property, Real Estate, Trails and Open Space Program Manager to collect and analyze data associated with the scope and type of trail use.

- Overseeing data collection associated with wildlife cameras and other conservation easement compliance matters.

- Attending meeting with stakeholders, advocacy groups , and adjacent jurisdictional entities when they include discussion about open space and trail enforcement efforts.

- Preparing documents including, but not limited to, reports, maps, brochures, as well as information needed to promote trails and open space.

Photo credit: PCCVB

A8. Recommendations

1 . Continuously monitor visitor and community feedback on traffic and congestion, and related impacts utilizing the Ranger's reports.

2 . Consider visitor feedback on the level of visitation seasonally.

3 . Document and share visitation feedback on highly visited areas such as ski resorts, as well as concerts and festivals.

4 . Compile reports from ski areas, and other venues on the quality of the visitor experience. Account for level of visitation to better understand visitor capacity.

A8. Documentation

> PC Ranger Job Description

> Summer Guest Guide 2020

> 20–21 Winter Guest Guide

> Special Event Code Change—Peak Event Times

> Transit Solutions Documentation

A9. Planning Regulations and Development Control

The destination has planning guidelines, regulations and/or policies which control the location and nature of development, require environmental, economic, and socio-cultural impact assessment and integrate sustainable land use, design, construction, and demolition. Regulations also apply to operations, including property rental and concessions for tourism purposes. The guidelines, regulations, and policies were created with public participation and are widely communicated and enforced.

Summit County / Park City have made considerable efforts to identify development aspirations and limitations at the community level .This is reflected specifically in the PC Strategic Plan and Summit County's Strategic Plan which highlights the following:

Transportation and Congestion

The County will plan for and make improvements to the transportation system to reduce traffic congestion.

Workforce Housing

The County will facilitate efforts to significantly decrease the deficit in workforce/affordable housing in order to have more community members who work and live in the County.

Environmental Stewardship

Through environmental stewardship and leadership, the County will implement plans and policies to secure, preserve and protect the water, as well as land and air quality for the present and future. This is done through a collaborative effort between the Sustainability, Transportation, Engineering, and Environmental Health departments.

Refine County General Plans and Development Codes

The County reviews and refines the General Plans and Development Codes focusing on improving and connecting the region's physical, natural, and economic environments and communities.

Mental Health/Substance Abuse Issues

The County, in collaboration with the Board of Health and the Summit County Mental Wellness Alliance, promote community awareness of mental wellness and substance abuse issues, and increased access to effective treatment and prevention services and programs within Summit County (see https://www.summit county.org/1072/Strategic-Plan).

A9. Recommendations

1 . Synthesize existing County impact assessments and develop these relative to tourism development covering environmental, economic, and socio-cultural impacts .

2 . Collect and identify policies, regulations, and guidelines, at planning, development and implementation stages for tourism development .

A9. Documentation

> Amended Development Agreement Canyons

> Canyon Resort Management Agreement

> Ordinance 2017-45

> Ordinance 2018-16

> Community Storefront

> House Bill 0253

Table 11. A9—Planning Regulations and Development Control

	Suggested Indicators	Score/Average	
A	Specific policies/regulations/ guidelines which control development—documented and identified by title and date.	3	
B	Impact assessment requirements are set out, covering environmental, economic, and socio- cultural impacts, at sufficient scale to address long term issues for the destination .	2	
C	Specific regulations on property rental and operation for tourism, with evidence of their application and enforcement.	2	2.20
D	Evidence of public participation in the development of policies/regulations/guidelines .	3	
E	Evidence of consultation with, and consent from indigenous people or minority ethnic groups when tourism development has been proposed or has occurred in their territories.	NA	
F	Evidence of communication and enforcement of the policies/regulations/guidance, at planning, development, and implementation stages .	1	

A10. Climate Change Adaptation

The destination identifies risks and opportunities associated with climate change. Climate change adaptation strategies are pursued for the siting, design, development and management of tourism facilities. Information on predicted climate change, associated risks and future conditions is provided for residents, businesses and visitors.

Photo credit: Tanner Vonnahme on Unsplash

Because tourism contributes to, suffers from, and potentially mitigates climate change, it must continuously address these issues for its own sustainability .Summit County and Park City have made significant strides in climate action. Summit County has created a Summit County Climate Action Plan with tangible goals and actions to support these goals .In addition, Park City has made North America's most ambitious climate goals: to have city operations be net-zero carbon and run on 100% renewable electricity by 2022, and the same for the entire community by 2030. The plan and goals were passed by City Council, and all indications are that they will meet or exceed these goals. The Destination Stewardship Council should link to these efforts and highlight this information in their destination materials.

A10. Commendation!

Excellent and progressive work on Climate Change and Adaptation .

A10. Documentation Provided

> CDP Action List

> Links to PC Community Foundations

> Community Renewable Energy Program

> EDI Plan

> Summit County Climate Action Plan

> Utah 100 Cities, Info and Resource Guide

> PC Sustainability Plan

> Deer Tracks

Table 12. A10—Climate Change Adaptation

	Suggested Indicators	Score/Average	
A	The destination management strategy and action plan identifies and addresses climate issues.	3	
B	Regulations, guidelines and zoning for tourism development and activities accommodate the consequences of climate change.	3	
C	A climate risk assessment, covering current and future risks—undertaken and made publicly available.	3	3.00
D	Evidence of consideration of impact on, and contribution of, local ecosystems to climate change adaptation.	3	
E	Information on climate change that has been made publicly available .	3	

A11. Risk and Crisis Management

The destination has a risk reduction, crisis management and emergency response plan that is appropriate to the destination. Key elements are communicated to residents, visitors, and enterprises. Procedures and resources are established for implementing the plan and it is regularly updated.

Park City has adopted Resolution No .16-2021—A RESOLUTION ADOPTING THE PARK CITY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN (CEMP). This resolution introduces a system to mitigate the effects of an emergency or disaster, preserve life, respond during emergencies, provide necessary assistance, and return the community to its normal state of affairs. It also attempts to define clearly the roles and responsibilities of each department and function within the City organization by providing guidance in accomplishing the objectives of this plan with guidelines, plans, assessments and resources.

Summit County also has an Emergency Preparedness Plan to address the following issues: community resources during COVID, mental health, fire, and earthquakes. The Plan also includes hazard maps, wildland fire maps, floodplain maps, as well as many links to disaster preparedness information. However, a separate emergency response plan does not exist for tourism, with the exception of COVID-related issues.

Additional work is being done to mitigate fire risk and damage caused by wildfires .Over the past year, Summit County has been working with representatives from the US Forest Service (USFS), the Uinta-Wasatch-Cache National Forest, Mountain Regional Water Special Service District, and Snyderville Basin Special Recreation District; academics at Utah State University; and consultants with the World Resources Institute (WRI) to develop a strategy

for leveraging funding to plan, scope, and implement fire mitigation treatments on the Weber River Watershed. Innovative financing, strategies successfully implemented in other communities and national forests across the country, was presented in concept to the County Council in February 2020. The intent was to propose an option to move County projects up the USFS priority list and complete the work faster than through the normal USFS federal appropriations process .At that time, the Council instructed County staff to explore and pursue options for leveraging private investments to mitigate the threat on the Weber River Watershed.

In April 2021, the project team appeared once again before the Council and provided an update on progress made since February 2020. During that work session Council advised staff to proceed with hiring a project manager; further explore finance options, including a Summit County contribution; and create a Resilience Fund Subcommittee consisting of staff and two Council members.

A11. Recommendation

1 . Create a crisis management and emergency response plan as part of the Destination Stewardship Plan.

A11. Documentation

> Hate Crime Policy Doc

> PCMC Training NIMS Training

> PCMC Training NIMS Training-Matrix

> PCPD Policy Manual

> Resolution 16—CEMP Emergency Mgt. Plan

> Summit County Preparedness Plan

Table 13. A11—Risk and Crisis Management

	Suggested Indicators	Score/Average	
A	A documented risk reduction, crisis management, and emergency response plan for tourism in the destination.	0	
B	The plan recognizes a wide range of risks, including natural disasters, terrorism, health, resource depletion, and others appropriate to the location.	1	0.75
C	Communication procedures identified for use during and after an emergency .	1	
D	Program for local delivery of information and training on risk and crisis management .	1	

SECTION B: SOCIO-ECONOMIC SUSTAINABILITY

B.   Socio-Economic Summary

The Socio-Economic Pillar scored the highest overall, with a score of **2.49.** Criteria to improve on include:

> Decent work and career opportunities

> Preventing exploitation and discrimination

2
(7%)

10
(33%)

18
(60%)
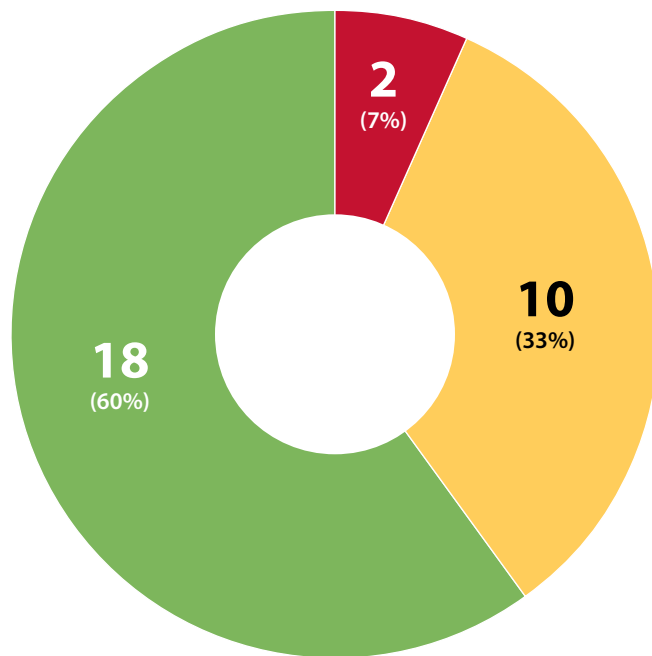
Socio-Economic Sustainability—Total Indicators Scored

Photo credit: Alex Haney on Unsplash

B1. Measuring the Economic Contribution of Tourism

The direct and indirect economic contribution of tourism to the destination's economy is monitored and publicly reported. Appropriate measures may include levels of visitor volume, visitor expenditure, employment and investment and evidence on the distribution of economic benefits.

By monitoring tourism's impact, policymakers can make informed decisions regarding the funding and prioritization of tourism development in Summit County . Economic data can also assist with monitoring the industry's overall successes and future needs. According to the Office of Tourism for the State of Utah and The Kem C. Gardner Institute at the University of Utah, in 2018 visitors spent an estimated $1.0 billion in Summit County, which generated city and county sales tax revenue. Without visitor spending, sales tax revenue would have been $151. million less for Park City Municipal Corp. (Park City) and $26.9 less for Summit County (as a taxing entity). Visitors also contributed to additional city and county tax revenues, including charges for services, licenses and permits, special event fees, and other miscellaneous funds and revenues . According to government budget analysts, in the absence of visitors and visitor spending, Park City would have experienced a $1.6 million reduction and Summit County a $3.5 million reduction in these miscellaneous revenues in 2018.

Additional employment data, transient data, occupational data, job growth, and commuting data can also be obtained from the Office of Tourism and the Kem C. Gardner Institute.

These reporting mechanisms assist planning, support the economic value of tourism for residents and other stakeholders in the Summit County community .
In partnership, Summit County and Park City are documenting the value of the economic contributions of tourism and visitation (Table 14).

B1. Commendation!

Continue excellent tracking and reporting of the economic value of tourism to Summit County, partnerships with the University of Utah and other organizations to collect data.

B1. Documentation

> Summit County Migration Data

> Economic Overview Summit County

> Gross Regional Product—Industry Code

> Highest Ranked Occupations

> Industry Cluster Based on Earnings

> Industry Cluster Based on Gross Regional Product

> Industry Cluster Based on Job Growth

> Industry Cluster ID No Emphasis

> Industry Snapshot 2020–2031

> Occupation Snapshot 2020–2031

> Tax Revenue—Park City and Summit

> Park City Transient Study

> Population Demographics

> Summit County Commuting

> Unemployment by Industry

Table 14. B1—Measuring the Economic Contribution of Tourism

Suggested Indicators		Score/Average
A	Program of economic data gathering.	3	
B	Annual reports on the direct and indirect economic contribution of tourism in the destination.	3	3.00
C	Data covering a range of measures of economic impact (e.g., volume, expenditure, employment, investment and spread of economic benefit in the destination).	3	

B2. Decent Work and Career Opportunities

The destination encourages and supports career opportunities and training in tourism. The destination's tourism enterprises commit to providing equality of opportunity for local employment, training and advancement, a safe and secure working environment, and a living wage for all.

The travel and tourism industry is one of the largest and most dynamic industries in the country. The economic contributions are significant. Normally, the industry supports 10% of all economic activity on the planet and 8% of global employment .It is also a labor-intensive industry that does not require significant technical skills or major capital investment. To ensure tourism continues to have a positive impact on its host community, it is imperative that tourism businesses provide equal employment, training opportunities, occupational safety, and fair wages for all.

Summit County is in proximity to Salt Lake Community College, and the University of Utah, both offering Tourism and Hospitality degrees and certificates. In addition, Park City is host to Centers for Advanced Professional Studies (CAPS), an elective for 11th & 12th graders where students develop "success skills" through working on real world projects for companies and organizations.

Projects focus on engineering, business solutions, health sciences, digital design, and primary education. Students have the option of on-site visits with their clients. The experience is guided by the principles of Project Based

Learning, a teaching method in which students learn by actively engaging in real-world and personally meaningful projects.

Park City is also host to a program called the "Lucky Ones," a coffee shop and more, mission-based and focused on the need for more job opportunities for individuals with disabilities.

The Utah Division of Occupational Safety and Health (UOSH) is part of Utah's Labor Commission. There is one UOSH office centrally located in Salt Lake City which addresses labor issues such as the enforcement of occupational safety and health standards and inspection of workplaces for hazardous conditions. The UOSH also issues citations where violations of Utah OSHA regulations are found; offers voluntary

and cooperative programs that focus on reducing worker injuries, illnesses, and fatalities; provides on-site consultation services without citations or penalties to private sector employers as well as state and local government entities in an effort to help them comply with occupational safety and health standards and identify and correct potential safety and health hazards; and hosts informal conferences in the UOSH office in an effort to resolve cases .

While it is clear that some tourism enterprises are committed to the provision of decent work and career opportunities, this is sporadic. Further, some programs exist with relation to equal opportunities for young people, women, minorities, and people with disabilities, yet the tourism industry is somewhat silent on these ideas.

B2. Recommendations

1 . Establish on-going communication with educational institutions and the industry in order to establish/ maintain internships, work placements, and more, particularly for marginalized groups.

2. Create a statement by and for the tourism industry that commits to decent work and career opportunities in Summit County.

B2. Documentation

> Lucky Ones

> PC—Caps Project Based Learning

> University of Utah, Salt Lake Community College, Utah Valley State Program review

Table 15. B2—Decent Work and Career Opportunities

Suggested Indicators		Score/Average
A	Provision of relevant skills training programs/courses available locally.	3
B	Statements of commitment by tourism enterprises to the provision of decent work/ career opportunities.	0
C	Training and employment opportunities promoted to and taken up by local people, including women, young people, minorities and people with disabilities.	2
D	Channels for checking working conditions and receiving/handling grievances (e.g., involvement of labor unions).	2

Score/Average: **1.75**

B3. Supporting Local Entrepreneurs and Fair Trade

The destination encourages the retention of tourism spending in the local economy through supporting local enterprises, supply chains and sustainable investment. It promotes the development and purchase of local sustainable products based on fair trade principles and that reflect the area's nature and culture. These may include food and beverages, crafts, performance arts, agricultural products, etc.

Destinations that include local businesses, service providers and farms within their value chains continue to strengthen the economic base of the community (Table 15). Local businesses are also owned by people who live within the community and are more invested in the destination's future .

Summit County / Park City support small and medium enterprises, and have an exceptional example of assisting in local products through the Park Silly Sunday Market Events .The Summit County Economic Development Office, promotes creation of new businesses as well as expansion of existing businesses.

Summit County offers an integrated approach of programs and services to support the creation of new businesses, the expansion and retention of existing businesses within Summit County, and the attraction of companies that offer high impact jobs and share the County's values. Through public and private partnerships, the County envisions building a sustainable, high performance economy that produces better opportunities for future generations, broader job choices and increased wages and family incomes across the region.

In Summit County economic development / diversification usually takes three forms:

- Entrepreneurship
- Business expansion and retention
- Business attraction

Summit County's Office of Economic Development provides no-fee, tailored site selection services to employers, corporate real estate executives, and site location consultants who are considering Summit County for relocation and/or expansion. It also offers a network of regional and local resources to gather essential information and discover which locations offer the most value for projects.

The PCCVB markets Summit County, and provides access to marketing through seasonal destination guides that promote local businesses, tourism attractions, and more. In addition, the website, https://www .visitparkcity.com highlights opportunities for local businesses to promote their products and events.

B3. Recommendations

1 . Advocate for and promote tourism as well as the value of local enterprises and services to visitors, the industry, and County residents.

2 . Monitor this value through visitor surveys.

3 . PCCVB provides marketing for Summit County. When a potential visitor "googles" Summit County tourism, the "visit.parkcity.com" website is the primary connection for visitor information. As the brand develops it will be important to incorporate county-wide assets.

Table 16. B3—Supporting Local Entrepreneurs and Fair Trade

	Suggested Indicators	Score/Average	
A	Advice, finance or other support available in the destination for tourism-related SMEs. .	3	
B	Assistance with market access for local tourism-related SMEs .	2	
C	Action to encourage and assist local tourism enterprises to purchase goods and services locally .	2	2.40
D	Initiatives to help local farmers, artisans, and food producers to engage in the tourism value chain.	3	
E	Local produce and crafts identified, promoted, and made available for sale to visitors in the destination.	2	

Documentation:

- Pando Labs
- Park City Pando Labs
- Park City Farmers Market
- Park City Silly Market

- Summit County Economic Dev Services
- Summit County Fair And 4H
- Summit County Fair
- Websites, Visit Park City, Utah Office of Tourism

Photo credit: PCCVB

B4. Support for Community

The destination has a system to enable and encourage enterprises, visitors, and the public to contribute to community and sustainability initiatives in a responsible manner.

Summit County has several excellent initiatives to support sustainability in the larger community .Appendix B lists some of the programs residents, visitors, and enterprises can access should they wish to contribute their time, talent, and/or financial support to support community and sustainability in the area .It is important to highlight relevant organizations who support destination stewardship as it relates to tourism development, and environmental, social, cultural sustainability. Creating linkages to the initiatives listed in Appendix B can lead to broader connectivity and support.

B4. Recommendations

1 . Support for local sustainability efforts and enterprises should be visible to visitors. Increasing visibility will increase awareness and, potentially, philanthropy.

B4. Documentation

> Park City Community Foundation

> PC Muni Links

> Summit County Services

> Sustainability Report Deer Tracks

Photo credit: Olivia Hutcherson on Unsplash

Table 20. B4—Support for Community

	Suggested Indicators	Score	/Average
A	Support for local community and sustainability initiatives by local tourism enterprises is encouraged and facilitated .	2	
B	Schemes exist, and are promoted, for visitors to support local community and sustainability initiatives .	3	2.33
C	Volunteering and engagement with the community does not involve intrusion or exploitation .	2	

B5. Preventing Exploitation and Discrimination

The destination upholds international standards on human rights. It has laws, practices and an established code of conduct to prevent and report on human trafficking, modern slavery and commercial, sexual, or any other form of exploitation, discrimination and harassment of or against anyone, particularly children, adolescents, women, LGBT and other minorities. The laws and established practices are publicly communicated and enforced.

Inequalities can be deeply entrenched, including within the tourism sector. Combating exploitation and harassment in the tourism industry is an on-going challenge that requires partnerships between all relevant stakeholders. Within Park City Municipal Corporation, there are several initiatives underway to increase commitment to social equity and foster an inclusive and supportive community. Some of the initiatives reviewed include:

Spanish Facebook Page—Municipio de Park City

On October 20, 2020, the Community Engagement team, Enrique Sanchez, and intern Heidy Onofre launched the Municipio de Park City Facebook page . The page provides tailored information to better engage and connect with the Spanish-speaking community. Park City's Spanish-speaking population makes up approximately 25% of the City's total population. Page content includes news and information from Park City Municipal Corporation and a host of important community partners, stakeholders, and not-for-profits .

Goals

- Grow the number of followers from 257 to 750 in the calendar year 2021 .
- Increase shared information on Municipio de Park City Facebook Page and become the go-to source for the many service organizations that work with this community .
- Inform, educate, and create a sense of inclusion among the city's Spanish speaking residents .

LGBTQ+ Task Force

Park City Municipal Corporation formed an internal LGBTQ+ Task Force in December 2020 to focus on both internal practices and support of the LGBTQ+ community. Its internal focus includes job recruitment, hiring and retention, municipal

code review, and communications. Externally, the task force is working with local advocacy groups to provide support and find opportunities for collaboration .

Goals

- Create a community-wide LGBTQ+ alliance. Liaise with Park City High School Gay-Straight Alliance (GSA), Encircle, Equality Utah, Mountain Mediation, and the Park City Community Foundation to align equity and inclusion practices.
- Improve practices and utilize the Human Rights Campaign Municipal Equality Index (MEI), which examines municipal laws, policies, and services from the vantage point of LGBTQ+ people who live and work in Park City. Cities are rated based on non-discrimination laws, as an employer, municipal services offered, law enforcement, and City leadership's public position on equality. Many of these practices are already part of Park City's operation, such as:
  ‣ reporting hate crimes against LGBTQ+;
  ‣ granting equal benefits to same-sex couples/ providing transgender services;
  ‣ providing employee support services through groups like Communities that Care and Mountain Mediation;
  ‣ Holding LGBTQ+ youth community conversations surrounding safety and freedom of expression; and
  ‣ LGBTQ+ liaisons in City departments including Police and the executive office.
- Collaborate with external groups to advance advocacy to support Park City's LGBTQ+ community. This could include:
  ‣ creating ordinances that further protect and advocate for the LGBTQ+ community; and
  ‣ advocating for the LGBTQ+ community in Utah State Legislature.

Additional Examples of Social Equity Projects

- Human Resources works with Bright Futures, Dream Big, and the neuro-diverse community to create internships at Park City Municipal Corporation. It has also developed internship opportunities with Bright Futures, Municipio de Park City, and Neurodiverse.
- PCMC Social Equity Committee meets monthly.
- Introduced a vaccine roll-out plan for vulnerable populations, which will utilize social media to help reach a broad audience.

- The Library is participating in Black History Month advancing education and inclusion.
- Staff and elected officials are participating in the Park City Community Foundation's Social Equity Cohort program which launched in November 2020.
- Adopted a resolution in support of the Utah Compact on Racial, Diversity, and Inclusion on December 17, 2020.
- Developed a career recruitment partnership with the University of Utah Diversity, Equity, and Inclusion Office.
- Expanded job postings to attract diverse candidates and developed a relationship with the University of Utah to broaden postings for diversity and inclusion.
- Updating policies, codes, and ordinances to use gender-neutral pronouns.
- Added a new housing specialist in the affordable housing department - Elyse Kats started in January.
- Added a senior leadership position at the Library to lead the Spanish Services Program that Daniel Thurston started in January 2021.
- Forming a translation team to increase flow and expediency of Spanish translated materials.
- Continuing monthly "Mensaje a la Comunidad Hispana de Park City" Facebook Live events presenting Spanish speaking community experts.
- PPE distribution to high-density apartment buildings in partnership with the Christian Center of Park City, People's Health Clinic, and Park City Community Foundation.
- Park City Recreation and the Park City Ice Arena are creating a sliding scale fee program.
- Park City Police Department expanded the Police Explorer Program to include more diverse community

participation .They have also issued regular statements such as the following:

‣ The Park City Police Department respects an individual's rights secured by the U S .Constitution and the laws enacted by the City, state and nation . When such rights are infringed upon by violence, threats or harassment, this department will utilize all available resources to see that justice is served under the law .

‣ The City of Park City and its Police Department have zero tolerance for violence, including that on the basis of hate .We believe that everyone should be free from violence, threats and discrimination. We strongly encourage anyone who has knowledge or information concerning any hate crime or incident involving bias or discrimination to immediately report it to this department .

‣ The federal government also has the power to investigate and prosecute bias-motivated violence by providing the U S .Department of Justice with jurisdiction over crimes of violence where the perpetrator has selected the victim because of the person's actual or perceived race, color, religion, national origin, gender, sexual orientation, gender identity or disability (18 USC §245) .

‣ This department is committed to taking a proactive approach to preventing and preparing for likely hate crimes by, among other things:

 - Contacting persons and groups within the community who are likely targets of hate crimes to form prevention and response networks .

 - Providing victim assistance and follow-up as outlined below, including community follow-up .

Table 21. B5—Preventing Exploitation and Discrimination

Suggested Indicators		Score/Average
A	Reference (title, date) to specific laws that pertain in the destination regarding human rights, exploitation, discrimination and harassment .	3	
B	Evidence of communication and enforcement of above laws and related good practice (including to tourism enterprises and visitors) .	2	
C	Risk and impact analysis regarding human rights, including human trafficking, modern slavery and child labor – conducted regularly .	2	1.75
D	Destination and key tourism players are signatories to the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism .	0	

These initiatives and others, coupled with enormous potential for visitor messaging, will send the message that Summit County is open to all .

B5. Recommendations

1 . Conduct a risk and impact analysis regarding human rights, to include human trafficking, modern slavery, and child labor.

2 . Become a signatory to the Code of Conduct for the Protection of Children from Exploitation in Travel and Tourism.

3 . Join forces to enhance promotion of community initiatives that supporting social equity and denounce exploitation. Consider the promotion of EDI training for tourism businesses through organizations such as Travel Unity (see https://travelunity.org/).

B5. Documentation

> City Code

> Bullying

> Safe Schools

> Preventing Exploitation

> Social Equity Quarterly

Photo credit: Scott Greer on Unsplash

B6. Property and User Rights

Laws and regulations regarding property rights and acquisitions are documented and enforced. They comply with communal and indigenous rights, ensure public consultation, and do not authorize resettlement without free prior and informed consent and fair and just compensation. Laws and regulations also protect user and access rights to key resources.

Policies and legislation regarding property acquisitions can help ensure that important landscapes within a destination remain protected and alive with the spirit of the past. New strategies and actions to protect, enhance, and interpret scenic, biological, and cultural values will help sustain destinations for years to come. There are many initiatives that point to Summit County's commitment to destination sustainability, and preservation of natural and cultural/historic heritage of the region. Specifically, the *Municipal Code of Park City, Land Management*, addresses all aspects of historic preservation, recreation and open space, and protection of open space. There is also master planning for development and architecture. In addition, the strategic plan for Park City (Park City 2030), addresses Council priorities, including:

- sustaining a world-class, multi-Seasonal resort destination;

- preserving and enhancing the natural environment;

- supporting an inclusive community of diverse economic and cultural opportunities; and

- being a responsive, cutting-edge, & effective government.

In order to ensure results and accountability, desired outcomes and key indicators were built into the Park City 2030 plan .The desired outcomes are observable effects that visibly demonstrate success in each priority area. Similarly, key indicators are high-level measures

Photo credit: Olivia Hutcherson on Unsplash

that gauge effectiveness and allow Park City stakeholders to compare and monitor their performance to that of similar service providers. Both the desired outcomes and key indicators are tied to the budgeting for outcomes process, which helps ensure that resources are allocated to the most effective efforts related to achieving the community's vision.

B6. Commendation

Excellent community engagement processes, and supporting laws and regulations are in place to support property rights.

B6. Documentation

> Park City Municipal Code (City Land Development Code)

> Park City Strategic Plan, 2030

> Summit County Strategic Plan

Table 22. B6—Property and User Rights

	Suggested Indicators	Score/Average	
A	Reference (title, date) to specific laws that pertain in the destination regarding property rights and acquisitions and user and access rights to resources .	3	
B	Reference in the above laws to communal and indigenous rights, public consultation and resettlement .	NA	3.00
C	Evidence of enforcement of the above laws (communal and indigenous) in the context of tourism development and activity .	NA	
D	Evidence of community consultation, consent and compensation .	3	

B7. Safety and Security

The destination has a system to monitor, prevent, publicly report, and respond to crime, safety, and health hazards that addresses the needs of both visitors and residents.

Perceived or real threats to visitor safety have immediate impacts on a destination's reputation and can dramatically affect visitation. If visitor health and safety is not well managed, adverse incidents can significantly impact the profitability and sustainability of an individual business, community or destination. If visitors feel threatened or unsafe during a trip this may impact their length of stay and expenditures in a destination and decrease the likelihood of repeat visitation and word-of-mouth referrals.

Summit County is considered relatively safe. The overall Crime Grade is A, with a B+ for violent crime, A for property Crime, and B for other types of Crime. The A grade means A grade means the rate of crime is much lower than the average US county. Summit County is in the 88th percentile for safety, meaning only 12% of counties are safer and 88% of counties are more dangerous (see https://crimegrade.org/violent-crime-summit-county-ut/)

As part of the COVID response, Park City dedicated a visitor page to COVID-19. The site addresses what to expect while visiting, safety precautions, the "Stay Open Pledge" that Summit County Businesses have taken, and a resource guide.

The Summit County Facebook page has regular updates on health and safety issues. The Visit Park City (https://www.visitparkcity.com) website also has information updates for international guests in Spanish, and Portuguese. The PCCVB works closely with the Health Department on COVID issues and preparation.

Transportation providers, restaurants, and hoteliers all have changed their operations to address the needs of visitors during the pandemic. Partnerships emerged to assist in working together to address COVID challenges. The partners continued to address the needs of visitors during the pandemic, including surveys of businesses to identify their needs, visitor surveys, and communication.

B7. Recommendations

1 . As part of the strategic planning process or other survey efforts, add questions to visitor surveys that ascertain and address health and safety needs of visitors.

B7. Documentation

> 26a Local Health Authorities

> County Web Info

> Park City Accreditation

> R392-100

> R392-400

> Summit County Health Code

> Summit County Preparedness Guide

> UCOPA Accreditation

Photo credit: PCCVB

Table 23. B7—Safety and Security

	Suggested Indicators	Score/Average	
A	Security and health services are well established and active in the destination .	3	
B	The needs of visitors are identified and addressed in the delivery of security and health services .	2	2.67
C	Tourism facilities are inspected for compliance with safety and hygiene standards .	3	

B8. Access for All

Where practical, sites, facilities, and services, including those of natural and cultural importance, are accessible to all, including persons with disabilities and others who have specific access requirements or other special needs. Where sites and facilities are not immediately accessible, access is afforded through the design and implementation of solutions that consider both the integrity of the site and such reasonable accommodations for persons with access requirements as can be achieved. Information is made available on the accessibility of sites, facilities, and services.

Accessible Tourism, or "Tourism for All," is making travel and tourism destinations, products, and information suitable for individuals who have accessibility needs, including mobility, vision, hearing and cognitive dimensions of access, as well as parents traveling with children. Even though accessible tourism is not a new concept, it has only recently been brought to the forefront as tour operators, businesses, and destinations are beginning to take notice of the increasing demand for accessibility and the importance of this market.

Visit Utah has a website dedicated to accessible vacations and visits for the state (see https://www.visitutah. com/ plan-your-trip/accessible-utah). Park City has a paratransit service (PCT), and which will schedule and provide service to any eligible person at any requested time. PCT's fixed-route buses operate in response to a request for service made the previous day and up to seven (7) days in advance.

Dispatchers take reservations from 8:00 am to 5:00 pm seven (7) days a week. Requests received after 5:00 pm for the following day will be treated as a same-day ride and are subject to time and space availability.

Unique to Summit County is the National Ability Center (NAC), open 365 days a year and located just 40 minutes east of Salt Lake City International Airport. The NAC offers a gateway to four-seasons of recreation for individuals of all abilities looking to continue or begin their relationship with sports and the outdoors. And,while the Center caters to a variety of backgrounds and cultures, it also serves a wide range of disabilities. From PTSD to spinal cord injuries to cognitive disabilities and trauma, the NAC is committed to inclusion by relying on an arsenal of adaptive equipment to help athletes, of all levels, "unlock their potential" (see https://discovernac.org).

B8. Commendation

Universal design and access laws are in place and assist in addressing visitor access needs. Summit County is fortunate to have the NAC as a recognized leader in access and adaption for people with disabilities (see https://discovernac.org/).

B8. Recommendation

1. The Destination Stewardship Council should explore potential partnerships with the NAC to conduct ongoing assessments of accessibility within Summit County, provide information to visitors, and continue to highlight how the County is meeting those meeting and exceeding accessibility standards.

Table 24. B8—Access for All

	Suggested Indicators	Score	/Average
A	The existence of any regulations and standards regarding the accessibility of visitor sites, facilities and services .	3	
B	Consistent application of accessibility standards in public facilities .	3	
C	Data on the extent/proportion of visitor sites and facilities that are accessible .	3	3.00
D	Evidence of programs to improve access for people with a range of access needs .	3	
E	Information on accessibility included in communications about the destination as a whole .	3	
F	Details of accessibility included in visitor information about key sites .	3	

B8. Documentation

> Abatement of Dangerous Buildings

> PC Access Website

> ADA and IBC Access Comparison

> Historic Commercial Sites

> International Building Code Adoption

> International Building Code

> Lucky Ones

> Mobility Disabled Parking

> NAC

> Penalties and Violations

> Uniform Housing Code

> Utah Wildland Urban Interface Code

Photo credit: Ethan Dow on Unsplash

SECTION C: CULTURAL SUSTAINABILITY

C. Cultural Summary

Cultural sustainability was one of the lowest scoring areas, with an overall average of **1.75.** Criteria to improve on include:

> Protection of cultural assets

> Governing cultural artifacts

> Protection of intellectual property

> Visitor management at cultural sites

3
(12%)

8
(32%)

8
(32%)

6
(24%)
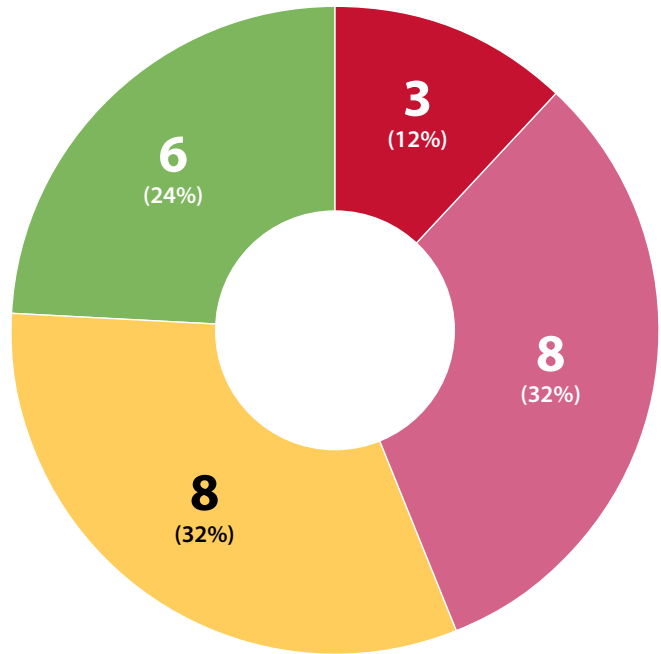
Cultural Sustainability—Total Indicators Scored

Photo credit: Michael Hart on Unsplash

C1. Protecting Cultural Assets

The destination has a policy and system to evaluate, rehabilitate, and conserve cultural assets, including built heritage and cultural landscapes.

Cultural heritage refers to cultural assets like heritage sites, monuments, folklore, traditional activities, languages, and practices that must be preserved for future generations. Cultural heritage protection is essential for sustainable destination management as it gives people a connection to social values and beliefs and allows them to better understand and identify with the history of previous generations.

Summit County has several historical assets whereby information is prominent and available including:

1. Coalville City
   Coalville City is home to local historical sites including the Echo Depot, historic homes, the County courthouse, and more.

2. Echo Canyon Settlement
   Echo Canyon contains a historical church, school, and post office.

3. Francis Town
   The Town of Francis was similar to other frontier towns which contained hard working, persistent settlers.

4. Henefer Town
   The town was named after the founders, William and James Henefer.

5. Hoytsville Settlement
   The Hoytsville Settlement has changed names and is currently unincorporated.

6. Kamas City
   Kamas City has a unique history. It is home to Rhodes Valley Fort and the Kamas Theater.

7. Marion Settlement
   Historical sites like the Myrick House and Kamas Valley Co-op are located in the Marion Settlement.

8. Oakley City
   Historic sites in Oakley City include the church, town hall, and rodeo grounds.

9. Park City
   Park City has a historic main street, schools, and churches.

10. Peoa Settlement
    Read about the unincorporated settlement and the various historical sites it contains.

11. Snyderville Settlement
    Check out historical sites in Snyderville including Atkinson School, Ecker Hill, and Kimballs Hotel .

12. Upton Settlement
    Discover the history of this unincorporated settlement.

13. Wanship Settlement
    Check out the history present within the Wanship Settlement.

14. Woodland Settlement
    Learn about the unincorporated Woodland Settlement.

The U S .National Park Service defines Cultural Resources as "physical evidence or place of past human activity: site, object, landscape, structure; or a site, structure, landscape, object or natural feature of significance to a group of people traditionally associated with it".

There are codes that address these assets within Park City:

> LMC 15-11-9 Preservation Policy
> https://parkcity municipalcodeonline com/book?type=ordinances#name=15-11-9_Preservation_Policy

> LMC 15-11-10 Historic Sites Inventory
> https://parkcity municipalcodeonline com/book?type=ordinances#name=15-11-10_Park_City_Historic_Sites_Inventory

> LMC 15-13-2(B)(1) Preservation of Landscape
> https://parkcity municipalcodeonline com/book?type=ordinances#name=15-13-2_Design_Guidelines_For_Historic_Residential_Sites

Park City has also prepared an *Enhancement Plan* to improve the historic district of downtown .Several aspects of this plan are currently underway While Summit County does have a Historic Preservation Society, which supports sites through documenting

the history, and providing landmarks, interpretation, the County Historic Preservation is covered in Section 10-8-11. Yet Summit County does not a reconnaissance-level survey adopted.

C1. Recommendations

1. Destination Stewardship Council should form partnerships with organizations trying to restore and preserve historic sites, offer tours, and manage campaigns and fundraisers.

2. Summit County should work with relevant organizations e.g., Historic Preservation Society) to document and monitor impacts to cultural sites.

C1. Documentation

> Case Statement Draft

> Egyptian Theatre

> Historic Park City Improvements

> Park City Muni Policies

> Summit County Historical Sites

GSTC

Table 25. C1—Protecting Cultural Assets

Suggested Indicators		Score/Average
A	Lists of cultural assets, including evaluation and indication of vulnerability .	1	
B	Program of rehabilitation and conservation of assets .	2	1.67
C	Mechanisms for using income from tourism to support conservation of cultural assets .	2	

Photo credit: PCCVB

C2. Cultural Artifacts

The destination has laws governing the proper sale, trade, display, or gifting of historical and archaeological artifacts. The laws are enforced and publicly communicated, including to tourism enterprises and visitors.

The development of cultural, natural, and/or protected areas for tourism requires a careful balance between providing adequate visitor experiences and services, protecting the ecological and cultural values of the area and ensuring the long-term sustainability of the site.

The Summit County Heritage and Landmark Commission is responsible for the survey and inventory of community historic resources; reviewing site nominations to the National Register; providing advice and information; and fostering continuing education of county citizens regarding historic preservation and community history.

The Commission also supports the enforcement of all state laws relating to historic preservation .These include, but are not limited to, Utah Code Annotated section 9-8-501 et seq ,"the historical preservation act"; Utah Code Annotated sections 9-8-305, 9-8-307, and 9-8-308 regarding protection of Utah antiquities; and Utah Code Annotated section 9-8-404 regarding notification of the State Historic Preservation office of any known or proposed action which will destroy or affect a site, building or object owned by the state and included on, or eligible for, the state or national registers.

There was little evidence of communication of these relevant laws to tourism enterprises and visitors, or evidence of enforcement .However, there are relevant laws for historic preservation that can be communicated effectively and promoted to tourism enterprises.

Photo credit: Olivia Hutcherson on Unsplash

C2. Recommendations

1 . Communicate relevant laws to tourism entities and to visitors through a Destination Stewardship information site.

C2. Documentation

> Cultural artifacts

> Park City Public Art

> Summit County Public Art

Table 26. C2—Cultural Artifacts

	Suggested Indicators	Score/Average	
A	Reference to relevant laws relating to historical artifacts pertaining in the destination (title, date) .	3	
B	Evidence of communication of relevant laws to tourism enterprises and visitors .	0	1.67
C	Evidence of enforcement of relevant laws .	2	

C3. Intangible Heritage

The destination supports the celebration and protection of intangible cultural heritage, including local traditions, arts, music, language, gastronomy, and other aspects of local identity and distinctiveness. The presentation, replication, and interpretation of living culture and traditions is sensitive and respectful, seeks to involve and benefit local communities, and provides visitors with an authentic and genuine experience.

Summit County celebrates intangible heritage in many ways, including through the planning processes for communities .In addition, there is a Public Arts Council which advises on cultural assets. For visitors there are a plethora of opportunities to engage in aspects of mountain towns unique to the destination. From the well-known Olympic traditions and ski history, to Park City's historic main street and mining heritage, and the natural landscapes and open space, Summit County celebrates each of these aspects and shares them with visitors through websites, walking tours, history presentations at museums, vibrant arts and entertainment, trail and open space accessibility, public art displays and many special events. These are often supported through grants, Friends of Groups, and non-profit organizations.

C3. Recommendations

1. Link resident engagement and planning into tourism strategic plan development.

C3. Documentation

- 18 Tour Recap Highlight
- Alf Engen and Olympic Museum
- Archival Collections
- Ding into PC Past—5 Unique Tours
- Experience Historic Tours
- Glenwood Cemetery
- Historic Home Tour—PC
- Historic Main Street Walking Tour
- Historic PC Alliance
- Historic Photographs
- Historic Preservation Board
- Historic PC Improvement
- History Presentations
- Olympics 16 Anniversary
- Open Space PC
- Open Space and Trails
- Park City Institute and Locals Live
- PC Museum and Friends of Ski / Mining
- PCWF 2019 Event Recap
- Project ABC Cultural Plan
- Public Art Arts Council Park and Summit Co
- Public Art Advisory
- Research Library PC
- Special Event Grant
- Tour19 Loc Media Recap Canyons
- Tour19 Loc Media Recap PC
- US Ski and Snowboard
- Visit Park City Museum

Table 27. C3—Intangible Heritage

Suggested Indicators		Score/Average	
A	Identification and listing of intangible cultural heritage	2	
B	Examples of celebration and visitor experiences of intangible cultural heritage (events, distinctive products, etc.).	3	
C	Evidence of involvement of local and indigenous communities in developing and delivering visitor experiences based on intangible cultural heritage.	2	2.25
D	Feedback from visitors and local communities on delivery of intangible heritage experiences.	2	

C4. Traditional Access

| *The destination monitors, protects, and, when necessary, rehabilitates or restores local community access to natural and cultural sites.*

Many natural and cultural sites are subject to growing visitation .Maintaining such sites requires adequate practices to guarantee environmentally sound management and protections while simultaneously ensuring that local communities benefit and have access.

Summit County prioritizes public access to sites and open spaces so residents and visitors alike can enjoy the beauty of the area. Public lands access and restrictions are equally applied to local/resident use as well as visitor use. There are no use rights specifically granted to locals that are not granted to non-locals. As for Bonanza Flats, all public lands and access are secured as part of the development entitlements process. This secures the public rights. No reasonable public access = unlikely development permit. According to one of the interviewees who has a long history in planning, both in Park City and the County more broadly,

> *In my 27 years, I can't think of a situation where a developer came in and successfully stripped all public access. Some may have been realigned or relocated, but none ever blocked or removed access. The Montage Hotel went through Annexation and Master Planned Development processes. The vested, zoned development density on the 3000 acres were transferred onto the current hotel site. The project Development Agreement would outline density transfer and public open space dedications and use rights (Personal communication, 2021).*

One recent event that took place was acquiring Bonanza Flat as a public good.   The Bonanza Flat Conservation area is 1,534 acres of undeveloped backcountry majesty nestled in the upper elevations of the Wasatch Mountains among alpine meadows and lakes. Once the washboard, narrow dirt road atop Guardsman Pass was paved in 2014, the four alpine lakes, wide open meadows and stunning views became invitingly accessible and Bonanza Flat was slated for development .

The effort to purchase the property was a testament to how loved it had become. As a very popular recreation destination parking has always been limited and though formal parking areas now exist, parking is not allowed on the road adjacent to the trailheads and cars may be ticketed or towed.

Park City Municipal Corporation and Utah Open Lands embarked on a three-year planning process, where local stakeholders, advisors and community members provided input forming the backbone of the Bonanza Flat Conservation Easement and Management Plan .
On January 9, 2020 the Park City Council approved the Bonanza Flat Conservation Easement and Bonanza Flat Adaptive Management Plan. Both documents can be found at:

- Recorded Conservation Easement
- Bonanza Flat Adaptive Management (BFAM) Plan

C4. Commendation!

The local communities have ongoing access to engagement activities to ensure access and participate in localized decision making.

C4. Documentation

> Bonanza Flat Conservation Area

> Sustainability Report Deer Tracks

Table 28. C4—Traditional Access

Suggested Indicators		Score/Average	
A	Monitoring of accessibility to natural and cultural sites for the local community .	3	
B	Evidence of engagement with the local community regarding traditional access .	NA	**3.00**
C	Specific action to protect and/or rehabilitate local community access .	3	

C5. Intellectual Property

The destination has a system to contribute to the protection and preservation of intellectual property rights of communities and individuals.

United States Copyright laws protecting intellectual property (IP) are governed by the Copyright Act of 1976 and are some of the strongest in the world.

Relevant to the tourism industry, the Copyright Law of the United States tries to encourage the creation of art and culture by rewarding authors and artists with a set of exclusive rights. Copyright law grants authors and artists the exclusive right to make and sell copies of their works,the right to create derivative works, and the right to perform or display their works publicly.

These laws are adhered to by those within the tourism industry to protect intellectual property rights or local individuals and communities within Summit County.

C5. Recommendation

1. Reference to IP laws could be added to a Destination Stewardship Plan for clarity and calling out the importance of this aspect to tourism development in the County.

C5. Documentation

> Utah Office of Property Rights (https://propertyrights utah gov/)

> Example of a Trademark Issue in the News

Table 29. C5—Intellectual Property

Suggested Indicators		Score/Average	
A	Reference to laws on intellectual property pertaining in the destination (title, date) .	1	
B	Communication of intellectual property rights to tourism stakeholders .	1	**0.67**
C	Evidence that intellectual property rights are protected in the development of cultural experiences for visitors .	0	

Photo credit: Gabriel Tovar on Unsplash

C6. Visitor Management at Cultural Sites

The destination has a system for the management of visitors within and around cultural sites, which takes account of their characteristics, capacity and sensitivity and seeks to optimize visitor flow and minimize adverse impacts. Guidelines for visitor behavior at sensitive sites and cultural events are made available to visitors, tour operators, and through guides before and at the time of the visit.

Visitor management plays an essential role in protecting the sustainability of natural and cultural areas by providing funding and business opportunities through tourism and ensuring visitors can obtain a worthwhile experience from their visit by taking measures to limit over-visitation. Some monitoring of sites such as museums and anecdotal tours is conducted, as well as some guidelines when visiting museums. Summit County does not systematically monitor its sites, though most are documented.

C6. Recommendations

1. Encourage the development of a code of practice for visiting historic sites, and communicate appropriate behaviors to help protect the sites.

2. Track visitation/tours to historic sites, and provide annual reporting of visitation.

C6. Documentation

> Free Tours to Mining Structures

> Land Management Code Chap 15-11

> Land Management Code Chap 15-13

> Special Event Permitting

Table 30. C6—Visitor Management at Cultural Sites

	Suggested Indicators	Score	/Average
A	Monitoring of visitor flows and impact on cultural sites, with results shared across the destination .	1	
B	Evidence of action to manage tourism-related impacts in or around cultural sites .	1	
C	Existence and distribution of published guidelines on visitor behavior at sensitive sites and cultural events and periodic monitoring of compliance .	2	1.00
D	A code of practice for tour operators and tour guides and/or other engagement with them on visitor management at cultural sites .	0	
E	Provision of training for guides .	1	

Photo credit: Dakota Corbin on Unsplash

C7. Site Interpretation

Accurate interpretative material is provided which informs visitors of the significance of the cultural and natural aspects of the sites they visit. The information is culturally appropriate, developed with host community collaboration, and clearly communicated in languages pertinent to visitors and residents.

As visitor demand has increasingly focused on the provision of tourism experiences rather than products, the importance of interpretation and education has risen The interpretation of tourism attractions, products, stories and history is an important part of providing a positive visitor experience as well as an education tool. Interpretation and education can be achieved through a range of methods including informative brochures, guided or self-guided tours, interactive displays, signage, media displays, audio information, and interpretive information boards.

Summit County does have interpretation available at cultural heritage sites. There are published self-guides for areas such as Echo Canyon and Kamas Valley as well as Summit County Historic Driving tours that can be downloaded and used by those walking or driving. The Summit County Historical Society also has a vibrant website with information on key historic areas in the region. Friends of Mining have created a trail map to mining sites, which also informs visitors how they can help with restoration. For Park City, there is an inventory and explanation of public art displays.

Information is available on the historic nature of the site (C7c), but not necessarily on the sensitivity/fragility of sites. The Historical Society overseas information displayed on these sites, whereby documentation is collected through historical records and interviews with residents (C7d). The PCCVB prepares guides for tourism attractions, and has a mechanism in place that checks all information with relevant business and community members before publishing.

Some visitor information is available on the *Visit Park City* website (https://www.visitparkcity.com) in Spanish and

Portuguese, however, additional interpretive information could be more widespread with respect to specific sites. According to the PCCVB, the following international arrivals were calculated based on a multi-year average, and hence the reason for selecting two languages at this juncture.
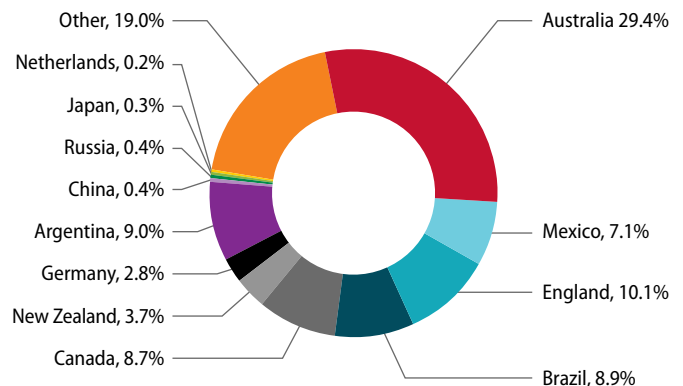
C7. Recommendations

1. Link interpretive information, visitor information at one location .For example, link historic site and trail information and place it on the Visit Summit County" and the current "Visit Park City" websites .

2 . Identify areas of high visitation (e.g., PC Mainstreet) for opportunities to increase the availability of interpretive information in Spanish and Portuguese.

C7. Documentation

> Visit Park City Website

> Friends of Mining Trail Map

> Friends of Mining Trail Map Final

> Promotional Materials

> Public Art Website

> Silver Star Information Plaques

Table 31. C7—Site Interpretation

	Suggested Indicators	Score/Average	
A	Provision of informative interpretative material on site and in formats that are accessible pre-arrival .	1	
B	Evidence that interpretative material has been well researched and is accurate .	3	
C	Interpretation material that identifies the significance and sensitivity/fragility of sites .	1	2.00
D	Evidence of host community collaboration in preparation of relevant interpretative material .	3	
E	Interpretative material available in relevant languages .	2	

SECTION D: ENVIRONMENTAL SUSTAINABILITY

D.   Environmental Summary

Environmental Sustainability was the 2nd highest scoring Pillar for Summit County .The overall score for this Pillar was **2.34.** Criteria to improve upon include:

> Visitor management at natural sites

> Wildlife interaction information

> Species exploitation and animal welfare

6
(9%)

8
(12%)

37
(57%)

14
(22%)
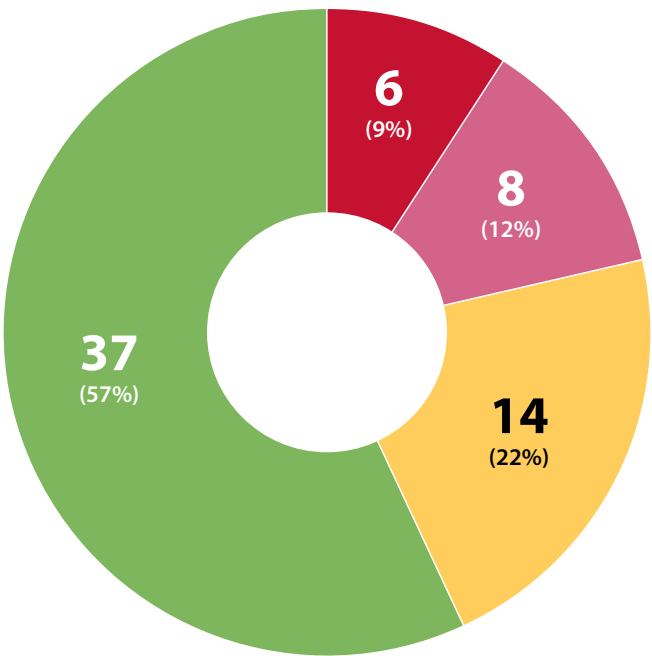
Environmental Sustainability—Total Indicators Scored
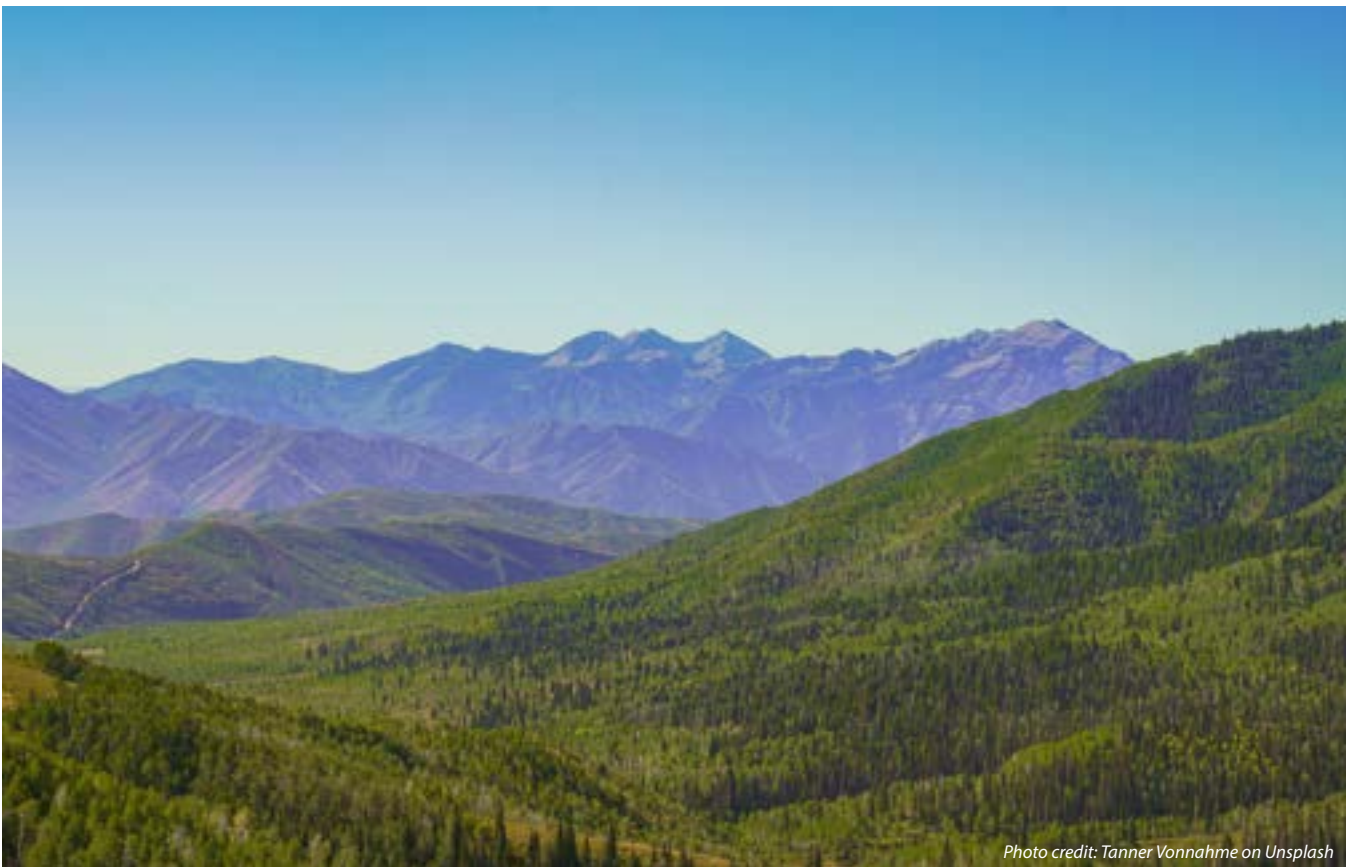
Photo credit: Tanner Vonnahme on Unsplash

AREA OF FOCUS: CONSERVATION OF NATURAL HERITAGE

D1. Protection of Sensitive Environments

The destination has a system to monitor, measure and respond to the impacts of tourism on the natural environment, conserve ecosystems, habitats, and species, and prevent the introduction and spread of invasive species.

The protection and presence of wildlife opens the possibility of a thriving tourism industry. Today the wildlife tourism industry spans the globe and generates billions of dollars of revenue, while also providing an economic incentive for wildlife and habitat conservation .

Protection and preservation of nature is a priority for Summit County. In the Park City area, Park City Municipal Corporation owns and manages approximately 8,000 acres of open space in and around the city. The management, coordinated with Summit County, Snyderville Basin Special Recreation District, and local resorts, is dedicated to minimizing impact and restoring ecosystems, as well as managing visitor use. Park City Municipal Corporation works with non-profit local land trusts for the preservation of open space. There are policies regarding protection and action relative to wildlife-urban interface.

In 2015 the Utah Legislature passed H.B. 323 which requires Summit County to develop a County-wide Resource Management Plan. H.B. 323 was amended by H.B. 219 during the 2016 legislative session, requiring Summit County to address how they will manage resources on public land in regards to the following 28 topics:

- Water Quality & Hydrology
- Flood Plains & River Terraces
- Wild & Scenic Rivers
- Riparian Areas
- Wetlands
- Water Rights
- Ditches & Canals
- Air Quality
- Fisheries
- Wildlife
- Wilderness
- Fire Management
- Forest Management
- Threatened / Endangered & Sensitive Species
- Cultural, Historical, Geological, Paleontological
- Agricultural Resources
- Irrigation
- Livestock & Grazing
- Noxious Weeds
- Predator Control
- Recreation & Tourism
- Economic Considerations
- Energy Resources
- Mineral Resources
- Mining

Table 32. D1—Protection of Sensitive Environments

	Suggested Indicators	Score	/Average
A	List of natural heritage sites and assets, indicating type, conservation status and vulnerability .	3	
B	Programs to conserve biodiversity and natural heritage .	3	
C	Programs to eradicate and control invasive species .	3	
D	Action to identify, monitor and mitigate tourism impacts on biodiversity and natural heritage .	2	2.50
E	Mechanisms for using income from tourism to support conservation of natural assets .	3	
F	Communications with visitors and enterprises on reducing spread of alien species .	1	

- Land Access
- Law Enforcement
- Land Use

The Resource Management Plan (RMP) addresses the 28 resource categories specified by statute, along with one additional resource (scenic resources), and identifies goals and policies for each one to inform federal, State, and County-directed decision making. The resources analyzed in the RMP are currently being managed by Federal, State and local government agencies. For State- and Federally managed resources, implementation of RMP goals and objectives will primarily involve active participation in federal planning and resource management activities. For State-managed resources, Summit County will participate in State agency planning and project review processes to implement its goals and policies. There is an area of the RMP dedicated to tourism and recreation, especially ecotourism, with terrific opportunities for the Destination Stewardship program to integrate and support the RMP.

 While considerable work has been done with respect to alien species mitigation, this information is not communicated to visitors directly, with the exception of the work the Mountain Trails Association is doing with respect to pre-trip information posted on the website. In addition, as referenced above, Park City and Summit County have a Ranger Program to mitigate and monitor visitor behavior with respect to open space management.

D1. Recommendations

1 . Utilize tourism entities, enterprises, and information channels to prepare visitors for responsible travel, providing guidance on safety, alien, species, wildlife, and other important information contributing to environmental stewardship.

D1. Documentation

> Summit County Resource Management Plan

> City Insta Page

> City Insta Post

> Non-Motorized and E-Bike Resolution

> Open Space Park City

> Round Valley Conservation Easements

> Summit County Noxious Weeds

> What is in the Soil Ordinance

> Wildland Urban Interface Code

> Wildland Urban Interface Sensitive Lands Resolution

> Mountain Trails Association Visitor Website

Photo credit: Scott Greer on Unsplash

D2. Visitor Management at Natural Sites

The destination has a system for the management of visitors within and around natural sites, which takes account of their characteristics, capacity, and sensitivity and seeks to optimize visitor flow and minimize adverse impacts. Guidelines for visitor behavior at sensitive sites are made available to visitors, tour operators, and guides before and at the time of the visit.

Published guidelines and codes of conduct for visitors and tour guides aim to influence tourists' behavior in a more responsible way and are an effective tool in preventing or reducing negative impacts caused by tourism .Within Summit County, there are several organizations managing various aspects of open space and natural areas .

The Mountain Trails Association supports visitor management through trail guides, Leave No Trace principles, maintenance, guidance, and preparedness for visitors. The Summit County Resource Management Plan coordinates with the USFS, State, law enforcement, and other local entities to support visitor management and recreationists' use. There is additional support through the municipalities .For example, the Park City Trails and Open Space Department provides information on hunting, pathways, e-bikes, dogs, noxious weeds, and defensible space; however, it is not necessarily done on a County-wide basis .There is also an advisory committee on open space (Citizens Open Space Advisory Committee) and a transit to trails program, offering free public transit to Bonanza Flat Trails. The Destination Stewardship Plan can be a strategic way to integrate these initiatives into visitor management and tourism.

In addition, Summit County and Park City have a Ranger Program to mitigate visitor impacts and contribute to open space management within their jurisdictions.

D2. Recommendations

1 . Publish consistent guidelines on visiting natural areas through pre-trip information channels, through tourism entities (hotels, tour operators, etc.). Guidelines should focus on behavior and actions visitors can take to reduce their impact, and protect biodiversity.

2 . Work with conservation organizations to promote messaging and communicate actions visitors can take to reduce environmental risks within the destination, especially areas that may be considered "sensitive."

D2. Documentation

> Ranger Job Description

> Summit County Resource Management Plan

> 2021 Project 2 CWC Narrative

> Annual Comm Fire Inspection

> COSAC IV Mission Statement

> CWPP 2021

> Defensible Space Requirements

> Forestry Board Results

> Mountain Trails TH Data

> Pathway Wayfinding

> PCMC Complete Weed Mgt Plan 2015

> TMP 2008 With Map

> Voluntary WUI Approved Plan

> Voluntary WUI Defensible Space

Table 33. D2—Visitor Management at Natural Sites

	Suggested Indicators	Score	/Average
A	Monitoring of visitor flows and impact on natural sites, with results shared across the destination.	3	
B	Evidence of action to manage and mitigate tourism-related impacts in or around natural sites .	3	
C	Existence and distribution of published guidelines on visitor behavior at sensitive sites, and periodic monitoring of compliance .	2	1.67
D	A code of practice for tour operators and tour guides and/or other engagement with them on visitor management at natural sites .	0	
E	Cooperation with local conservation bodies to identify environmental risks associated with tourism and measures to reduce them.	0	
F	Provision of training for guides .	2	

D3. Wildlife Interaction

The destination has a system to ensure compliance with local, national, and international laws and standards for wildlife interactions. Interactions with free roaming wildlife consider cumulative impacts, are non-invasive and responsibly managed to avoid adverse impacts on the animals concerned and, on the viability and behavior of populations in the wild.

The protection and presence of wildlife opens the possibility of a thriving tourism industry. Today the wildlife tourism industry spans the globe and generates billions of dollars of revenue, while also providing an economic incentive for wildlife and habitat conservation.

The Summit County Resource Management Plan addresses wildlife management as well as the Department of Natural Resources and Utah's Division of Wildlife Resources plans. Some gaps are identified, including the ability to assess the relative impacts of individual threats or stressors, or adequately describe habitat associations, given the current lack of understanding of their range
or the inability to inventory them or assess their status (Utah Division of Wildlife) .The action plan addresses the following areas relative to Wildlife Management in Utah, inclusive of Summit County .

- RE 1 .Species of Greatest Conservation Need—Abundance and Distribution (p.11)
- RE 2 .Key Habitats—Location and Condition (p. 18)
- RE 3 .Threats, Data Gaps, and Actions (p. 70)   .

Source: Rick Egan | The Salt Lake Tribune. *The first overpass for wildlife at the summit of Parleys Canyon crosses I-80 near Exit 140. Wednesday, Dec. 12, 2018.*

- RE 4 Threats, Data Gaps, and Actions (p.70)
- RE 6 Approach (p. 7)
- RE 5 Monitoring and Adapting (p. 197)

(Source: Utah Wildlife Action Plan Joint Team. 2015. Utah Wildlife Action Plan: A plan for managing native wildlife species and their habitats to help prevent listing under the Endangered Species Act. Publication number 15-14. Utah Division of Wildlife Resources, Salt Lake City, Utah, USA.)

There are encouraging examples in some areas, where resort staff offer field support to minimize negative wildlife-human interactions. Some excellent examples have started with respect to transportation impacts on wildlife, including:

Table 34. D3—Wildlife Interaction

	Suggested Indicators	Score/Average	
A	Reference (title, date) to international, national and local laws that apply in the destination regarding interaction with wildlife .	2	
B	Endorsement of international standards for wildlife viewing for both marine and terrestrial species .	2	
C	Distribution of a code of practice for wildlife interaction, including viewing, which reflects international standards .	1	1.33
D	System for checking compliance with regulations, and code of practice amongst tourism operations .	0	
E	Actions to monitor wildlife wellbeing and minimize disturbance, in locations where interactions occur .	2	
F	Provision of information to visitors on harmful wildlife interaction, such as touching and feeding .	1	

- Interstate 80 wildlife bridge (with video): https://www smithsonianmag com/smart-news/animals-are-using-utahs-largest-wildlife-overpass-earlier-expected-180976420/

- Wildlife fencing along Interstate 80: https://www parkrecord com/news/summit-county/save-people-save-wildlife-commends-udot-for-expediting-wildlife-fencing-installation/

- Speed limit change on SR 224: https://www parkrecord com/news/utah-drops-speed-limit-on-park-citys-s-r-224-entryway-to-45-mph/

- Wildlife tunnel under US 40: https://www parkrecord com/news/summit-county/pedestrian-and-wildlife-crossing-begins-construction-2/

The Open Space Ranger program is also designed to mitigate issues relative to wildlife-visitor interaction.

D3. Recommendations

1. Work with relevant stakeholders, agencies and organizations to provide guidance, best practices, regulations, information on wildlife protection and minimizing negative impacts, and interactions, where they typically occur.

2. Work with existing organizations to increase awareness on minimizing impacts and interaction with wildlife. Increase visibility of information relevant to visitors and minimizing interaction, thereby maximizing appropriate behaviors. For example, add this information to pre-trip information and information at hotels, trailheads, tour operations, etc.

D3. Documentation

> Department of Natural Resources, Utah Division of Wildlife, plan and information

> Sensitive Lands Ordinance Wildlife Habitat Protection

> Utah Division of Wildlife, Wildlife Action Plan

Photo credit: Patrick Hendry on Unsplash

D4. Species Exploitation and Animal Welfare

The destination has a system to ensure compliance with local, national, and international laws and standards that seek to ensure animal welfare and conservation of species (animals, plants, and all living organisms). This includes the harvesting or capture, trade, display, and sale of wildlife species and their products. No species of wild animal is acquired, bred, or held captive, except by authorized and suitably equipped persons and for properly regulated activities. Housing, care, and handling of all wild and domestic animals meets the highest standards of animal welfare.

The **Convention on International Trade in Endangered Species of Wild Fauna and Flora** (CITES) entered into force in 1975, and became the only treaty to ensure that international trade in plants and animals does not threaten their survival in the wild. A state or country that has agreed to implement the Convention is called a Party to CITES .Under the Endangered Species Act (ESA), the U S . Fish & Wildlife Service has been designated to carry out the provisions of CITES through the Division of Management Authority and the Division of Scientific Authority. They work with numerous partners including Federal and

State agencies, industry groups, and conservation organizations *(Source: US Fish and Wildlife Service)*.

With respect to conservation of species, Utah's Department of Natural Resources, Division of Wildlife is responsible for conservation of species at the state level, whereas the USFS, Bureau of Land Management (BLM), and the National Park Service follow policies and regulations at the Federal level Federally, they are beholden to the Endangered Species Act of 1973, which requires agencies to take steps to protect any endangered or threatened species and the ecosystems they depend upon that may reside in their respective jurisdictions, and is inclusive of CITES, managed by the US Fish and Wildlife Service.

The Department of Natural Resources Division of Wildlife manages enforcement of legislation relative to wildlife captivity, and hunting. Animal Control for Summit County and within municipalities is charged with animal welfare. Under the realm of public safety, issues regarding licensing, standards for care, violations and challenges are addressed.

To assess this area of the Criteria, Dr .Bricker reviewed the Division of Wildlife Action Plan, Summit County's Animal Welfare ordinances, as well as Park City's Animal Welfare Ordinances .

Table 35. D4—Species Exploitation and Animal Welfare

Suggested Indicators		Score/Average
A	Reference (title, date) to specific international, national and local laws, standards and guidelines that apply in the destination regarding animal welfare and conservation of species .	1	
B	Notification of laws, standards and guidelines to tourism enterprises and guides .	1	
C	A system for inspection of the conditions of captive wildlife and domestic animals, including their housing and handling .	3	
D	Licensing and checking of qualifications of personnel responsible for captive wildlife .	3	1.57
E	Action to promote the Convention on International Trade in Endangered Species (CITES) in the tourism sector and to ensure compliance with it .	0	
F	Provision of information to visitors on avoiding trade in endangered species, e g .in purchase of souvenirs derived from threatened species of wildlife notified by IUCN or CITES .	0	
G	Enforcement of legislation to ensure that any hunting activity is part of a scientifically based, properly managed and strictly enforced approach to conservation .	3	

D4. Recommendations

1 . Work with relevant organizations to communicate support for CITES, and do not purchase souvenirs derived from threatened species or wildlife, as per the Division of Wildlife in Utah .

2 . Communicate information from the Division of Wildlife regarding threatened or endangered species, and its relevance to visitors to Summit County.

D4. Documentation

> City Animal Welfare

> Summit County Animal Welfare

> Summit County UT

> Sustainable Tourism Trails-Environment

> Utah Department of Natural Resources, Division of Wildlife Action Plan

Photo credit: Mollie Moran on Unsplash

D5. Energy Conservation

The destination has targets to reduce energy consumption, improve efficiency in its use, as well as increase the use of renewable energy. The destination has a system to encourage enterprises to measure, monitor, reduce, and publicly report their contribution to these targets.

To avoid wasting energy and resources, the tourism industry must make sure it does not use more energy than that which is strictly necessary and that the energy comes from environmentally-friendly sources .

Summit County is an exemplary due to its action on renewable energy broadly . Summit County has created a Summit County Climate Action Plan with tangible goals and actions to support these goals . In addition, Park City has made North America's most ambitious climate goals: to net-zero carbon and run on 100% renewable electricity by 2022, and for the entire community to be the same by 2030 . The plan and goals were passed by the City Council and all indications are that they will meet or exceed these goals. The PCCVB should link to these efforts and highlight this information in their destination materials .

Regular monitoring is reported through staff reports . Since 2010, Summit County has decreased electricity-related emissions from electricity usage in buildings by 30%, suggestive of the positive effect of the implementation of energy efficiency and renewable energy projects .This emissions avoidance occurred despite a significant increase in the total square footage of county facilities, the addition of previously unreported electric meters, and installation of electric vehicle charging stations .The targets are publicized and stories are written locally on staff reports and updates .

Countywide Emissions Reduction

The 2015 Climate Action Plan (CAP) identifies short and long-term implementation strategies toward the reduction of countywide GHG emissions that have been completed or remain underway since 2015. Staff convened community stakeholders to review the CAP and progress made toward implementation of the strategies. Staff redirected resources according to stakeholder input to support interdepartmental staff in reducing emissions from the largest sectors—buildings and the transportation sector.

In addition to supporting planning and transportation staff, in 2020, sustainability staff worked with numerous partners on the programs reviewed below.

Summit Community Power Works (SCPW) Staff partnered with Utah Clean Energy to complete deliverables of a Service Agreement to provide Summit Community Power Works (SCPW) energy efficiency, emissions reduction education and outreach programming to residents and businesses in Summit County.

Energy consumption projects in County facilities are done as well, including lighting upgrades, retro commissioning, etc. These are done under the direction of the Council and the County Manager to emphasize energy efficiency. Staff reports are available on these projects, and are publicly available.

Summit County and Park City developed what is now a program under the umbrella of Utah Clean Energy—the SCPW Challenge. The Challenge is the way in which the County and City have reached residents on the topics of energy efficiency and conservation. Funding for these program projects has varied overtime. For instance, in 2020 the county contracted with Utah Clean Energy to run the SCPW Challenge and perform other work. Reports were presented to the County Council in January of 2021 and available in meetings records. In 2021, Utah Clean Energy was funded by the Community Foundation to continue this work.

Summit County does promote energy efficiency residents, businesses, and developers. They highlight Rocky Mountain Power and its WattSmart Incentive Program and the Weatherization Assistance Program, a federal program facilitated locally by Mountainland Association of Governments. There is also additional information on these programs through the County Website. Park City also offers Energy Detective Kits through the library .

Both the county and city have publicized their participation in the Elektron Solar project, an 80 MW solar farm which will get us close to net-100% renewable electrical energy for government operations (along with four other customers) via press releases, social media, etc. For example, the Sustainability Director for Park City publicized these efforts on KPCW in October 2021, the County posted on social media in October, and there are staff reports and presentations about the project. In addition, the County and Park City are both part of

and, have shared publicly their commitment to and involvement in, the Community Renewable Energy Program "Utah 100 Communities."

Actions and deliverables included:

- Nearly 350 new households in Summit County registered and engaged in the SCPW challenge platform in 2020 and collectively took over 450 actions estimated to prevent over 150 MT GHG emissions from entering the atmosphere.

- Four Park City High School students and local volunteers served as Student Energy Ambassadors.

- A total of 14 classes participated in a 4-week challenge to learn about climate action through the SPCW challenge platform .

- Three 90-minute workshops were conducted for county and city's planning and building departments to increase knowledge of the opportunities and pathways to, 1) advance above-code construction of new buildings, 2) enforce building energy codes, and 3) expand EV charging infrastructure.

- Engaged leaders and residents of Summit County (i.e., Coalville, Kamas, Oakley, Francis) who adopted resolutions to participate in the Community Renewable Energy Program.

- Garnered media attention to promote the SCPW Challenge, Summit County Wattsmart Community Energy Plan, and celebrated progress toward achieving Summit County Council's goals.

- Coordinated with Sustainability staff to compile and present the final results of all elements of this Scope of Work to Summit County Council January 27, 2021.

Incentives from the County are limited .For the last several years the County has waived permit fees for solar and EV charger installations in an attempt to lower the cost barriers to adopting these technologies.

The following is a link to the press release from this year's fee waivers . In 2021, Summit County issued 167 solar permits, 19 EV Charging Stations .Fee waivers totaled $55,800 .

In addition, beginning in 2022, there will be a launch of the updated Green Business Program, and participating businesses will be required to share their utility consumption as a way to build their capacity for monitoring and reduction activities .

D5. Commendation!

1 . Summit County has an excellent implementation plan to invest in renewable energy and monitoring reductions by enterprises, with clear goals for achieving progress .

D5. Documentation

> City Programs

> Content on Renewable Energy in Summit Co Report

> Mountain Towns

> PCCVB UT Clean Air Compact

> RMP News Release

> School District Commitment

> Summit County Resolution

> Staff Report

> Staff Report Resc For 100%

> Sustainability Report Deer Tracks

> Water and Energy Conservation Program PC

> Wattsmart Summit Co Comm Energy Plan

Table 36. D5—Energy Conservation

Suggested Indicators		Score/Average
A	Energy consumption targets are publicized and promoted .	3
B	Program to increase energy efficiency—e.g., promoting and supporting insulation.	3
C	Investment in renewable energy and percent of total provision/consumption .	3
D	Support and incentives for energy monitoring and reduction by enterprises .	3

(Score/Average: 3.00)

D6. Water Stewardship

The destination encourages enterprises to measure, monitor, publicly report and manage water usage. Water risk in the destination is assessed and documented. In cases of high-water risk, water stewardship goals are identified and actively pursued with enterprises, to ensure that tourism use does not conflict with the needs of local communities and ecosystems.

Water is at the core of sustainable development and is critical for socio-economic development, healthy ecosystems and for human survival itself. Water, especially fresh water, is one of the most critical natural resources. The tourism industry generally overuses water resources for hotels, swimming pools, golf courses and tourists' personal use. This can result in water shortages, degradation of water supplies, and a greater volume of waste water.

Summit County has a water protection policy. Mountain Regional Water Special Service District (MRWSSD) manages the county water supply. Further, the MRWSSD distributes regular reports that call attention to source protection, water quality and treatment processes, water scarcity and actions to reduce water use. Various sites are also promoted to assist with education. These include:

- conservewater utah gov
- utahwatersavers com
- parkcity watersmart com

For Park City residents, residential water meters exist . Park City is adding water meters to municipal facilities in the short term. MRWSSD customers can sign up for the WaterSmart app to track their water usage. If their water usage strays from their normal levels, WaterSmart will send alerts the customer. A stormwater management plan is also in place. Culverts at risk of blockage are checked twice daily during high-flow periods. Sandbags are available for community members' use. And, the Emergency Management Notification System will alert community member to hazards via phone call, text, email, and more.

D6. Recommendations

1 . Increase promotion to tourism enterprises about water conservation and encourage monitoring volume of water use.

2 . Communicate through all visitor channels the importance of water conservation, and promote the Watersmart App to visitors .

D6. Documentation

> City Programs for Water Conservation

> Water Stewardship Water Scarcity CDP

> Summit Co Watershed Protection Policy

> Water Concurrency Ordinance

Table 37. D6—Water Stewardship

	Suggested Indicators	Score/Average	
A	Provision of guidance and support for monitoring and reduction of water usage by enterprises .	3	
B	Program to regularly assess water risk .	3	
C	Setting, publication and enforcement of water stewardship goals, where water risk has been assessed as high .	3	2.40
D	Monitoring and control of sources and volume of water used for tourism purposes and its effect on local communities and ecosystems .Promotion and checking of adherence to goals by tourism enterprises .	1	
E	Visitor information on water risk and minimizing water use .	2	

D7. Water Quality

| *The destination monitors water quality for drinking, recreational and ecological purposes using quality standards. The monitoring results are publicly available, and the destination has a system to respond in a timely manner to water quality issues.*

An increase in use and overcrowded conditions due to tourism can lead to water quality issues—which is a threat to health and safety. Summit County is committed to water quality and regular reporting. Further, the Mountain Regional Water Special Services District (MRWSSD) distributes regular reports that call attention to source protection, water quality and treatment processes, water scarcity and actions to reduce water use. The water quality monitoring is done in real-time and communicated daily, with summary reports submitted monthly.

The Environmental Health Department is responsible for overseeing that public and semi-public pools and spas are operated in accordance with the Colorado Pool & Spa Regulations in an effort to prevent the spread of disease. Although staffing levels do not permit the regular inspection of pools and spas, staff do investigate complaints received from the public .Such investigations focus on determining:

- whether the pool or spa was the cause of the illness,
- the operational gap that caused the illness (i.e., lack of disinfectant),
- capacity of the operator for maintaining the facility, and
- proper record keeping .

D7. Recommendations

1 . Work with the tourism industry to reduce water consumption, set targets, and enhance communication with visitors.

2 . Monitor bathing water, volume of use, with recognition for reaching reduction targets .

D7. Documentation

> 2020 Mountain Regional Water Qual Report

> City Programs for Water Quality

> Water Quality Report 2020

> Snyderville Basin Water Reclamation District

> Summit Co Environmental Health Department

> Summit Co Health Dept Lab

> Summit Co Health Dept Drinking Water

> Summit Co Health Dept Pools Program

> Summit Co Health Dept Used Oil Info

> Summit Co Health Dept Water Concurrency

> Summit Co Water District 2020 Report

> Water Division Park City

Table 38. D7—Water Quality

	Suggested Indicators	Score/Average	
A	Program of water quality monitoring .	3	
B	Existence of data and reports on water quality .	3	
C	Monitoring bathing water, with certification and identification of sites reaching set standards .	3	**3.00**
D	Evidence of actions to improve water quality .	3	
E	Information for visitors on quality of local drinking water, in an effort to encourage use as alternative to bottled water .	3	

D8. Wastewater

> *The destination has clear and enforced guidelines in place for the siting, maintenance, and testing of discharge from septic tanks and wastewater treatment systems. The destination ensures that wastes are properly treated and reused or released safely without adverse impacts on the local population and the environment.*

Construction of hotels, recreation sites, and often leads to increased sewage pollution .Wastewater has polluted seas and lakes surrounding tourist attractions, damaging the flora and fauna .Sewage runoff causes serious damage to coral reefs because it stimulates the growth of algae, which cover the filter-feeding corals, hindering their ability to survive .Changes in salinity and siltation can have wide-ranging impacts on coastal environments. And, sewage pollution can threaten the health of humans and animals.

Under the Utah Department of Environmental Quality— Water Quality Division, the municipal Wastewater Program (MWPP) uses an annual survey to assist owners of municipal sewerage systems and wastewater treatment works in evaluating and summarizing the technical, operational, and financial conditions of and requirements for these facilities. The purpose of MWPP is to help communities understand these business operations better and to help identify and resolve potential problem areas before they become serious and costly .

At the end of each year, the Water Quality Division distributes the MWPP survey to over 200 municipalities and districts. These utilities compile the necessary financial, operational performance, and compliance information requested and submit their completed surveys to their governing council or board and to the Division.

Photo credit: PCCVB

The Division uses the results from the MWPP in its permitting and assistance programs, including:

- Utah Sewer Management Program Annual Report
- Utah Wastewater Operator Certification Program
- Wastewater Financial Assistance Program
- Water Quality Board Financial Sustainability Assessments
- Financial Needs Report to EPA and Congress

Table 39. D8—Wastewater

	Suggested Indicators	Score/Average	
A	Written guidelines and regulations on wastewater treatment .	3	
B	System of enforcing guidelines amongst enterprises .	3	
C	Monitoring/testing of released wastewater .	3	3.00
D	Provisional of sustainable municipal water treatment systems, for use by the tourism sector, where practical and appropriate.	3	

D8. Commendation!

1. Excellent wastewater treatment program and plans. Encourage the tourism industry to follow guidelines and support efforts to build awareness within the industry on regulations and guidelines.

D8. Documentation:

- 2020 Mountain Regional Water Qual Report
- City Programs for Water Quality
- Water Quality Report 2020
- Snyderville Basin Water Reclamation District
- Summit Co Health Dept Lab
- Summit Co Health Dept Drinking Water
- Summit Co Health Dept Pools Program
- Summit Co Health Dept Used Oil Info
- Summit Co Health Dept Water Concurrency

- Summit Co Water District 2020 Report
- City Stormwater Policy
- Wastewater 2021 Update
- Stormwater Poll and Prevent Plan
- Utility Synch Guide
- Water Division Park City
- Department of Environmental Quality, Water Quality Division
- City Stormwater Policy
- Wastewater Swamp 2021 Update
- Stormwater Poll and Prevention Plan
- Utilisynch Guide
- Water Division PC

Photo credit: Patrick Kindt on Unsplash

D9. Solid Waste

The destination measures and reports on its generation of waste and sets targets for its reduction. It ensures solid waste is properly treated and diverted from landfill, with provision of a multiple-stream collection and recycling system which effectively separates waste by type. The destination encourages enterprises to avoid, reduce, reuse, and recycle solid waste, including food waste. Action is taken to eliminate or reduce single-use items, especially plastics. Any residual solid waste that is not reused or recycled is disposed of safely and sustainably.

Solid waste generation is considered as one of the most relevant environmental impacts from touristic activities, especially due to the fact that many of the establishments that make up this sector, such as hotels, bars and restaurants, use large quantities of expendable single-use consumer goods as part of their operations . In addition, tourists are not always aware of how waste management in a specific region is supposed to function. As tourists are there for just a short period of time, education is critical to understanding local recycling programs and/or other solid waste management systems.

Summit County's integrated solid waste program consists Three Mile Landfill, a municipal solid wast landfill; Henefer Landfill, a construction and demolition landfill; countywide curbside residential solid waste and recycling collection, including several central dumpster service areas where residences are remote and widely spaced; a household hazardous waste exclusion

Program; and a public education program. Summit County employees operate the landfills and the household hazardous waste drop-off station at the Three Mile Landfill. The County has a contractual agreement with Recycle Utah, a local nonprofit organization that operates a recycling facility, to manage the public education program, two annual household hazardous waste collection events, glass collection, and other recycling efforts.

Based on current waste disposal and composition, the County believes an overall 30% reduction in waste tonnage going to the Three Mile Landfill by the year 2028 is a feasible goal (using 2017 as the baseline/starting point). To achieve this reduction target, the County will focus on programs aimed at diverting commercial recyclable waste, developing a program to collect and divert residential yard and green waste, and implementing proven and effective education models for both the commercial sector and resident and tourist populations focused on behavioral changes that reduce waste and increase recycling. The County determined that the biggest potential for waste reduction is in the commercial sector where recycling is currently voluntary. The County has determined an increase in diversion of commercial recyclable and compostable waste would significantly increase the operational lifespan of the Three Mile Landfill .The short-term programs outlined later in this document are focused on capturing commercial recyclable waste to achieve that diversion goal .

On the residential side, the County is seeing around a 20% curbside recycling rate, which is around 6% of overall municipal solid waste collection.

Table 40. D9—Solid Waste

	Suggested Indicators	Score/Average	
A	Waste monitoring program with results and targets published .	3	
B	Coordinated campaign/advice/support with tourism enterprises on waste management, including food waste .	1	
C	Campaign to reduce/eliminate single use items, especially plastics .	2	
D	Waste management program for public offices and facilities .	3	2.38
E	Provision of a collection and recycling system, with at least four streams (i e .organic, paper, metal, glass and plastic) .	3	
F	Provision of sustainable system for disposal of residual waste .	3	
G	Campaign to eliminate dropping of litter, including by visitors, and to keep public spaces clean .	2	
H	Adequate bins for separated waste disposal .	2	

In order to help hit an overall 30% reduction goal in all municipal solid waste over the next 10 years, the County is focused on education and technical assistance to increase residential recycling rates, as well as studying a future expanded composting program that diverts yard and other green waste, and potentially residential food waste from the Three Mile Landfill (Summit County Solid Waste Master Plan, 2018).

Summit County provides curbside recycling to residential properties within the city limits of Park City. For other materials, the following resources are available:

1. **Curbside Recycling:** Summit County runs curbside recycling collection for residential properties within county limits, including Park City. Specific neighborhood pick-up schedule, or other recycling questions, can be addressed by visiting the recycling page on the Summit County website.

2. **Recycling Drop Off:** Recycle Utah is a local nonprofit that runs a recycling drop-off center. They accept a broad range of recyclable materials and also provide community education and outreach.

3. **Main Street Recycling:** Businesses that are a part of the Historic Park City Alliance, may have a mobile recycling center available to them.

4. **Recycling Hazardous Materials & Electronic Waste:** Paint, pool chemicals, pharmaceuticals, and other hazardous materials can be recycled at designated locations and during drop-off events .

5. **Recycling at the County Landfill:** The Three Mile Canyon Landfill has a public drop-off center for the following sorted materials.

   ‣ Carpet and carpet padding
   ‣ Corrugated cardboard
   ‣ Linens, bedding, sheets, curtains, etc .
   ‣ Lumber
   ‣ Mattresses (NO BOX SPRINGS)
   ‣ Metals
   ‣ Plastics
   ‣ Yard waste
   ‣ Household trash

In 2017 Park City became the first town in Utah to place a ban on plastic bags. The ban - Distribution of Disposable Single Use Plastic Bags (Less than 2.25 Mil In Thickness). In addition, various websites support

support recycling and information on recycling:

- https://www stayparkcity com/how-to-pc/recycling/
- https://www summitcounty org/821/Reduce-Reuse-Recycle
- https://www parkcity org/departments/sustainability/policy-rulemaking/plastic-bag-ban

Recycle Utah

Recycle Utah's education program gives children the opportunity to envision the kind of world they would like to live in. This year, the staff from Recycle Utah, talked to K-5th graders about the importance of earth's resources, recycling, water, energy all with a global perspective. Staff from Recycle Utah in concert with local professionals taught over 500 4th graders about "everything water" at this year's Park City Water Festival. They have added an additional Water Festival in Wasatch County that reaches 330 more students!

Recycle Utah also provides educational programs on several topics, including:

- Basic Recycling
- Resources and Why They Matter
- Precycling: Packaging and Consumerism
- Water and Energy Conservation
- Hazardous Materials and Electronic Waste
- Alternative Energy and Climate Change
- Composting

In addition, Utah Department of Transportation launched the following campaign: "Keep It Clean Utah" (https://www . udot utah gov/connect/2021/07/27/keep-it-clean-utah/)

D9. Recommendations

1. Encourage tourism enterprises to sponsor and partner with Recycle Utah.

2. Provide separate bins throughout the County for recycling, and make bins readily available in populated areas, at visitor sites, and more.

3. Run/support as an industry periodic campaigns to assist in waste reduction, i.e., food waste.

D9. Documentation

> Solid Waste Downtown Trash Bid

> Solid Waste Historic Pc Alliance Waste Report

> Engineering Stormwater Contest

> PC Congratulatory Letter

> Project Narrative Re-Useable To Go Container

> Recycle Utah Materials Accepted

> Recycling PC and Summit

> Recycle Utah's Awesome Programs

> Staff Report Solid Waste

> Summit County Solid Waste

Photo credit: Sixties Photography on Unsplash

D10. Emissions and Climate Change Mitigation

> *The destination has targets to reduce greenhouse gas emissions and implements and reports on mitigation policies and actions. Enterprises are encouraged to measure, monitor, reduce, or minimize, publicly report and mitigate greenhouse gas emissions from all aspects of their operation (including from suppliers and service providers). Offsetting of any remaining emissions is encouraged.*

The tourism industry is closely linked to climate change as it involves the movement of people from their homes to other destinations and the accommodation and servicing of these people in host locations prior to their returning home. Many aspects of this business cycle are accompanied with a heavy carbon footprint, and as more time and money is being dedicated to leisure, the tourism industry is playing a larger role in global greenhouse gas emissions .Mitigation in the tourism sector can be achieved by reducing energy use through changing travel behavior, by improving energy efficiency, increasing the use of renewable energy, carbon offsetting strategies, and changes in business practices.

Summit County has created a Summit County Climate Action Plan with tangible goals and actions. In addition, Park City government operations are endeavoring to be net-zero carbon and run on 100% renewable electricity by 2022. The city has the same goals for the entire community by 2030. The plan and goals were passed by City Council, and all indications are that they will meet or exceed these goals   .

The PCCVB should link to these efforts and highlight this information in their destination materials .

D10. Recommendations

1 . Provide information to visitor's during their pre-trip planning and while onsite, opportunities to support off-setting schemes relevant to local conservation efforts.

Table 41. D10—GHG Emissions and Climate Change Mitigation

	Suggested Indicators	Score/Average	
A	Published target for percentage of emissions reduction by specified date .	3	
B	Annual climate report, including monitoring and mitigation actions .	3	
C	Supported campaign or other engagement with tourism enterprises on reduction and mitigation of emissions .	3	2.40
D	Action to reduce emissions from public sector operations .	3	
E	Information for enterprises and visitors on offsetting schemes that meet recognized standards .	0	

D10. Documentation

- 2020 Sustainability Annual Report
- Content on GHG Updates from 2020
- Electrification
- Epic Promise Progress Report
- Final CDR TP50
- Mountain Towns 2030
- PC Climate Fund Wants Big Ideas

- PC Community Foundation Climate Fund
- Regeneration
- Renewables
- Resolution 2017-11
- Resolution 2019-29
- Summit Co Cap Final
- Sustainability Initiatives

Photo credit: Olivia Hutcherson on Unsplash

D11. Low-impact Transportation

The destination has targets to reduce transport emissions from travel to and within the destination. An increase in the use of sustainable, low-emissions vehicles and public transport and active travel (e.g., walking and cycling) is sought in order to reduce the contribution of tourism to air pollution, congestion, and climate change.

Photo credit: parkcity.rideamigos.com

Sustainable, low-impact transportation systems make positive contributions to the environmental, social and economic sustainability of the communities they serve . These systems limit emissions and waste, and use renewable resources at or below their rates of generation while minimizing impact on land use and generation of noise.

Summit County has miles of bike trails and an extensive bus transportation network. In addition, there is a walkable-bikeable trail network within Park City, and free bus transportation to trailheads. Transportation has been studied extensively, including inbound and outbound commuter traffic. Free transportation is available to the Canyons within the Park City area and posters advertise this service.

Since the last adoption of the Park City Transportation Plan in 2011, leaders and residents alike recognize the significant changes to the area. As such, Park City is embarking on a new transportation plan called Park City Forward. The goals of this new transportation initiative are:

- **ACCESS**—Improve local and regional multi-modal transportation connection between activity nodes for residents, commuters, and visitors .Ensure the transportation network supports Park City's future growth and land use changes.

- **INCLUDE**—Ensure equitable access to opportunity, catalyzed by local and regional mobility choices that are affordable and support healthy living .

- **SUSTAIN**—Support a resilient, net-zero carbon community, anchored by long-term transportation investments that reduce greenhouse gas emissions, decrease single-occupancy vehicle trips, and mitigate environmental consequences of growth .

- **TRANSFORM**—Embrace bold and innovative action to prioritize a community-focused, multimodal transportation network that is easy to use, efficient, convenient, safe and incorporates cutting-edge technologies .

Summit County and Park City have invested heavily in the provision of bus services throughout the expansive County . In addition, in heavily visited areas such as the Park City area, bus services are readily available and visitors are encouraged to utilize the convenience of these services.

Table 42. D11—Low-impact Transportation

	Suggested Indicators	Score/Average	
A	Investment in more sustainable transport infrastructure, including public transport and low emissions vehicles .	3	
B	Information promoted to visitors on alternative transport options to and within the destination	2	
C	Data on visitor use of alternative transport modes .	2	
D	Improvement and promotion of cycling and walking opportunities .	3	2.17
E	Prioritization of visitor markets accessible by short and more sustainable transport options .	1	
F	Public sector and tourism enterprises prioritize low-impact transportation in their own operations.	2	

Information is promoted locally and could be enhanced pre-trip to visitors, in planning and minimizing individual cars(D11b). Data is available on use of public transportation, but is not specific to visitor use of public transportation (D11c). Market priority is not necessarily determined by short or more sustainable transportation options, though consideration is given to those that do visit ski resorts in local markets (D11e). There are trail systems in and around Park City to facilitate walking, biking and other low impact transportation alternatives .

D11. Recommendations

1. Increase visibility of low impact transport options to visitor's pre-trip information and while onsite.

2. Add questions about transportation to visitor surveys in order to understand visitor's level of adoption of low impact transportation options.

D11. Documentation

> 105 Canyon Village Shuttle

> 2020 84017, 2020 84036, 2020 84055, 2020 84060, 2020 84098

> 2021 CVC Rack Card

> Commuting Data

> A Transportation Network Travel Demand

> Ad Summit

> B Environ And Hazardous Impacts

> C Transportation System

> Canyons Trans Program

> D Transportation System Preservation

> E Active Transportation Network

> F Financial Plan

> Transit Study

> Final 2016 Snyderville Basin

> High Valley Transit Full Service

> Highway Map

> HVT English / Spanish

> Kimball Junction Draft Area Plan

> LRTP Values Outreach

> Marketing Plan 2021

> Ordinance No 2020-48 Ev Charging

> PC 2019 On Board Survey

> Park City Forward

> Park City Inflow

> Park City Inflow Map

> Park City Transit 2 A New Vision for Transit Service

> PC Shortrange Transit

> QR Code Sign

> RFP Active Transportation Plan

> Ride On PC

> Ride On Transit Incentive

> Summit Co Inflow/Outflow Map Chart

> Summit Bike Share End of Year

> Summit Co Exec Summary

> Task 1 Memo Goals

> Trail Map

> Transit Map

> Transit Trails Website

> Transplan 50

> Valley to Mountain Alternatives Analysis

> Wasatch Transit Study

> Where Workers Live and Employed Summit

> Where Workers Live and Employed PC

> Woodward Video

D12. Light and Noise Pollution

> *The destination has guidelines and regulations to minimize light and noise pollution. The destination encourages enterprises to follow these guidelines and regulations.*

Sustainable, low-impact transportation systems make positive contributions to the environmental, social, and economic sustainability of the communities they serve . These systems limit emissions and waste, and use renewable resources at or below their rates of generation while minimizing the impact on the use of land and the generation of noise .

On March 13, 2019, the Summit County Council adopted Ordinance 896, updating the Snyderville Basin Development Code Lighting Regulations, establishing International Dark-Sky Association best practices, including a maximum Lumen per property, 3,000 degrees Kelvin for outdoor lighting, and a requirement to fully shield outdoor lighting .To implement these best outdoor lighting practices in Park City with an outdoor lighting code that is tailored for the City's Historic Districts, the resort seasons, outdoor lighting on Ridge Line Areas and Steep Slopes, and community compliance, the Planning Commission duly noticed and conducted a work session on September 9, 2020, a public hearing on November 11, 2020, a work session on December 9, 2020, and a public hearing on January 13.

Summit County and Park City Municipal Corporation also have ordinances (No .714, and Municipal Code 6-3) to address noise nuisances .

D12. Recommendations

1 . Promote existing Dark Sky initiatives to tourism enterprises
            .

2 . Provide information to visitors and tourism enterprises on the value of dark skies, as well as technical information on strategies to reduce Artificial Light At Night (ALAN).

Photo credit: Evan Sanchez on Unsplash

D12. Documentation

> Basin Lighting

> City Code for Nuisance

> City Code for Ordinance

> Eastern Summit Co Lighting

> Ordinance No 2021-05 Dark Sky

> Summit Co Noise Laws

Table 43. D12—Light and Noise Pollution

Suggested Indicators		Score/Average
A	Guidelines on light and noise pollution – produced and promoted to tourism enterprises .	2	
B	Identification and monitoring of potential sources of noise and light pollution related to tourism .	3	2.67
C	Mechanisms to enable residents to report noise and light pollution, with follow-up action .	3	

Conclusions

S ummit County is advancing sustainability in many ways. From critical climate considerations, to protecting tangible and intangible assets valued by residents and visitors alike, there are several initiatives underway, and a terrific start to their sustainability journey. As the County organizes a destination stewardship strategic plan, the following areas of focus should be considered:

Section A: Sustainable Destination Management
(Overall Score, 1.84)

The primary recommendation is that the PCCVB continue to develop a Destination Stewardship Council, which is representative of County initiatives in sustainable planning, non-profit organizations, public land management, tourism business sectors, public health sectors, public health and safety, and more.

Develop a financial plan and a budget demonstrating the sustainability of the Council. Also identify future funding sources. Once a plan and dedicated staff are in place, and stakeholders are identified, destination stewardship will being to fall into place.

Goals, with quantifiable targets relative to socio-economic, cultural, and environmental tourism assets should be a part of the plan. Connecting to support mechanism for sustainable tourism business development and certification will also be beneficial. Integrating tourism challenges and successes into public planning processes will be key moving forward.

While there are several destination stewardship planning initiatives underway, there are opportunities to connect to tourism management and development. Further, while there is great work happening with respect to visitor feedback and resident feedback, documenting how the feedback is being used to address action within the community would benefit decisions around future planning and change.

Photo credit: PCCVB

Section B: Socio-Economic Sustainability

(Overall Score, 2.49)

This area of destination stewardship received the highest score of all four pillars .Tourism is measured economically and there appears to be support for local businesses, entrepreneurs, and local products. Summit County has viable safety, health, and security programs, and assists other organizations in ensuring and improving accessibility for residents and visitors alike. There are also many initiatives addressing discrimination and user access.

Section C: Cultural Sustainability

(Overall Score, 1.75)

The Cultural Sustainability pillar scored third highest overall. Areas in need of improvement were related to monitoring, interpretation, and understanding vulnerability of cultural sites .Traditional access criteria scored very high. For example, the case of Bonanza Flats highlighted the importance of recreational access and community engagement on issues important to the area. Visitor feedback is currently being sought; however, aligning resident values with markets that identify with these values may be an important strategy for sustaining a sense of community long term.

Section D: Environmental Sustainability

(Overall Score, 2.34)

The Environmental Sustainability pillar was the second highest scoring pillar overall, but performance varied on specific items. For example, Utah's Department of Natural Resources, Division of Wildlife tracks conservation status, and areas of vulnerability within the region. Summit County and Park City have open space rangers who monitor visitor use and actions in an effort to mitigate visitor impacts. Climate, water, and energy actions are underway, wastewater is managed well, low impact transportation efforts are in place, and light and noise pollution ordinances and mitigation regulations are in place. However, there is a need for improvement on a variety of issues, including: encouraging visitors to prioritize low impact transportation; considering offsetting support to reduce travel impacts related to GHGs; sharing information with visitors on the impact of purchasing souvenirs derived from threatened or endangered species;

Photo credit: PCCVB

and sharing information with visitors on mitigating their impact to wildlife, wildlife interactions, and minimizing disturbance.

Destination stewardship is a journey, and it appears Summit County has many on-going efforts that can be integrated into tourism management. The tourism industry would be a good partner in ensuring conservation, historic preservation, and resident quality of life. As one of the dominant industries in Summit County, there are excellent opportunities for collaboration, partnerships, and support to ensure long-term viability of the area's resources and way of life. Commitment by the PCCVB leadership and its membership suggest they are change-makers and have demonstrated extraordinary vision for the future!

Appendices

Appendix A—Members of the Summit County Sustainable Tourism Taskforce

	Name	Organization	Email address
1	Jennifer Wesselhoff	Park City Chamber | CVB	jennifer@visitparkcity com
2	Sarah Pearce	Park City Municipal Corporation	sarah pearce@parkcity org
3	Luke Cartin	Park City Municipal, Sustainability	luke cartin@parkcity org
4	Pat Putt	Summit County	pputt@summitcounty org
5	Emily Quinton	Summit County	equinton@summitcounty org
6	Tom Fisher	Summit County	tfisher@summitcounty org
7	Ginger Wicks	PCARA, PCALA, HPCA	gingerwicks@icloud com
8	Carolyn Wawra	Recycle Utah	director@recycleutah org
9	Tom Bradley	Park City Mountain Resort	tbradley2@vailresorts com
10	Susie English	Deer Valley	suenglish@deervalley com
11	John Cumming	POWDR Corp	communications@powdr com
12	Dana Jones	Snyderville Basin Recreation Representative	dana@basinrecreation org
13	Chris Crowley	Summit County Emergency Manager	ccrowley@summitcounty org
14	Mike McComb	PCMC Emergency Manager	mike mccomb@parkcity org
15	Joe Frazier	Summit County Historical Museum Director	jfrazier@summitcounty org
16	Mike Luers	Snyderville Basin Water Reclamation District	mluers@sbwrd org
17	Colin Hilton	UOP	CHilton@uolf org
18	Jeff Jones	Summit County	jjones@summitcounty org
19	Daniel (Dano) P.Jauregui	District Ranger, Forest Service, Uinta-Wasatch-Cache National Forest, Heber-Kamas Ranger District	daniel jauregui@usda gov
20	Bruce "Goose" Juhl	All Seasons Adventures	goosejuhl@gmail com
21	Bob Kollar	Park City Chamber | CVB	bob@visitparkcity com
22	Kelly Bricker, GSTC Assessor	GSTC	kelly bricker@health utah edu

The following is a list of Non-Profits relative to stewardship of arts, culture, and environment .Several other organizations (not all listed here), contribute to the social well-being of the community .For a complete list of non-profit organizations serving Summit County, visit: https://parkcitycf org/how-we-work/supporting-nonprofits/nonprofit-directory/

1 . **Alf Engen Ski Museum Foundation.** The Alf Engen Ski Museum Foundation was established in 1989 with a mission to preserve the rich history of skiing in the Intermountain Region .We strive to provide a world-class facility that highlights the many contributions made in ski area development, athletic competition, snow safety, ski innovation, and ski teaching methods .

2 . **Park City Community Foundation** (https://parkcitycf org/) .The Park City Community Foundation distributed $5 2 million last year in grants to nonprofit organizations serving greater Park City and Summit County .They care for and invest in the people, place, and culture of our community, and believe that a thriving community is founded on effective nonprofit organizations .They support a diverse array of nonprofit organizations and conduct several annual grantmaking processes, including grants from the Community Fund, Women's Giving Fund, Solomon Fund, and Park City Climate Fund .They also support several Community Initiatives focused on some of their most pressing needs .Their Community Response Fund is currently providing grants to organizations helping people who have been disproportionally affected by COVID-19 .

   ‣ **Park City Climate Fund.** The Park City Climate Fund engages greater Park City community members in implementing local, high-impact climate solutions in the areas of emission source reduction, land sink support, and community outreach & education, which also have the potential to be replicated in other mountain towns .

   ‣ **Community Fund.** The Community Fund annually grants to dozens of organizations that are addressing pressing local needs—and helps fortify these nonprofits that make the greater Park City community strong .

   ‣ **Solomon Fund.** Solomon Fund awards grants to local organizations that are intentionally working to increase Latinx participation in their programs .

   ‣ **Women's Giving Fund.** Women's Giving Fund makes an annual high-impact grant to an organization that serves Summit County women and children .

3 . **Arts Council of Park City | Summit County.** Our Mission is to serve our arts & culture community by driving creative programing, providing valuable recourses, and cultivating connections .We envision a community where arts & culture is critical, where creatives thrive, and where all people connect through the arts .

4 . **Ballet West.** Ballet West is the training ground in classical ballet for over 900 students across four campuses, including the Peggy Bergmann Park City Campus in Summit County .

5 . **Beethoven Festival / Park City Chamber Music Society.** Classical chamber music thrives year-round through the efforts of the Beethoven Festival Park City, Utah's oldest classical music festival .

6 . **Bill White Agriculture Education and Sustainability Center.** The focus of Bill White Farms is healing the earth, generating everything from produce and livestock to dirt-to-table fundraising dinners and even cooking and gardening classes .

7 . **Egyptian Theatre.** As the focal point of historic Park City and the cultural gathering place for visitors and locals alike, the Egyptian Theatre is dedicated to enriching lives through the performing arts .Providing a variety of artistic performances, theater education and outreach programs, the theater hosts hundreds of shows and events serving more than 45,000 patrons annually .

8 . **Elevated Mountain Guides.** EMG believes that everyone has a right to the outdoors and that when the outdoors are accessible and inclusive they become a better place for all to recreate .Our programs work to address the primary barriers that underserved communities face in accessing outdoor recreation . By getting outside, our participants are able to expand their expertise, engage with nature and meet other like-minded individuals; creating supportive communities where they are most needed .

9 . **Equality Utah.** Equality Utah's mission is to secure equal rights and protections for LGBTQ Utahns and their families .

10 **Friends of Summit County Search and Rescue.** The Summit County Search & Rescue Team are all volunteers, using a majority of their own equipment .

There became an apparent need for the friends of organization when issues like equipment failure, communication gaps and need for more training were made known .Your donations save lives by better preparing the team with what they need!!

11 **Grow Plant Based Food Truck.** We are a 100% plant-based food truck fostering social equity through food, food security, community connection, animal compassion, food for health and environmental sustainability .We like to think of it as "food with purpose".

12 **Healthy Environment Alliance of Utah.** HEAL fights for an environment that is safe, clean, and sustainable, and which provides a thriving place to work, play, and raise our families .

13 **Kimball Art Center.** Through educational arts programs, exhibitions, and events, the Kimball Art Center provides a platform and a place for artists and art enthusiasts to come together to explore and celebrate the creative spark that lives within us all .

14 **Mountain Town Music.** Organizing hundreds of shows—most of which are free—and producing a variety of outreach programs and concerts for local school children, Mountain Town Music engages over 300,000 people annually .

15 **Mountain Trails Foundation.** Mountain Trails Foundation is a member-driven organization dedicated to building, maintaining, and protecting trails for non-motorized recreation in the Park City area .

16 **Mountainlands Community Housing Trust.** Mountainlands Community Housing Trust acts as an affordable housing builder and advocate, ensuring that more Park City locals can buy or rent homes .

17 **National Ability Center.** With year-round adaptive recreation, outdoor adventures and education programs, this nationally renowned organization helps people everywhere build the self-esteem, confidence, and lifetime skills that come from living a healthy, active life .

18 **Nuzzles & Co.** Nuzzles & Co .cares for many animals at their Rescue Ranch, an excellent facility where the animals are comfortable, well-fed, and receive top-notch veterinary treatment in-house .

19 **PandoLabs.** PandoLabs is a community of entrepreneurs, mentors, freelancers, investors, and apprentices that collaborate to strengthen and

diversify the economy in the Wasatch Back and the state of Utah .

20 **Park City Film.** Since 1995, Park City Film has curated world class independent, foreign and documentary films, using film as a medium to entertain, inspire, and educate, and helping Park City remain a well informed and engaged mountain community .

21 **Park City Institute.** Park City Institute brings world-class performances and new ideas to the community, providing innovative experiences that entertain, educate, and illuminate .

22 **Park City Museum.** The Park City Museum, located on Park City's Historic Main Street, preserves, protects, and promotes Park City's history and heritage .

23 **Park City Rotary Foundation.** The Park City Rotary Foundation (Rotary Club of Park City) engages in local and international outreach programs to benefit people in communities nearby and in other countries .

24 **Paws for Life Utah.** Paws for Life Utah is a nonprofit, volunteer-based organization dedicated to helping homeless dogs, cats, and other "at risk" animals from municipal shelters find new, forever homes .

25 **PC ALL—Park City Adult Lifelong Learning.** PC ALL provides day services and lifelong learning and support for young adults with disabilities by offering community-based programming, utilizing local resources and connecting participants to the community .

26 **Planet Earth First.** Planet Earth First's mission is to preserve and replenish this planet we call home for future generations .We do this by promoting climate awareness through circular economics, environmental education and community engagement .

27 **Recycle Utah.** Recycle Utah is dedicated to promoting water conservation, recycling, and reuse, and to providing environmental education and recycling/reuse services to the community .

28 **ReLEAF Utah.** ReLEAF Utah works to develop community-based tree and forest stewardship, through effective partnerships, meaningful projects, and informative outreach .

29 **Sage Mountain—An Advocate for Farmed Animals.** Sage Mountain provides educational programming, advocacy, and a sanctuary for farmed animals .

30 **Save Our Canyons.** Save Our Canyons is dedicated to protecting the beauty and wildness of the Wasatch Mountains .We are a member driven organization made up of year-round outdoor enthusiasts working to ensure a healthy future for this unique range .

31 **Save People Save Wildlife.** Help us keep people and wildlife safe by building new fencing and cattle guards in highly trafficked areas .

32 **Sierra Club Foundation—Utah Chapter.** The Utah Chapter of the Sierra Club is a grassroots volunteer organization that protects and promotes Utah's outdoors and natural landscapes, educates and advocates for the responsible preservation of clean air, water, and habitats, and supports the development of sustainable renewable energy for the benefit of present and future generations .

33 **Solomon Fund.** The Solomon Fund of Park City Community Foundation facilitates access to sports and recreation opportunities for Latino children in our community .

34 **South Summit Trails Foundation.** South Summit Trails Foundation works to enhance the lives of community members through a system of interconnected and continuous regional and community trails located throughout the South Summit area of Utah .

35 **Summit County Land Conservancy.** A 501(c)(3) nonprofit established in 2002, they are the only nonprofit dedicated to saving the open spaces of Park City and the Wasatch Back .They protect and monitor this community's investment in local open spaces by defending 46 permanent conservation easements on 7,012 acres of land—and they are currently working to preserve an additional 5,000+ acres of the landscapes our community cherishes .

36 **Sundance Institute.** Founded by Robert Redford in 1981 with the mission of fostering new voices in American storytelling, the nonprofit Sundance Institute is a champion and curator of stories for the stage and screen .Today, our staff of 180 employees works year-round to offer 25 residential labs, grants exceeding $3 million, and ongoing mentorships that support more than 900 artists each year . Each January, the Sundance Film Festival brings artists and audiences together for the premieres of groundbreaking work, and year-round, the Institute hosts a variety of public programs to amplify original voices, inspire new ideas, and rally our community in support of independent storytelling .

37 **Summit Community Gardens.** Summit Community Gardens creates opportunities for the community to gather, learn, and grow through events, classes on garden education, and places where people can grow their own food .

38 **Summit Community Power Works.** Summit Community Power Works inspires efficient energy use through practical and innovative programs to improve economic vitality and the environment .

39 **Summit Land Conservancy.** Summit Land Conservancy works with our communities to protect and preserve land and water for the benefit of people and nature .

40 **Swaner Preserve and EcoCenter.** The Swaner Preserve and EcoCenter is a 1,200 acre nature Preserve and a 10,000 square foot LEED Platinum building with interactive exhibits about the surrounding environment, offering nature tours, wildlife viewing opportunities, summer camps, environmental education, and more .

41 **TreeUtah.** Our mission is to improve Utah's quality of life for present and future generations by enhancing the environment through tree planting, stewardship, and education .

42 **Utah Avalanche Center.** The Utah Avalanche Center exists to keep people on top of the Greatest Snow On Earth by providing avalanche forecasting, education, and awareness throughout the state of Utah .

43 **Utah Clean Energy Alliance.** Utah Clean Energy is committed to creating a future that ensures healthy, thriving communities for all, empowered and sustained by clean energy .

44 **Utah Olympic Legacy Foundation.** The Utah Olympic Legacy Foundation underwrites the care of the historic Olympic venues, as well as the sport development programs and community health outreach at the Utah Olympic Park, Olympic Oval, and Soldier Hollow Nordic Center .

45 **Utah Open Lands Conservation Association.** In preserving open spaces, recreation areas, and family farms, Utah Open Lands protects the heritage and experience of the land, both for today's communities and tomorrow's generations .

46. **Utah Physicians for a Healthy Environment.** Utah Physicians for a Healthy Environment is dedicated to protecting the health and well-being of Utah residents by promoting science-based health education and interventions that result in progressive, measurable improvements to the environment .

47. **Utah Rivers Council.** The Utah Rivers Council works to protect Utah's rivers and clean water sources for today's citizens and future generations and to sustain healthy, natural ecosystems .

48. **Utah Symphony & Opera.** With classical, contemporary and pops concerts all summer long, the Deer Valley Music Festival attracts a broad audience to our splendid mountain setting .The enchantment continues throughout the year in Salt Lake City with full Symphony and Opera seasons, as well as ongoing education and outreach concerts .

49. **Wasatch Backcountry Rescue.** Wasatch Backcountry Rescue provides rapid response for avalanche rescue, winter related mountain rescue, and medical evacuation incidents using trained professionals and search and rescue dogs .

50. **Wild Heart Sanctuary.** Wild Heart Sanctuary is a forever home for wild Mustangs rescued from Bureau of Land Management holding pens .

51. **Wild Utah Project.** Wild Utah Project provides science-based strategies for wildlife and land conservation .

Photo credit: Lauren Pandolfi on Unsplash

Appendix C. Other Certifications in Summit County

Certification Type	Project Name	Certification Level	Town	State	Program
LEED	1761 Park City, UT	Certified	Park City	UT	LEED Retail CI 1 0 Pilot
LEED	Park City High School	Silver	Park City	UT	LEED NC 2 2
LEED	Montage at Deer Valley	Silver	Park City	UT	LEED NC 2 2
LEED	Park City Medical Center Expansion	Silver	Park City	UT	LEED NC 2009
LEED	Park City Library	Silver	Park City	UT	LEED NC 2009
LEED	One Empire Pass	Silver	Park City	UT	LEED NC 2009
LEED	Questar Office and Warehouse	Certified	Park City	UT	LEED NC 2009
Energystar	Park City Mountain Resort Team Building	Labeled	Park City	UT	Energy Star Office
LEED	Newpark Town Center	Silver	Park City	UT	LEED-ND Project Registration 1 0
NWF Certified Wildlife Habitat	Treasure Mountain Middle School	Certified	Park City	UT	NWF Certified Wildlife Habitat
NWF Certified Wildlife Habitat	Soaring Wings Preschool	Certified	Park City	UT	NWF Certified Wildlife Habitat
Energystar	835	Labeled	Park City	UT	Energy Star Retail Store
LEED Homes (102 in Total)	Residences		Park City	UT	LEED-HOMES v2008

Photo credit: PCCVB

					Average per Criteria
A) Sustainable management					
A (a) Management structure and framework					
A1	**A1 Destination management responsibility**	a	Documentary evidence showing relevant make-up and responsibilities of the group.	2	2.40
		b	A financial plan and budget showing current and future funding sources	3	
		c	Evidence of links and engagement with other bodies	3	
		d	Records of permanent staff and contracted personnel, indicating relevant experience.	3	
		e	Management guidelines and processes, which demonstrate awareness and adherence to sustainability principles and transparency in operations and letting of contracts.	1	
A2	**A2 Destination management strategy and action plan**	a	A published document setting out the current destination strategy and action.	2	1.40
		b	The strategy/plan clearly visible and available on- line.	1	
		c	Evidence of stakeholder consultation, meetings etc. in developing the plan.	2	
		d	Reference to sustainability principles and an assessment of assets, issues and risks, contained in the strategy and action plan.	2	
		e	Specific references in the strategy/action plan to wider sustainable development policy (including pursuit of the SDGs), and vice versa	0	

A3	**A3 Monitoring and reporting**	a	Specific quantifiable socio-economic, cultural and environmental indicators and targets identified.	0	0.50
		b	Measurement against these indicators, with results recorded and publicized at least annually.	1	
		c	Written evidence of monitoring and reporting of actions and outcomes.	1	
		d	Previous reviews of monitoring system and schedule for future reviews.	0	
A (b) Stakeholder engagement					
A4	**A4 Enterprise engagement and sustainability standards**	a	Evidence of regular communication of sustainability issues to tourism-related businesses (Media, meetings, direct contact etc.).	2	2.00
		b	Sustainability support and advice to tourism- related business – available and promoted.	2	
		c	Number and percentage of businesses certified against tourism sustainability standards (and whether GSTC recognized/accredited), with targets for wider outreach.	2	
		d	Evidence of promotion of certification schemes.	2	
		e	List of tourism-related certified enterprises, kept up to date.	2	
A5	**A5 Resident engagement and feedback**	a	Evidence of the promotion and facilitation of public participation in destination planning/management.	2	2.00
		b	Information on the type and level of such participation.	2	
		c	Surveys of residents and other systematic feedback mechanisms, covering tourism issues.	2	
		d	Evidence of action taken in response to residents' feedback.	2	

		e	Program of information, education and training on tourism provided for residents.	2	
A6	**A6 Visitor engagement and feedback**	a	Visitor surveys (and other feedback mechanisms) – carried out and reported.	3	1.50
		b	Surveys and feedback include visitor reaction to sustainability issues.	1	
		c	Evidence of actions taken in response to visitor survey/feedback findings.	1	
		d	Examples of visitor information that covers sustainability issues and how to respond to them.	1	
A7	**A7 Promotion and information**	a	Current information and promotional material with appropriate content.	3	2.67
		b	A process exists for checking the accuracy and appropriateness of destination promotion and information.	3	
		c	Evidence of consultation with local communities and environmental and cultural bodies on communications content and delivery.	2	

A (c) Managing pressure and change					
A8	**A8 Managing visitor volumes and activities**	a	The destination management strategy and action plan address seasonality and spread of visitation.	1	1.80
		b	Variation in visitor volumes throughout the year is monitored, including in the most visited locations.	2	
		c	Impacts of visitor volumes and activities are identified through observation and community and stakeholder feedback	2	
		d	Actions taken to manage visitor flows and impacts.	2	
		e	Marketing strategy and selection of target markets takes account of visit patterns, the impact of activities and destination needs.	2	

A9	**A9 Planning regulations and development control**	a	Specific policies/regulations/ guidelines which control development – documented and identified by title and date.	3	**2.20**
		b	Impact assessment requirements are set out, covering environmental, economic, and socio-cultural impacts, at sufficient scale to address long term issues for the destination.	2	
		c	Specific regulations on property rental and operation for tourism, with evidence of their application and enforcement.	2	
		d	Evidence of public participation in the development of policies/regulations/guidelines.	3	
		e	Evidence of consultation with, and consent from indigenous people or minority ethnic groups when tourism development has been proposed or has occurred in their territories.	not appl.	
		f	Evidence of communication and enforcement of the policies/regulations/guidance, at planning, development and implementation stages	1	
A10	**A10 Climate change adaptation**	a	The destination management strategy and action plan identify and addresses climate issues.	3	**3.00**
		b	Regulations, guidelines and zoning for tourism development and activities accommodate the consequences of climate change.	3	
		c	A climate risk assessment, covering current and future risks – undertaken and made publicly available.	3	
		d	Evidence of consideration of impact on, and contribution of, local ecosystems to climate change adaptation.	3	
		e	Information on climate change that has been made publicly available.	3	
A11	**A11 Risk and crisis management**	a	A documented risk reduction, crisis management and emergency response plan for tourism in the destination.	0	**0.75**
		b	The plan recognizes a wide range of risks, including natural disasters, terrorism, health, resource depletion, and others appropriate to the location.	1	
		c	Communication procedures identified for use during and after an emergency.	1	

		d	Program for local delivery of information and training on risk and crisis management.	1	

B) Socio-economic sustainability					Average per Criteria
B (a) Delivering local economic benefits					
B1	**B1 Measuring the economic contribution of tourism**	a	Program of economic data gathering.	3	**3.00**
		b	Annual reports on the direct and indirect economic contribution of tourism in the destination.	3	
		c	Data covering a range of measures of economic impact (e.g. volume, expenditure, employment, investment and spread of economic benefit in the destination).	3	
B2	**B2 Decent work and career opportunities**	a	Provision of relevant skills training programs/courses, available locally.	3	**1.75**
		b	Statements of commitment by tourism enterprises to the provision of decent work/ career opportunities.	0	
		c	Training and employment opportunities promoted to and taken up by local people, including women, young people, minorities and people with disabilities.	2	
		d	Channels for checking working conditions and receiving/handling grievances (e.g. involvement of labor unions).	2	
B3	**B3 Supporting local**	a	Advice, finance or other support – available in the destination for tourism-related SMEs.	3	**2.40**

entrepreneurs and fair trade	b	Assistance with market access for local tourism- related SMEs.	2	
	c	Action to encourage and assist local tourism enterprises to purchase goods and services locally.	2	
	d	Initiatives to help local farmers, artisans and food producers to engage in the tourism value chain.	3	
	e	Local produce and crafts identified, promoted and available for sale to visitors in the destination.	2	
B (b) Social wellbeing and impacts					
B4	**B4 Support for community**	a	Support for local community and sustainability initiatives by local tourism enterprises is encouraged and facilitated.	2	2.33
		b	Schemes exist, and are promoted, for visitors to support local community and sustainability initiatives.	3	
		c	Volunteering and engagement with the community does not involve intrusion or exploitation.	2	
B5	**B5 Preventing exploitation and discrimination**	a	Reference (title, date) to specific laws that pertain in the destination regarding human rights, exploitation, discrimination and harassment.	3	1.75
		b	Evidence of communication and enforcement of above laws and related good practice (including to tourism enterprises and visitors).	2	
		c	Risk and impact analysis regarding human rights, including human trafficking, modern slavery and child labor – conducted regularly.	2	
		d	Destination and key tourism players are signatories to the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism.	0	
B6	**B6 Property and user rights**	a	Reference (title, date) to specific laws that pertain in the destination regarding property rights and	3	3.00

			acquisitions and user and access rights to resources.		
		b	Reference in the above laws to communal and indigenous rights, public consultation and resettlement.	not appl.	
		c	Evidence of enforcement of the above laws in the context of tourism development and activity.	not appl.	
		d	Evidence of community consultation, consent and compensation.	3	
B7	**B7 Safety and security**	a	Security and health services are well established and active in the destination.	3	**2.67**
		b	The needs of visitors are identified and addressed in the delivery of security and health services.	3	
		c	Tourism facilities are inspected for compliance with safety and hygiene standards.	2	
B8	**B8 Access for all**	a	The existence of any regulations and standards regarding the accessibility of visitor sites, facilities and services.	3	**3.00**
		b	Consistent application of accessibility standards in public facilities.	3	
		c	Data on the extent/proportion of visitor sites and facilities that are accessible.	3	
		d	Evidence of programs to improve access for people with a range of access needs.	3	
		e	Information on accessibility included in communications about the destination as a whole.	3	
		f	Details of accessibility included in visitor information about key sites.	3	

C) Cultural sustainability					Average per Criteria
C (a) Protecting cultural heritage					
C1	C1 Protection of cultural assets	a	Lists of cultural assets, including evaluation and indication of vulnerability.	1	1.67
		b	Program of rehabilitation and conservation of assets.	2	
		c	Mechanisms for using income from tourism to support conservation of cultural assets.	2	
C2	C2 Cultural artifacts	a	Reference to relevant laws relating to historical artefacts pertaining in the destination (title, date)	3	1.67
		b	Evidence of communication of relevant laws to tourism enterprises and visitors.	0	
		c	Evidence of enforcement of relevant laws.	2	
C3	C3 Intangible heritage	a	Identification and listing of intangible cultural heritage	2	2.25
		b	Examples of celebration and visitor experiences of intangible cultural heritage (events, distinctive products etc.).	3	
		c	Evidence of involvement of local and indigenous communities in developing and delivering visitor experiences based on intangible cultural heritage.	2	
		d	Feedback from visitors and local communities on delivery of intangible heritage experiences.	2	

C4	**C4 Traditional access**	a	Monitoring of accessibility to natural and cultural sites for the local community.	3	**3.00**
		b	Evidence of engagement with the local community regarding traditional access.	not appl.	
		c	Specific action to protect and/or rehabilitate local community access.	3	
C5	**C5 Intellectual property**	a	Reference to laws on intellectual property pertaining in the destination (title, date).	1	**0.67**
		b	Communication of intellectual property rights to tourism stakeholders.	1	
		c	Evidence that intellectual property rights are protected in the development of cultural experiences for visitors.	0	
	C (b) Visiting cultural sites				
C6	**C6 Visitor management at cultural sites**	a	Monitoring of visitor flows and impact on cultural sites, with results shared across the destination.	1	**1.00**
		b	Evidence of action to manage tourism-related impacts in or around cultural sites.	1	
		c	Existence and distribution of published guidelines on visitor behavior at sensitive sites and cultural events and periodic monitoring of compliance.	2	
		d	A code of practice for tour operators and tour guides and/or other engagement with them on visitor management at cultural sites.	0	
		e	Provision of training for guides.	1	
C7	**C7 Site interpretation**	a	Provision of informative interpretative material on site and in formats that are accessible pre-arrival.	1	**2.00**

		b	Evidence that interpretative material has been well researched and is accurate.	3	
		c	Interpretation material that identifies the significance and sensitivity/fragility of sites.	1	
		d	Evidence of host community collaboration in preparation of relevant interpretative material.	3	
		e	Interpretative material available in relevant languages.	2	

D) Environmental sustainability					Average per Criteria
D (a) Conservation of natural heritage					
D1	D1 Protection of sensitive environments	a	List of natural heritage sites and assets, indicating type, conservation status and vulnerability.	3	2.50
		b	programs to conserve biodiversity and natural heritage.	3	
		c	programs to eradicate and control invasive species.	3	
		d	Action to identify, monitor and mitigate tourism impacts on biodiversity and natural heritage.	2	
		e	Mechanisms for using income from tourism to support conservation of natural assets.	3	
		f	Communications with visitors and enterprises on reducing spread of alien species.	1	

D2	D2 Visitor management at natural sites	a	Monitoring of visitor flows and impact on natural sites, with results shared across the destination.	3	1.67
		b	Evidence of action to manage and mitigate tourism-related impacts in or around natural sites.	3	
		c	Existence and distribution of published guidelines on visitor behavior at sensitive sites, and periodic monitoring of compliance.	2	
		d	A code of practice for tour operators and tour guides and/or other engagement with them on visitor management at natural sites.	0	
		e	Cooperation with local conservation bodies to identify environmental risks associated with tourism and measures to reduce them.	0	
		f	Provision of training for guides.	2	
D3	D3 Wildlife interaction	a	Reference (title, date) to international, national and local laws that apply in the destination regarding interaction with wildlife.	2	1.33
		b	Endorsement of international standards for wildlife viewing for both marine and terrestrial species.	2	
		c	Distribution of a code of practice for wildlife interaction, including viewing, which reflects international standards.	1	
		d	System for checking compliance with regulations, and code of practice amongst tourism operations.	0	
		e	Actions to monitor wildlife wellbeing and minimize disturbance, in locations where interactions occur.	2	
		f	Provision of information to visitors on harmful wildlife interaction, such as touching and feeding.	1	
D4	D4 Species exploitation and animal welfare	a	Reference (title, date) to specific international, national and local laws, standards and guidelines that apply in the destination regarding animal welfare and conservation of species.	1	1.57

		b	Notification of laws, standards and guidelines to tourism enterprises and guides.	1	
		c	A system for inspection of the conditions of captive wildlife and domestic animals, including their housing and handling.	3	
		d	Licensing and checking of qualifications of personnel responsible for captive wildlife.	3	
		e	Action to promote the Convention on International Trade in Endangered Species (CITES) in the tourism sector and to ensure compliance with it.	0	
		f	Provision of information to visitors on avoiding trade in endangered species, e.g. in purchase of souvenirs derived from threatened species of wildlife notified by IUCN or CITES.	0	
		g	Enforcement of legislation to ensure that any hunting activity is part of a scientifically based, properly managed and strictly enforced approach to conservation.	3	
D (b) Resource management					
D5	**D5 Energy conservation**	a	Energy consumption targets are publicized and promoted.	3	**3.00**
		b	Program to increase energy efficiency – e.g. promoting and supporting insulation.	3	
		c	Investment in renewable energy and percent of total provision/consumption.	3	
		d	Support and incentives for energy monitoring and reduction by enterprises.	3	
D6	**D6 Water stewardship**	a	Provision of guidance and support for monitoring and reduction of water usage by enterprises.	3	**2.40**
		b	Program to regularly assess water risk.	3	

		c	Setting, publication and enforcement of water stewardship goals, where water risk has been assessed as high.	3	
		d	Monitoring and control of sources and volume of water used for tourism purposes and its effect on local communities and ecosystems. Promotion and checking of adherence to goals by tourism enterprises.	1	
		e	Visitor information on water risk and minimizing water use.	2	
D7	**D7 Water quality**	a	Program of water quality monitoring.	3	**3.00**
		b	Existence of data and reports on water quality.	3	
		c	Monitoring bathing water, with certification and identification of sites reaching set standards.	3	
		d	Evidence of actions to improve water quality.	3	
		e	Information for visitors on quality of local drinking water, to encourage use as alternative to bottled water.	3	

D (c) Management of waste and emissions

D8	**D8 Wastewater**	a	Written guidelines and regulations on wastewater treatment.	3	**3.00**
		b	System of enforcing guidelines amongst enterprises.	3	
		c	Monitoring/testing of released wastewater.	3	
		d	Provisional of sustainable municipal water treatment systems, for use by the tourism sector, where practical and appropriate.	3	

D9	**D9 Solid waste**	a	Waste monitoring program, with results and targets published.	3	2.38
		b	Coordinated campaign/advice/support with tourism enterprises on waste management, including food waste.	1	
		c	Campaign to reduce/eliminate single use items, especially plastics.	2	
		d	Waste management program for public offices and facilities.	3	
		e	Provision of a collection and recycling system, with at least four streams (i.e. organic, paper, metal, glass and plastic).	3	
		f	Provision of sustainable system for disposal of residual waste.	3	
		g	Campaign to eliminate dropping of litter, including by visitors, and to keep public spaces clean.	2	
		h	Adequate bins for separated waste disposal.	2	
D10	**D10 GHG emissions and climate change mitigation**	a	Published target for percentage of emissions reduction by specified date.	3	2.40
		b	Annual climate report, including monitoring and mitigation actions.	3	
		c	Supported campaign or other engagement with tourism enterprises on reduction and mitigation of emissions.	3	
		d	Action to reduce emissions from public sector operations.	3	
		e	Information for enterprises and visitors on offsetting schemes that meet recognized standards.	0	
D11	**D11 Low-impact transportation**	a	Investment in more sustainable transport infrastructure, including public transport and low emissions vehicles.	3	2.17

		b	Information promoted to visitors on alternative transport options to and within the destination	2	
		c	Data on visitor use of alternative transport modes.	2	
		d	Improvement and promotion of cycling and walking opportunities.	3	
		e	Prioritization of visitor markets accessible by short and more sustainable transport options.	1	
		f	Public sector and tourism enterprises prioritize low-impact transportation in their own operations.	2	
D12	D12 Light and noise pollution	a	Guidelines on light and noise pollution – produced and promoted to tourism enterprises.	2	
		b	Identification and monitoring of potential sources of noise and light pollution related to tourism.	3	2.67
		c	Mechanisms to enable residents to report noise and light pollution, with follow-up action.	3	

	Total Criteria per category		Total Indicators per category
A=11		A = 51	
B=8		B= 32	
C=7		C =26	
D=12		D =65	

			Total Indicators
38	Total Criteria	174	

GSTC®
Global Sustainable Tourism Council

The Economic Impact of Travel

Park City

2016-2020

March 2022

PREPARED FOR
Park City Chamber of Commerce |
Convention & Visitors Bureau

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insights with integrity

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The Economic Impact of Travel in Park City

2016-2020

Park City Chamber of Commerce | Convention & Visitors Bureau

3/15/2022

Photo courtesy Park City Chamber/ Bureau

Table of Contents

Park City

2016-2020

Park City / Summary

Travel Impacts 2019-2020

Park City is the main economic hub in southwestern Summit County and lies just east of the Salt Lake Valley. Due to the resort nature of Park City, a majority of the travel impacts are generated by visitors staying in short term vacation rentals.

• Travel Spending ($Current) decreased 12.6% from $717.2 million in 2019 to $627.1 million in 2020.

• Direct employment experienced a loss of approximately 1,300 jobs. This represents a 19% decline from 6,830 to 5,530 travel generated jobs. The largest amount of job losses occurred within accommodations and food services sector, which lost 1,100 travel-generated jobs.

• Tax receipts generated by travel spending are down 16.5% compared to 2019. In 2019, $77.2 million was generated in tax revenue, in 2020 $64.5 million was generated by travel activity. Local and state taxes have decreased 18.9% and 14.5% respectively.

• Overnight visitor volume decreased from 833,000 person trips to 733,000 person trips. This represents a decrease of 12%. Most of the loss occurred in hotel visitation which declined 40% in 2020.

These estimates for Park City are subject to revision if more complete data becomes available.

Travel spending in Park City **lost $90 million**, a decline of 12.6%.

Photo courtesy Park City Chamber/Bureau

Park City / Summary

Direct Travel Impacts 2016-2020

	2016	2017	2018	2019	2020	Avg.Annual % Chg. 2019-20	2016-20
Spending ($Millions)							
Total (Current $)	528.3	556.5	609.0	717.2	627.1	▼ -12.6%	▲ 4.4%
Other	50.8	57.2	54.2	56.8	53.5	▼ -5.9%	▲ 1.3%
Visitor	477.5	499.3	554.8	660.4	573.7	▼ -13.1%	▲ 4.7%
Non-transportation	460.3	480.2	531.2	633.5	550.0	▼ -13.2%	▲ 4.5%
Transportation	17.1	19.1	23.6	26.9	23.7	▼ -12.0%	▲ 8.4%
Earnings ($Millions)							
Earnings (Current $)	227.1	231.0	258.5	298.1	241.5	▼ -19.0%	▲ 1.6%
Employment							
Employment	6,160	6,000	6,420	6,830	5,530	▼ -19.0%	▼ -2.7%
Tax Revenue ($Millions)							
Total (Current $)	51.5	55.8	63.1	77.2	64.5	▼ -16.5%	▲ 5.8%
Local	21.7	24.6	28.3	35.2	28.6	▼ -18.9%	▲ 7.2%
State	29.8	31.2	34.8	42.0	35.9	▼ -14.5%	▲ 4.7%

Details may not add to totals due to rounding. Percent change calculated on unrounded figures.
Employment and earnings include CARES Act support.
Employment represents jobs including full-time, part-time, and proprietors. Earnings represent wages, benefits, and proprietor income.
Other spending includes travel arrangment, and resident air activity, transportation spend includes gasoline and other ground transportation.
Non-transportation includes accommodations, food service, food stores, recreation, and retail activity.

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Park City / Summary

Visitor Spending by Commodity Purchased / Park City

Commodity	2020	2019
Accommodations	$268M	$312M
Arts, Ent. & Rec.	$74M	$85M
Food Service	$113M	$137M
Food Stores	$29M	$29M
Local Tran. & Gas	$24M	$27M
Retail Sales	$66M	$71M

Visitor Spending ($Millions)

■ 2020   ■ 2019

Sources: Utah Tax Commission, Dean Runyan Associates, Omnitrak Group
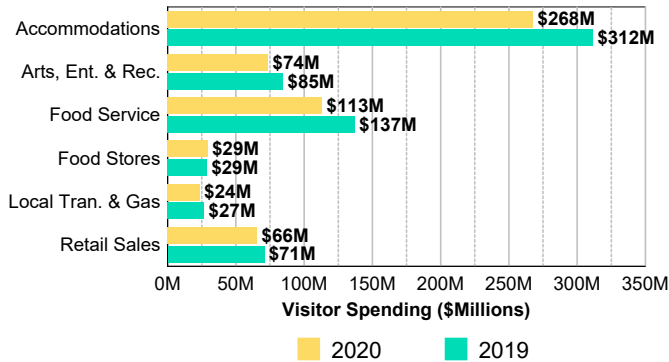
The largest visitor expenditure category is on accommodations. Approximately 47% of visitor spending occurs at these establishments.

Visitors spent 14% less on accommodations in 2020 compared to 2019.

Visitor Spending by Accommodation Type / Park City

Accommodation Type	2020	2019
STVR	$363M	$361M
Hotel, Motel	$137M	$225M
2nd Home	$43M	$42M
Private Home (VFR)	$16M	$16M
Day Travel	$14M	$17M

Visitor Spending ($Millions)

■ 2020   ■ 2019

Sources: Utah Tax Commission, Dean Runyan Associates, Omnitrak Group, STR LLC., AirDNA, Near
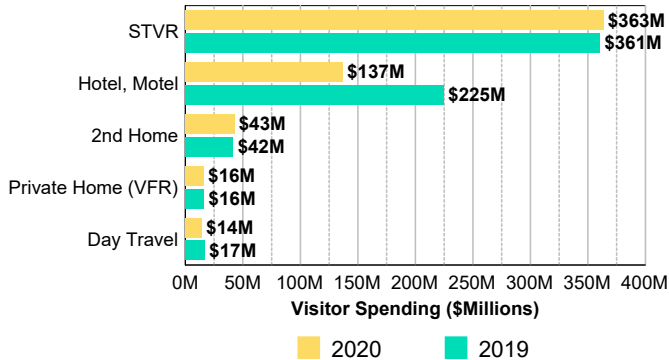
Visitors who choose short term vacation rentals (STVR) spend the most in Park City. Approximately 63% of visitor spending is generated by these travelers.

STVR visitors spent slightly more in 2020 vs 2019, a stark difference than the 39% decline in visitor spending from Hotel, Motel visitors.

Park City / Summary

Direct Employment Generated by Visitor Spending / Park City

Number of Jobs

Category	2020	2019
Accom. & Food Serv.	3,140	4,240
Arts, Ent. & Rec.	1,740	1,880
Ground Tran.	10	10
Other Travel*	200	210
Retail**	440	480

Legend: ☐ 2020 ☐ 2019
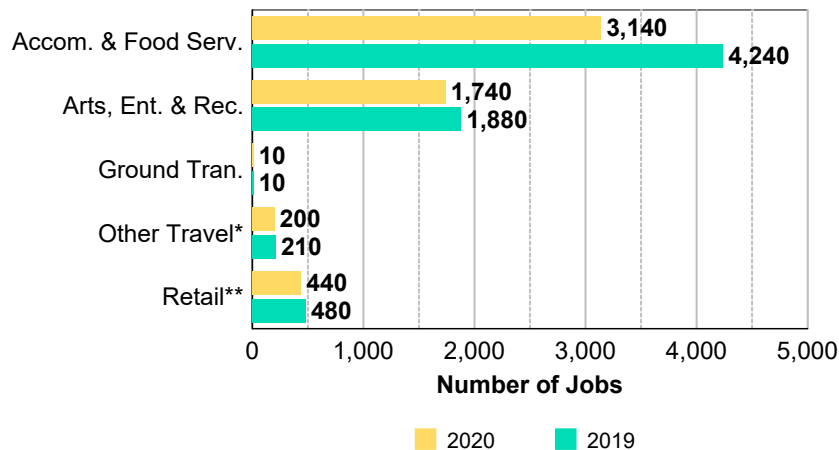
*Other Travel includes travel arrangement services, and convention/trade shows.
**Retail includes gasoline station employment.
CARES Act support included in 2020.

Total direct job loss is estimated at 1,300 jobs. Leisure and Hospitality (Accom. & Food Service + Arts, Ent. & Rec.) lost approximately 1,150 jobs in 2020, representing 88% of the direct job loss. Overall, travel industry employment experienced a decline of 19%. Jobs represent an annual average employment level.

Sources: Dean Runyan Associates, Bureau of Labor Statistics, Bureau of Economic Analysis

Photo courtesy of Park City Chamber/Bureau

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Park City / Detail

Direct Travel Impacts 2016-2020

	2016	2017	2018	2019	2020	Avg.Annual % Chg. 2019-20	2016-20
Direct Travel Spending ($Million)							
Destination Spending	477.5	499.3	554.8	660.4	573.7	▼ -13.1%	▲ 4.7%
Other Travel*	50.8	57.2	54.2	56.8	53.5	▼ -5.9%	▲ 1.3%
TOTAL	528.3	556.5	609.0	717.2	627.1	▼ -12.6%	▲ 4.4%
Visitor Spending by Type of Traveler Accommodation ($Million)							
Hotel, Motel	179.1	179.5	200.8	224.7	137.0	▼ -39.1%	▼ -6.5%
Private Home	14.8	15.2	16.1	16.4	16.1	▼ -2.0%	▲ 2.1%
STVR	230.9	250.4	281.6	360.5	363.5	▲ 0.8%	▲ 12.0%
2nd Home	39.3	40.3	41.2	41.7	42.7	▲ 2.3%	▲ 2.1%
Day Travel	13.4	13.8	15.1	17.0	14.4	▼ -15.2%	▲ 1.8%
TOTAL	477.5	499.3	554.8	660.4	573.7	▼ -13.1%	▲ 4.7%
Visitor Spending by Commodity Purchased ($Million)							
Accommodations	212.0	222.7	248.1	311.7	267.8	▼ -14.1%	▲ 6.0%
Food Service	104.5	109.6	123.3	137.2	113.3	▼ -17.4%	▲ 2.0%
Food Stores	21.8	22.4	24.3	28.9	29.4	▲ 1.7%	▲ 7.8%
Local Tran. & Gas	17.1	19.1	23.6	26.9	23.7	▼ -12.0%	▲ 8.4%
Arts, Ent. & Rec.	64.2	66.8	72.9	84.7	73.7	▼ -12.9%	▲ 3.5%
Retail Sales	57.9	58.8	62.7	71.0	65.7	▼ -7.4%	▲ 3.2%
TOTAL	477.5	499.3	554.8	660.4	573.7	▼ -13.1%	▲ 4.7%

Details may not add to totals due to rounding. Percent change calculated on unrounded figures.
*Other Travel includes travel arrangment services, and convention/trade shows.

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Park City / Detail

Direct Travel Impacts 2016-2020

	2016	2017	2018	2019	2020	Avg.Annual % Chg. 2019-20	2016-20
Industry Earnings Generated by Travel Spending ($Million)							
Accom. & Food Serv.	145.7	141.4	160.6	192.2	142.4	▼ -25.9%	▼-0.6%
Arts, Ent. & Rec.	52.2	58.6	65.8	71.7	65.5	▼ -8.6%	▲ 5.8%
Retail**	14.9	15.0	16.9	18.2	18.6	▲ 2.1%	▲ 5.6%
Ground Tran.	0.4	0.4	0.5	0.5	0.4	▼ -26.9%	▲ 0.4%
Other Travel*	13.8	15.6	14.7	15.5	14.6	▼ -5.9%	▲ 1.3%
TOTAL	227.0	231.0	258.0	298.0	242.0	▼ -19.0%	▲ 1.6%
Industry Employment Generated by Travel Spending (Jobs)							
Accom. & Food Serv.	3,790	3,670	3,930	4,240	3,140	▼ -26.0%	▼-4.6%
Arts, Ent. & Rec.	1,660	1,640	1,800	1,880	1,740	▼ -7.7%	▲ 1.1%
Retail**	450	430	460	480	440	▼ -7.9%	▼-0.3%
Ground Tran.	10	10	10	10	10	▼ -23.0%	▼-2.8%
Other Travel*	250	250	220	210	200	▼ -4.4%	▼-5.2%
TOTAL	6,160	6,000	6,420	6,830	5,530	▼ -19.0%	▼-2.7%
Tax Receipts Generated by Travel Spending ($Million)							
Local Tax Receipts	21.7	24.6	28.3	35.2	28.6	▼ -18.9%	▲ 7.2%
State Tax Receipts	29.8	31.2	34.8	42.0	35.9	▼ -14.5%	▲ 4.7%
TOTAL	51.0	56.0	63.0	77.0	64.0	▼ -16.5%	▲ 5.8%

Details may not add to totals due to rounding. Percent change calculated on unrounded figures.
*Other Travel includes travel arrangment services, and convention/trade shows.
**Retail includes gasoline.
CARES Act support included in 2020.

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Park City / Overnight Volume
Average Overnight Expenditures & Volume

	Hotel, Motel	STVR	Private Home	2nd Home	All Overnight
Overnight Visitor Volume					
2016 Person Trips	260,600	212,600	101,400	101,100	675,700
2017 Person Trips	254,100	225,400	102,800	102,600	684,900
2018 Person Trips	275,800	249,800	106,400	103,300	735,300
2019 Person Trips	304,200	318,500	107,000	103,500	833,200
2020 Person Trips	180,100	346,500	102,600	104,300	733,400
Average Overnight Profile					
2019 Average Daily Spend	237.2	284.8	33.6	105.5	207.7
2020 Average Daily Spend	244.1	263.9	34.4	107.1	199.4
2019 Average Trip Spend	738.8	1,132.0	153.4	403.2	772.2
2020 Average Trip Spend	760.6	1,049.2	156.8	409.3	762.5
Average Party Size	2.8	4.0	2.9	2.9	3.3
Average Length of Stay	3.1	4.0	4.6	3.8	3.8

Sources: Dean Runyan Associates, Omnitrak Group, STR LLC., AirDNA, Utah Tax Commission, U.S. Census Bureau

Overnight visitor volume for Park City is based on cross-referencing visitor surveys and economic data. Volume estimates therefore will differ from methodologies that rely solely on visitor surveys. Visitor Spending is a more reliable metric to Visitor Volume in accounting for changes in the travel industry, as it is more closely tied to economic data and lessens the variability from visitor surveys.

Length of stay and party size is reported as an average of the 5 year period. This is in part due to sample size limitations for individual accommodation types, and that year to year changes are insignificant.

The average amount spent by visitors between 2019 and 2020 is not substantially different. The major difference between the two years is the reduction in overnight visitor volumes.

2020 Overnight Volume YOY Chg.
-12%

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Location Data Analysis

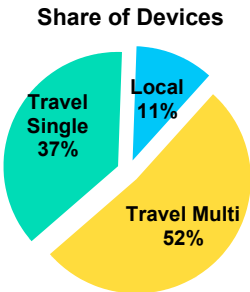**2019**

Location Data Profile / Summary

Summit County Places of Interest 2019

Device location data can be incredibly powerful for understanding the origin profiles of people who came to your destination. These devices are anonymized and categorized into their common evening location to understand where they are from. This information also allows for calculating lengths of stay, and looking at seasonal patterns in device traffic.

Key considerations: This data represents devices not people, however it can be a reliable dataset when discussing the proportion of visitors. Travelers were broken into two groups, multi-day-visit and single-day-visit. For the purpose of this analysis travelers had to exceed 50 miles or more on their trip to places of interest within Summit County. Repeat travelers may be in different groups at different times of the year. A third group "Local" designates devices with origins under 50 miles that spent more than an hour in the Summit County points of interest. These devices would not be considered travel for the purposes of this study or included in the economic impact. Approximately 138,000 devices were included in this study of travel activity.

• Travelers are 89% of the device traffic in Summit County, of this 52% stay travel to places of interest across multiple days.
• Length of stay measured by device activity in the POI zones increases slightly by distance traveled, but not enough to make a large difference in economic impact.
• California is the largest origin market in Summit County. Twelve percent of multi-day travel comes from California. California is also the highest single-day market representing 13% of day travel. These visitors are only visiting a single POI on their trip in Summit County, these visitors

Share of Devices

138,000 Devices

Blue dots represent 331 metropolitan areas that visited Summit County and the average length of stay from those devices.

Average Length of Stay

Travel Overnight	Travel Day	Local
3.3	**2.7**	**3.7**
Days	Hours	Hours

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Multi-day visitors are those that visit places of interest across consecutive days on a trip. Single-day visitors are those who do not have consecutive or alternate day visits.

The chart on the right displays the distribution of days between these two visitor classifications. In most cases a multi-day visitor is the majority to the various places of interest.

The Dejoria Event Center, Utah Olympic Park, and Woodward Park City are more popular among the single-day visitor group.

In general economic impact increases at a greater rate if a visitor spends more days in a location.

Sources: Dean Runyan Associates, Near

Visitor Days

Canyons Village at Park City
Deer Valley Base
Dejoria Event Center
Historic Main Street
Newpark Shopping Center
Outlets at Park City
PCMR Base
Quinns Junction and Round Valley
Utah Olympic Park
Woodward Park City

0%   20%   40%   60%   80%   100%

Visitor Mix (%)

■ Multi-Day Visitor   ■ Single-Day Visitor

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Location Data Profile / Places of Interest - Traveler Origin Markets - State

Multi-Day Visitor Share (%)

State	Share
FL	14%
CA	12%
TX	11%
NY	4%
GA	4%
CO	3%
IL	3%
NC	3%
AZ	3%
UT	2%

These top ten origin markets make up 59% of all multi-day trips to places of interest within Summit County. New York and Georgia visitors are slightly more likely than closer markets of Colorado and Utah.

Single-Day Visitor Share (%)

State	Share
CA	13%
FL	10%
TX	10%
UT	5%
CO	4%
NY	4%
AZ	3%
ID	3%
GA	3%
IL	3%
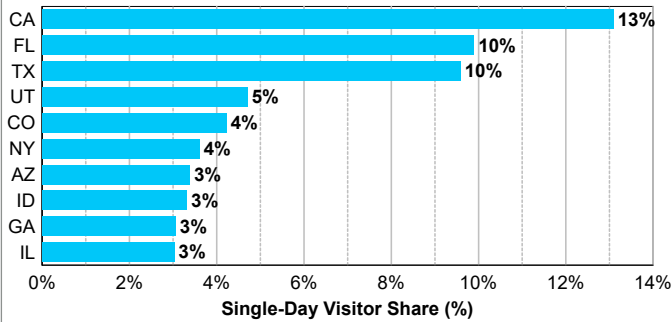
These top ten origin markets make up 58% of all single-day trips to places of interest in Summit County. The high percentage of out-of-state day visitors are indicative of visitors either staying overnight farther away (i.e Salt Lake City Metro) or not visiting any of the other places of interest during their trip.

Sources: Dean Runyan Associates, Near

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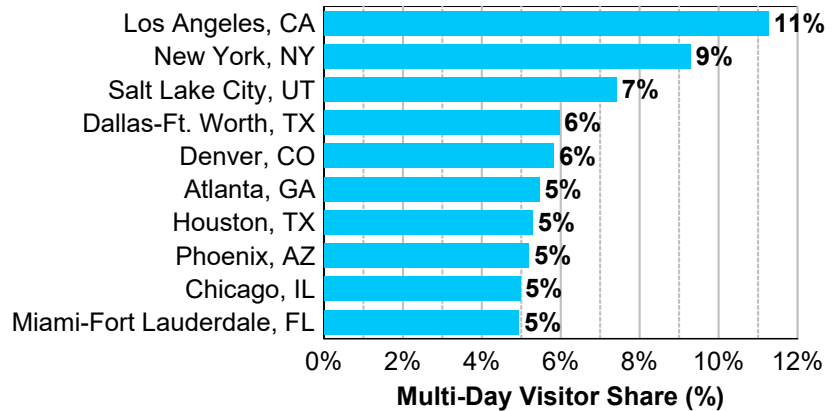
Location Data Profile / Places of Interest Traveler Origin Markets - Metropolitan Media Markets

Multi-day visitors to Summit County come from a variety of regions across North America.

At the metropolitan geographic level the top markets are more evenly distributed than state visitation. Texas is the only state represented twice in the top 10.

Salt Lake City media market includes most of Utah.

Multi-Day Visitor Share (%)

Market	Share
Los Angeles, CA	11%
New York, NY	9%
Salt Lake City, UT	7%
Dallas-Ft. Worth, TX	6%
Denver, CO	6%
Atlanta, GA	5%
Houston, TX	5%
Phoenix, AZ	5%
Chicago, IL	5%
Miami-Fort Lauderdale, FL	5%

Similar to the multi-day origin markets, single-day visitation is represented well across the varied regions of the United States.

Salt Lake City media market includes most of Utah.

Note: Single-day visitor travel is greater than 50 miles one-way, seen at places of interest on a single day, and non-routine travel.

Sources: Dean Runyan Associates, Near

Single-Day Visitor Share (%)

Market	Share
Los Angeles, CA	6%
Salt Lake City, UT	6%
New York, NY	5%
Denver, CO	4%
Dallas-Ft. Worth, TX	3%
Phoenix, AZ	3%
Chicago, IL	3%
Houston, TX	3%
Atlanta, GA	2%
San Fran.-Oakland-San Jose, CA	2%

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Location Data Profile / Places of Interest - Summary - Traveler Patterns

Annual
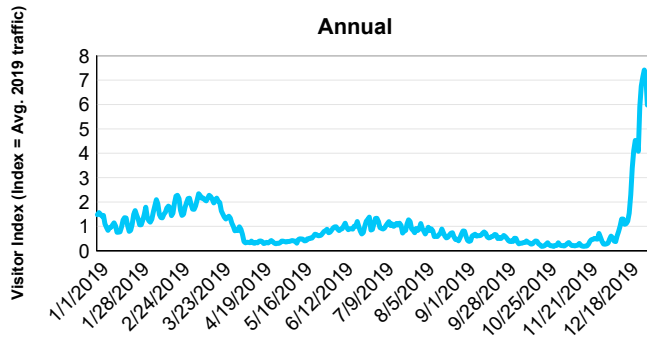
The second half of December contains the highest amount of visitor device traffic to the places of interest in Summit County. Winter months are the most popular for visitors.

Weekly

Mon	Tue	Wed	Thu	Fri	Sat	Sun
13.8%	13.2%	11.9%	13.7%	15.4%	16.6%	15.5%
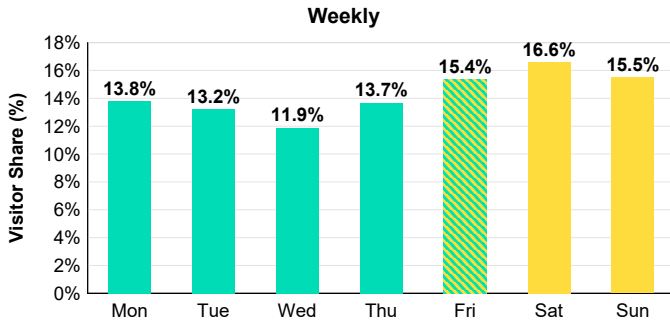
Visitor traffic is slightly higher on the weekend, to be expected. The least amount of visitor traffic occurs on Wednesday.

Sources: Dean Runyan Associates, Near

Location Data Profile / Places of Interest - Local Origin Markets

These top 10 local markets are responsible for 61% of non-routine activity to the ten places of interest. Salt Lake City is the largest source of local activity in Summit County with a 14% margin over the second largest market, Park City.

Market	Local Day Share (%)
Salt Lake City	25%
Park City	11%
Ogden	5%
Sandy	4%
South Jordan	3%
Heber City	3%
Layton	3%
Orem	3%
West Jordan	2%
Provo	2%

Three out of the top ten zip codes from local traffic originate from Salt Lake City proper (84118, 84121, 84106). Overall there is a fairly even balance between zip codes except for Park City residents.

Zip Code	Local Day Share (%)
Park City, 84098	7%
Park City, 84060	4%
South Jordan, 84095	3%
Heber City, 84032	3%
Draper, 84020	2%
Layton, 84041	2%
Salt Lake City, 84118	2%
Salt Lake City, 84121	2%
Lehi, 84043	2%
Salt Lake City, 84106	2%

Sources: Dean Runyan Associates, Near

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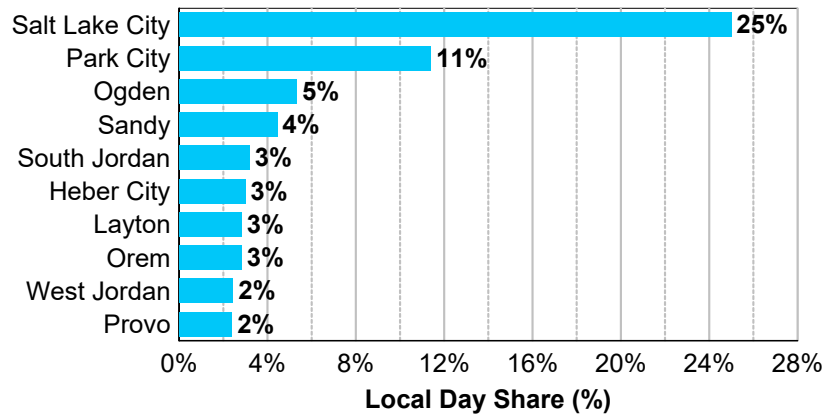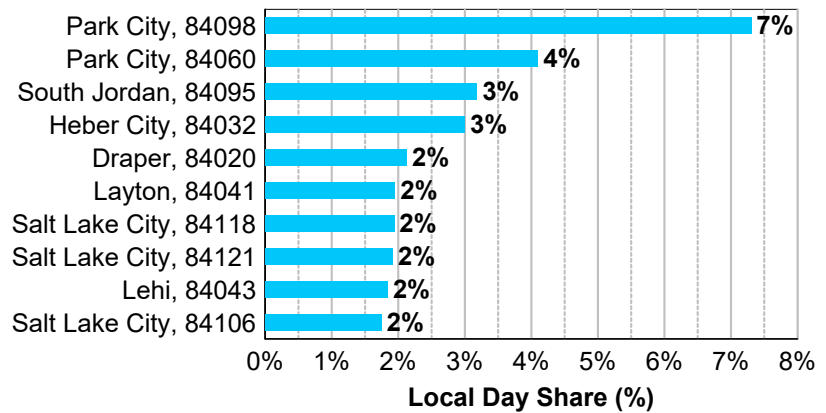
Location Data Profile / Places of Interest - Local Patterns

Annual
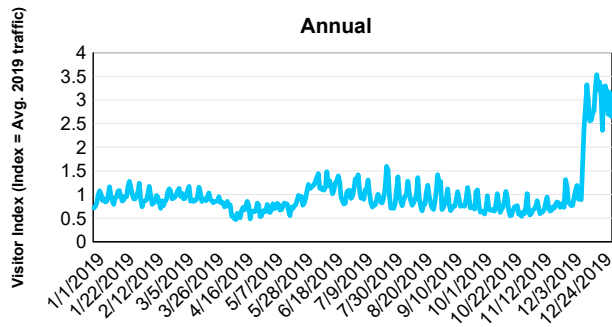
December contains the highest amount of local device traffic in Summit County. In contrast to the other markets (Visitors), traffic during the summer averages higher than the winter-spring period (Jan.-Apr.).

Weekly

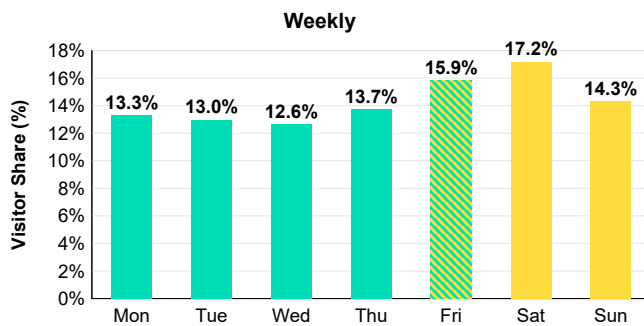| Day	Visitor Share
Mon	13.3%
Tue	13.0%
Wed	12.6%
Thu	13.7%
Fri	15.9%
Sat	17.2%
Sun	14.3%

Similar to non-local visitors, local visitation is weighted towards the weekend. Saturday is the highest traffic day and accounts for 17.2% of local traffic throughout the year. Wednesday is the lowest day of the week for Summit County visitation.
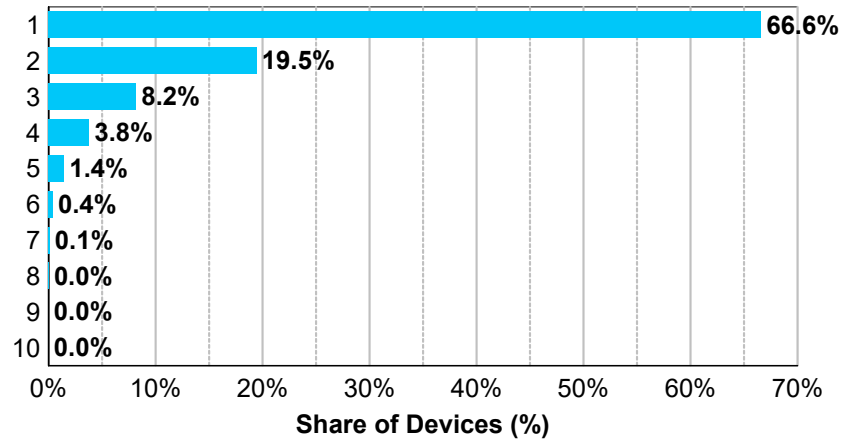
Sources: Dean Runyan Associates, Near

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Location Data Profile / Places of Interest Detail

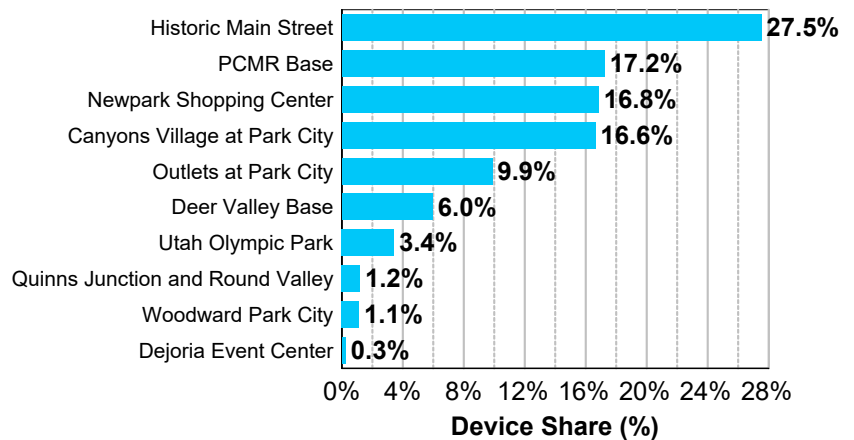Ten places within Summit County were chosen to analyze visitation patterns.

Multi-place visitation is shown to the right. Most devices visit one place in Summit County on their trip (66.6%). Devices that visit two places make up 19.5% of the total.

Share of Devices (%)

Places	Share of Devices (%)
1	66.6%
2	19.5%
3	8.2%
4	3.8%
5	1.4%
6	0.4%
7	0.1%
8	0.0%
9	0.0%
10	0.0%

The Historic Main Street is the most visited place within the 10 chosen places of interest in Summit County.

The less visited places (Quinns Junction and Round Valley, Woodward Park City, and Dejoria Event Center) are further out from the core of Park City.

This includes devices that visit more than one place.

Device Share (%)

Place	Device Share (%)
Historic Main Street	27.5%
PCMR Base	17.2%
Newpark Shopping Center	16.8%
Canyons Village at Park City	16.6%
Outlets at Park City	9.9%
Deer Valley Base	6.0%
Utah Olympic Park	3.4%
Quinns Junction and Round Valley	1.2%
Woodward Park City	1.1%
Dejoria Event Center	0.3%

Sources: Dean Runyan Associates, Near

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Location Data Profile / Places of Interest Detail - Patterns

Annual

Legend: — Historic Main Street — Outlets at Park City
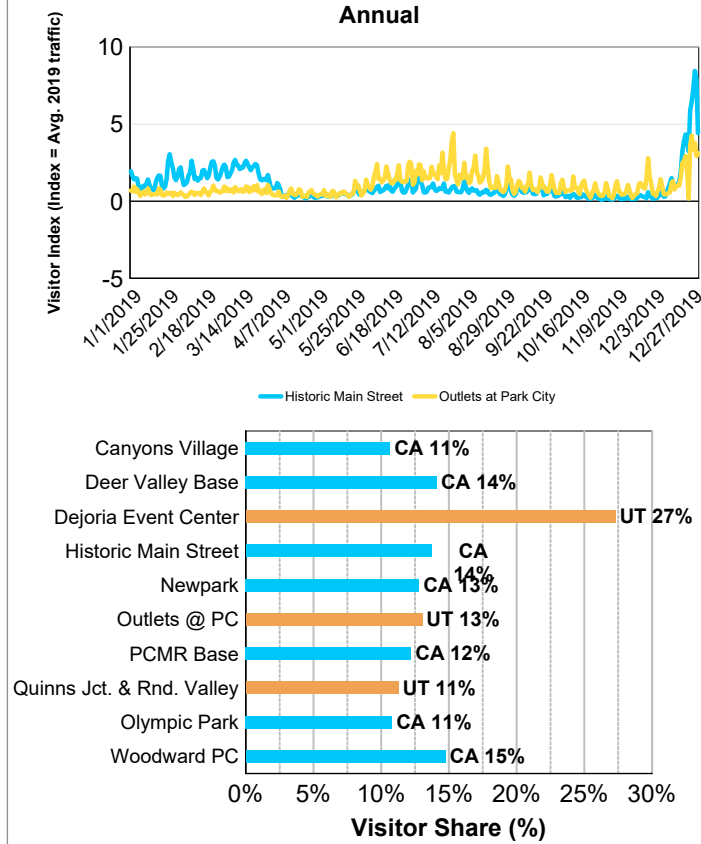
Two points of interest are highlighted in the chart to the left. Historic Main Street is the most visited POI, and the Outlets at Park City are the 5th most.

The Outlets at Park City have a different pattern than other POI's with a bump in traffic during the summer months. Other top points of interest had similar patterns to Historic Main Street with visitation peaking in December.

Location	Visitor Share
Canyons Village	CA 11%
Deer Valley Base	CA 14%
Dejoria Event Center	UT 27%
Historic Main Street	CA 14%
Newpark	CA 13%
Outlets @ PC	UT 13%
PCMR Base	CA 12%
Quinns Jct. & Rnd. Valley	UT 11%
Olympic Park	CA 11%
Woodward PC	CA 15%

The top origin state is shown for each studied location in Summit County. Travelers from California make up the majority of visitation at most of the locations.

Note: Percentage is the share of origin market in the to the specific place. Example: California visitors make up 14% of all travel to Deer Valley Base.

Sources: Dean Runyan Associates, Near

Glossary

Term	Definition
Hotel, Motel, STVR	Accommodation types that house transient lodging activity.
Private Home	Personal residences used to host visiting friends and family overnight.
Other Overnight	Combination of other overnight visitors who stay in campgrounds or 2nd homes.
Day Travel	Greater than 50 miles traveled non-routine to the destination.
Visitor Spending	Direct spending made by visitors in a destination.
Other Spending	Spending by residents on travel arrangement services, or spending for convention activity.
Direct Spending	Expenditures made by consumers, combination of Visitor Spending and Other Spending.
Direct Earnings	Total after-tax net income from travel. It includes wage and salary disbursements, proprietor income, and other earned income or benefits.
Direct Employment	Employment generated by direct spending; Includes full time, part time, seasonal, and proprietors.
Local Taxes	City and county taxes generated by travel spending.
State Taxes	State taxes generated by travel spending.
Person Trips	Individual trips to the destination for all age groups.
NAICS	North American Industry Classification System.
Destination Spending	Interchangeable with Visitor Spending. Direct spending made by visitors in a destination.
Vacation Home Rental	Accommodation types that house transient lodging activity that traditionally are akin to single family homes.
STVR	Short Term Vacation Rental, private and semi-private lodging rented by owners or property management companies (e.g. Airbnb, VRBO).
2nd Home	Homes under private ownership for personal use as a vacation property.
Taxes	Taxes generated by visitor spending
Seasonal Home	Homes under private ownership for personal use as a seasonal property.

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Assumptions / Methodology

Travel Impacts Methodology

Dean Runyan Associates uses our proprietary Regional Travel Impact Model (RTIM). This input-output model uses a fiscal based approach to accurately quantify travel and reduce reliance and variability of survey data. Each accommodation type (Hotel/Motel, Short Term Vacation Rental, Private Home, 2nd Home, Camping, and Day) is modeled uniquely to capture the different types of economic contributions from these visitors. Earnings and employment data are derived from the relationship between business income and employee expenses. Tax receipts are generated based on each unique tax rate that applies to the underlying economic activity.

Our approach starts at local levels of geography building up to state findings.

The RTIM is in use in 12 states covering over 400 counties and local jurisdictions. Findings from this study are directly comparable to any of our research publications.

Travel Impacts Assumptions

• Overnight visitors are defined as non-local overnight visitation utilizing accommodations that are Hotels/Motels/STVR, Camping, Private Home (VFR), and 2nd home ownership.
• Day visitors include anyone that has traveled 50 miles one way, and is not routine travel (commuting or periodic retail trips).
• Travel contains tourism activity, business activity, and other transient activity.
• Source data is accurate and complete. (Sources include: Bureau of Labor Statistics, Census Bureau, Bureau of Economic Analysis, STR LLC., U.S. Department of Transportation, Omnitrak Group, AirDNA, Utah Tax Commission).

Location Data Assumptions

• Data from Near was further processed by Dean Runyan Associates.
• Device data was conservatively filtered to capture what we believe are the most actionable insights.
• Total starting devices 152,000, devices analyzed in study 138,000. Reductions are made based on the length of stay and other quality characteristics of devices.
• Within the Points of Interest we do not know the movement of devices.
• Devices are accurate representations of the distribution characteristics of visitors.

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Footnotes

1. Travel Sentiment Study Wave 55, Longwoods International, Miles Partnership. February 8, 2022.
2. https://www.civilbeat.org/2021/07/how-neighbor-islands-are-working-to-address-overtourism-in-hawaii/.
3. https://www.sfgate.com/hawaii/article/overtourism-maui-hawaii-hana-audio-tours-travel-16338529.php
4. https://www.mckinsey.com/industries/travel-logistics-and-transport-infrastructure/our-insights/covid-19-tourism-spend-recovery-in-numbers#
5. https://news.airbnb.com/wp-content/uploads/sites/4/2021/05/Airbnb-Report-on-Travel-Living.pdf
6. Ibid.
7. https://www.mmgyglobal.com/news/war-in-ukraine-now-twice-as-likely-as-covidCOVID-19-to-impact-americans-vacation-plans-to-europe/
8. https://www.washingtonpost.com/travel/2022/03/02/ukraine-european-travel/
9. https://www.nytimes.com/2022/03/09/travel/ukraine-russia-travel-plans.html
10. https://www.theatlantic.com/technology/archive/2021/07/moving-incentives-are-overhyped/619543/)
11. https://www.mckinsey.com/industries/travel-logistics-and-infrastructure/our-insights/the-comeback-of-corporate-travel-how-should-companies-be-planning#
12. https://www.ustravel.org/research/travel-forecasts
13. https://www.npr.org/2021/07/31/1022227257/national-park-gateway-towns-tourism-crowded-pandemic
14. https://www.adsoftheworld.com/media/integrated/mammoth_lakes_dont_be_a_bleephole
15. https://www.visitmammoth.com/hug-redirect/
16. https://www.cnbc.com/2022/01/14/the-great-resignation-expert-shares-the-biggest-work-trends-of-2022.html
17. https://www.airdna.co/blog/2022-forecast-us-short-term-rental-outlook-report
18. Ibid.
19. https://www.hospitalitynet.org/opinion/4103832.html
20. The State of Utah's Travel and Tourism Industry 2020. Kem C. Gardner Policy Institute.
21. GSTC Destination Assessment, January 2022.
22. Economic Impact of Travel, Park City 2016-2020, Dean Runyan Associates.
23. Park City Summer / Fall Visitor Survey. RRC Associates. 2021.
24. Economic Impact of Travel, Park City 2016-2020, Dean Runyan Associates.
25. 2019-2021 Daily Occupancy Report.
26. GSTC Destination Assessment, January 2022.
27. United States Census Bureau.
28. Park City Municipal's Long-Term Strategic Plan.
29. Mountain Travel Sentiment Survey, 2020, RRC Associates.
30. Park City Vision 2020.