PROJECT PROPOSAL

AFFORDABLE HOUSING WORKSHOP

SUMMER 2020

THE UNIVERSITY OF UTAH®
ACKNOWLEDGEMENTS

We would like to thank Mr. Thomas Eddington, teacher of this semester’s CMP Housing Workshop and proposal supervisor and Damien Rodriguez who was Mr. Eddington’s teaching assistant for this term. Further, we would like to thank Patrick Matheson from the Mountainlands Community Housing Trust and Patrick Putt, Director of Community and Economic Development for Summit County. We would also like to thank Captain Ashley Lewis with the Park City Fire Department.

In addition, we would like to thank Stacy Ann Harwood, Chair and Professor of the University’s City and Metropolitan Planning Department, Lisa C. Henry, Chair and Professor of the University’s School of Architecture, and Sara Winkler, Director of the School of Architecture’s DesignBuildSALT LAKE Program.

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LIST OF ACRONYMS

ADU - Accessory Dwelling Unit
AMI - Area Median Income
HUD - Housing and Urban Development
LEED - Leadership in Energy and Environmental Design
PCFD - Park City Fire Department
PCMC - Park City Municipal Corporation

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Safe and quality housing is central to any household throughout the nation, yet the challenges to ensure that housing is affordable to all households remains an elusive concept in many of America's regions – specifically within typical ‘hot market’ regions such as the Bay Area, the New York Metro area, the Chesapeake Bay area, etc. But in recent decades, the issue of housing affordability has steadily begun to extend well beyond these areas and into other areas around the nation. In particular and relevant to our region is the exponential increase in housing costs witnessed in the resorts that dot the Mountain West states.

Locally, Park City and its surrounding area, Summit County, has witnessed housing cost increases over the past couple of decades that far outpaced household income gains over the same period. This trend has exacerbated the challenges associated with a household earning the Area Median Income (AMI) being able to afford a quality house; in reality, a household at 100% of Summit County AMI cannot afford the median priced house.

This Housing Plan has been created by the students of the Summer 2020 Housing Workshop at the University of Utah and is focused on a particular 21-acre property that is owned by the Park City Fire Department (PCFD). While the PCFD has in no way committed to accept or act upon our proposed plan, we sincerely hope that this planning process will bring ongoing awareness of the acute shortage of affordable housing in the Summit County region and positively influence future PCFD actions as they continue to explore the next steps in the disposition and/or development of this property.

We strongly believe that the development of additional affordable/workforce housing is both necessary and desirable within the region; housing that will address the needs of the area’s firefighters, police men and women, teachers, government employees, service sector workers, and many others. An economically diverse community is a sign of a healthy and durable community.

If this Plan in any way furthers the goals of affordable/workforce housing in the Summit County region, we will consider our efforts successful.

Thanks for the opportunity to contribute to the housing efforts in the area!
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INTRODUCTION

Constantly rising home prices, a quickly growing population, and new development that mainly focuses on constructing high end units are only a few examples that contribute to the national affordable housing crisis; the greater Park City area is no exception. In 2016, about 44 million Americans were affected by unaffordable housing, resulting in multiple negative side effects such as poor health, increased rates of crime, lower chances of finding employment, etc. Therefore, as part of the University of Utah’s affordable housing workshop, a group of young and aspiring professionals with various interests and backgrounds, including architecture, urban planning, and real estate development, joined together to explore the possibility of assisting in the implementation of a new affordable housing project in Summit County with the help of the Park City Fire Department and the Mountainlands Community Housing Trust.

The University’s affordable housing workshop is designed to help students explore the challenges of creating affordable housing projects from a planning, architecture, and real estate development standpoint. In connection with local communities and organizations, this hands-on work experience is highly valuable to students while at the same time offers affordable planning work to local community organizations. Further, since current students or recent graduates might experience challenges finding affordable yet safe and stable housing, the experience gained through this workshop can help the leaders of tomorrow make informed decisions to better serve our communities.

Summit County is actively working to fill in the gaps of missing affordable housing units, as discussed later in this proposal, multiple projects have either been completed, are under construction, or have been approved for construction. However, considering that a 2019 presentation given by Jeffrey Jones from the Summit County Economic Development Department showed that about 50% were unoccupied, it can be assumed that vacant housing units are available; however, not at an affordable price. The area median income in Summit County is set at $76,800 for a two person household, meaning that housing costs should not exceed about $1,900 per month for the average earner without being considered cost-burden. According to the US Department of Housing and Urban Development (HUD), a Summit County household with two earning individuals is considered low-income if their household earnings are about $61,400/year, or extremely low-income at $23,000/year, meaning housing costs cannot exceed about $1,500 or $575, respectively.

In order to provide additional, and much needed affordable homes close to job locations of service industry workers, the Park City Fire Department who is currently in ownership of an 18 acre parcel within the Snyderville Basin has expressed interest for a potential collaboration with the Mountainlands Housing Community Trust and the University of Utah to work on a new affordable and workforce housing projects on their parcel. The location of parcel SS-30-X provides great opportunities for future residents to live in close proximity to job clusters such as Kimball Junction, Park City, and the newly developing Silver Creek Village development, while also providing access to major transportation infrastructure, trails, and other outdoor recreation opportunities.
POTENTIAL CLIENTS

Park City Fire Department

Currently, the Park City Fire department employs 80 fire suppression personnel who are also trained as advanced Emergency Medical Technicians (EMTs) or paramedics. Additionally, the PCFD has around 23 administrative staff, ranging from secretarial to management positions and one captain. Most of Summit County is serviced by the employees of the PCFD, maintaining 1,882 square miles and emergency services to over 40,000 residents.

Entry level salaries for new fire fighters is about 45,000 per year, while the average salary for a PCFD employee is around 65,000. However, only about 25% of all 100+ employees are able to afford living in Summit County, in town including Kamas, Coalville, Park City, Kimball Junction, etc. Another 25% live in Wasatch County, adjacent to Summit County. The rest of the staff lives in the Salt Lake Valley, Ogden, Vernal, and sometimes even as far as Evanston, WY (58 mile commute between Evanston and the selected property).

A typical firefighter work schedule is broken into a 48/96 hour schedule, meaning one has to work a 48 hour (2 day) followed by a 96 hour (4 days) off period. Additionally, every firefighter employed by the PCFD regularly changes the fire station they are assigned to. Therefore, commuting distances and times can vary greatly.

Mountainlands Community Housing Trust

Mountainlands Community Housing Trust (MCHT) is a non-profit corporation. Founded in 1993, MCHT is based on the belief that a safe affordable home is often a family’s first step toward economic self-sufficiency. MCHT addresses the dual problems of housing affordability and availability on three fronts: acquisition and new construction of affordable housing, direct assistance in securing housing and needed basic services, and education and advocacy to promote housing policy.

MCHT has significant development experience throughout the Wasatch Back (Summit and Wasatch Counties in particular) and could be an ideal development partner, financial advisor, or similar for the proposed development. Typical of almost any affordable housing development in the region, a partnership approach – public/private/nonprofit – will likely be necessary and is the recommendation of this plan.
HOUSING ASPIRATIONS

Affordable housing is a challenge that many communities across the country and within Utah are struggling to address. Resort communities, such as Summit County face additional unique challenges which other communities do not have. The housing stock in resort communities is dominated by second-home owners, leaving a lack of housing options for both seasonal workers and other longer term members of the labor force that are essential to supporting a city such as firefighters, teachers, police officers, and retail and restaurant employees.

Park City and Summit County also struggle with housing for thousands of seasonal workers during peak winter months. Many seasonal workers are left scrambling for housing or live in the Salt Lake Valley. Some of the ski resorts in Park City have started to meet this challenge by providing housing for employees near their resorts. Addressing the need for seasonal housing can free up some availability for longer term affordable housing options.

Deer Valley has a limited amount of dorm style staff housing at Snowshoe Inn (1st image) and Prospector in Park City (2nd image). They have additional housing at River’s Edge (3rd image), which is located in Heber ².

The Canyons Village recently received approval to move forward on a large project near the entrance to Canyons Village, which is close to local transit. It will provide housing for 1,153 workers in 169 units. The 7.5 acres of land for the project is county-owned and is what made the project possible ³, ⁴.

These projects to address the more temporary housing needs of seasonal workers are a good step, but there are still housing challenges for other lower-wage earners in the area, making it difficult for those who work in Park City and Summit County to live where they work.

A significant problem that feeds the lack of affordable housing in Summit County is that a large share of the homes are second homes and not primary residences. In Park City’s 2016 housing assessment, it was determined that the housing stock is made up of 60% recreational/occasional use/second homes⁵. Although in 2018 Summit County Economic Development Director Jeff Jones said that number was 70%⁶.

Compounding the problem of a limited stock of available housing is the ongoing conversion of long-term rental units into nightly rentals. These conversions decrease the already limited rental stock available, resulting in a “tight” rental market with near zero vacancy rates.
Affordable workforce housing is a large issue for ski towns across the nation. Vail, Colorado recently added a building with 200 units that are reserved for employees who are making a maximum of 12 dollars an hour. Summit County, Colorado has started to shoulder the burden of housing and the area is seeing improvements in meeting the housing needs of community members. Summit County, CO and individual cities within its boundaries realized that they needed to be an example in addressing affordable housing instead of waiting to see how it could be done. Summit County, Utah has also recognized both their need and ability to make strides in addressing affordable housing for those who work in and contribute to the county’s economy.

Within Summit County, there are 14 developments consisting of about 556 units of affordable housing. Rent assistance is available in 104 units keeping unit rent under 30% of the renter’s income. On average, zero dollars are given by section 8 voucher holders in the county. The available units range from single room to four room spaces with varying rental price points from $736 dollars to $2,426 dollars. Over 39% of Summit County renters are rent burdened, meaning over 30 percent of the household income is going to the rent each month.

Examples of Affordable Housing in Park City

For Park City Mayor Andy Beerman, long term housing that is affordable for people who work in Park City is an essential part of building a community and an important investment for businesses in the area. In an interview with The Park City Record, Beerman acknowledged the clear benefit of having people who work in the community living in the community. He also recognized that providing housing for employees is extra challenging for small-businesses and would like to see partnerships between nonprofits, the city, and groups of small businesses.

In 2017, Park City created a housing resolution which requires commercial developments to provide housing for 20% of their employees. The Park City 2020 Housing Assessment and plan outlines several affordable housing projects that have both been completed and are in the pipeline. A full list of completed affordable housing projects since 1980 can be found on Park City's website.

Park City Municipal Corporation (PCMC) has outlined their core values on their website. The values that Park City government and residents hold are likely to be similar and overlap with the core values of Summit County community overall. These core values have played a role in how Park City has developed their affordable housing projects and should be kept in mind for other affordable housing developments within Summit County.
One of the first projects that Park City Municipal created as the developer in their effort to create more affordable housing was Snowcreek Cottages, built in 2009. Snowcreek Cottages is a 13-unit, owner occupied development which received the Project of the Year Award from The Utah Housing Coalition in 2010.

The project meets LEED 2008 standards and includes geothermal HVAC as well as solar water and power. There are three two-bedroom homes and ten three-bedroom homes, making them appealing for families who work in Park City. One of the selected lottery winners, the Macaalays, had been living and working in Park City for ten years as a jewelry clerk at WalMart and a bellman at the Deer Valley Club at the time of the lottery. The family was ecstatic to have the opportunity to be able to buy a house that they could afford in Park City after renting since their arrival from the Philippines.

More recent projects that Park City Municipal Corporation (PCMC) has developed have involved the renovation and/or restoration of historic homes in addition to adding new housing units to each site. All of PCMC’s projects have been designed to create the opportunity for long-term residents who work in Park City to buy a home that is affordable for their income.

The Retreat at The Park was completed in 2018 and is located in the Old Town area of Park City on Park Ave near a bus route. The project involved renovating two historic mining homes along with building six new single family homes for owner occupancy with deed restrictions. This development met Park City goals to preserve its historic history by rehabilitating former mining homes.

One of the new owners in The Retreat is the Cook family, who were interviewed by Park City Magazine. Kara Cook grew up in Park City and now teaches at the elementary school that she attended as a child. Her husband, Casey, works as a bartender on Main Street. The couple has a daughter and they didn’t think they would ever be able to buy a home in Park City. Before being selected from hundreds of applicants, they lived in the Salt Lake Valley and both of them commuted to Park City daily as they had two different schedules. Owning a home at the Retreat, has not only reduced the amount of vehicles driving up and down the canyon, but has also enabled this family to live in the community where they work, bringing life and vitality to what could be an otherwise unoccupied resort town.
Woodside Park is a project that is being completed in two different phases. Phase I was completed in 2019 and provided 8 affordable units. Four of the units are townhomes and four are single family homes, two of which were restored or reconstructed historic homes. The townhomes each have an attached studio unit, which Park City Municipal is hopeful that the owners will rent out, adding four more units to the limited housing stock.

The Woodside Park development is a “Net Zero energy design, which incorporates a significant reduction in energy use through thermally efficient walls, roof and floors, windows and doors. The project seeks to offset 100% of energy used on an annual basis through on site power generation in the form of a large solar panel array.”

An open house was held in September of 2019 for interested applicants of the Woodside project. Those touring the housing options included couples, families, and individuals. Several families interviewed by The Park Record and KPCW are employees of the Park City School District who were excited by the opportunity to live closer to where they work in a home that is affordable for their incomes.

Phase II will be completed in 2021 and will have 58 affordable units available along with six market rate units. All units in the development will also be net zero with a large solar array providing power. The development will include a mix of studio, 1,2, and 3 bedroom units and townhomes.
DEED RESTRICTIONS

To keep affordable housing available and affordable, deed restrictions are a tool that housing trusts, cities, and developers use. These deed restrictions can dictate that owners must work within a certain boundary and can have income restrictions. A max yearly appreciation rate is usually set as well. Deed restrictions vary by development and the developer of the property is who dictates them. While these are fairly standard and consistent in any given area, there is room for the developer to dictate that a certain amount of housing is set aside for specific employees. Within the Woodside Park development, Park City Municipal Corporation retained one of the housing units to possibly use for future city employees. PCMC has also purchased and set aside units within the Iron Horse Condominiums, Prospector, and old Peace House specifically for transit employees.

The Retreat at the Park, uses a maximum sale price to help keep the costs lower than the rising inflation rate. This system is a common practice with affordable housing and generally is the purchase price with a three percent addition every year with added costs for improvement. This increasing relationship will continue until the overall price is five percent above the original purchase price.

Bear Hollow Village however, has initial sales scales in place. The dwellings range from 30-15% of AMI. This initial scale also transfers over to the rent the tenants will pay living in the location. For this site 50 percent of the housing will be at 30 percent AMI, 25 percent will be 24 percent of AMI and 15 Percent of AMI. When selling the unit a tenant may not make more than the original selling amount with the cost of improvements, and an added 3 percent per year.

Our site should have an initial purchase price and/or a set rent at 60 to 110 percent of the AMI. This would allow a wide variety of people to live in the development. Three percent of the original price should be offered per year as well as any added improvements. The development should also require at least one individual working a minimum of 30 hours a week in Summit County and at least one individual that has lived in the area for a year or more.
SITE CONTEXT

Development in the Park City and Summit County Market

New construction in the Park City and Summit County market has historically gravitated towards luxury residences, vacation homes, recreational property, and investment properties. This historic trend appears to be continuing into the foreseeable future as seen in recent market trends. In 2014 Vail Resorts, who was already the owner of the Canyons Resort in Park City, purchased Park City Mountain Resort and has since began a significant rebranding of the entire ski resort culture in the Park City area. This cultural shift to a more high-end luxury resort experience has significantly influenced the new construction market not only in Park City but in the Summit County region as well. New construction and development within the resort properties in the area have almost entirely been focused on high-end luxury vacation properties or second homes and commercial development that services them. This development has consequentially spread into the neighboring local communities in Park City and Summit County, resulting in an even greater lack of affordable housing options and an increase in cost of living for local residents.

Historically, the Park City market has been dominated by the construction of large single-family homes or small multi-family units. In Park City and Summit County the median size for a single-family home is 5,254 sq.ft. and the median size of a condominium, townhome, or multi-family unit is 1,350 sq.ft. Such exclusive focus on the extreme ends of the market has resulted in a lack of housing options that further exacerbates the local affordable housing crisis. While recent trends in the market show a shift towards alternative housing developments, there is still a significant lack of affordable townhome, condominium, and cottage home development.

Due to a lack of available and affordable land outside of the resort properties, most recent development and new construction in the market is happening in the communities outside of the Park City limits. Communities such as Kimball Junction, Snyderville Basin, Silver Summit, Deer Mountain, Hideout, Kamas, Heber City, and other areas of Summit County have been experiencing a majority of the area’s new development. The spreading of new development has led to the continued establishment of community nodes outside of the Park City limits. While Park City still serves as a major regional node, Kimball Junction and the new development of Silver Creek Village are emerging nodes of regional significance.
1/4 Mile from Site (Walkable)

1 Mile from Site

Project Site
21 Acres

I-80 to Kimball Junction (4 miles)

US-189 to Park City & Heber City (8 miles & 17 miles)

I-80 to Wanship & Rockport Reservoir (8 miles)

Park City Fire Station

Water Reclamation Facility

Silver Creek Village
939 Multi-Family Units
351 Single-Family Units
50,000 sq.ft. Commercial
New Schools, Churches, Services, etc.

Silver Creek Commons
Commercial Light Industrial Storage

Triumph Gear Systems

Convenience Store & Restaurant

The Home Depot

Low-Density Residential

Equestrian Estates
Agricultural
Primary Residence
Recreational Properties

Pedestrian Tunnel
Connecting trail system throughout community leading to Kimball Junction & Park City
Precedents in Affordable Housing

When designing the proposed project, we looked at previously built projects to study what had been done and has worked effectively. Seattle’s High Point Redevelopment Project mixes different housing typologies as we will do. The project allows for low-income households to find a residence that works for their needs and fits within their means. The Station District is a development in Santa Ana, California that has proven to work effectively in their area. Lastly, the Boulder Creek Neighborhoods are located in Boulder, Colorado. These homes are designed to be a carriage house typology within their community that allows for working professionals to afford local homes at a more affordable price point. Much like Boulder’s need for affordable housing for the working members of their community, Park City has a gap between employee’s wages and the housing prices.

Three different housing typologies will be located on-site to meet the different needs of different members in the community. While these three precedents were closely looked at to be modeled after, different design elements will be executed in order to provide a development that is cohesive with the Park City area housing.

Seattle’s High Point Redevelopment Project

Located in West Seattle, this project redeveloped the 120 acre High Point Garden site to include 1,300 housing units or approximately 400 buildings in order to accommodate Seattle’s low income population. It aimed to be an inclusive sustainable community and provides a variety of housing types such as duplexes and multi-family. It has an abundance of green spaces and gathering areas in order to improve the quality of community interaction.

The Station District

In response to extensive public outreach, Santa Ana, California developed an affordable housing development located in the 94-acre Station District. The development has a mix of rental and for-sale units. The rental units are available to those at or below 50% AMI while for-sale units are available for those at or below 120% AMI. The development also includes community centers, open green spaces, and playgrounds.

Boulder Creek Neighborhoods

Addressing the issue of affordable housing and the correlation of the increase of the average square footage in American homes (the square footage has tripled in the past 50 years), Boulder Creek sought to develop a collection of homes that range from 950 square feet to 1,600 square feet. They successfully developed smaller functional homes in sustainable communities. This led to an increase of local professionals ability to live in the same communities as their jobs due to the affordable pricing point required of each home.
Site Selection & Ownership

The site was selected for various reasons but there are three main reasons why this site was chosen:

1. Park City Fire Department owns the property and this project has been designed to help the public servants of the Park City Fire Department. Housing in Summit County/Park City can be tough particularly when on a government salary such as a firefighter and we are hoping that this development can offer affordable housing for them so that they can reduce their commute time in order to be well rested for their duties as well being able to spend more time with family when off and be close whenever duty calls.

2. Location, sitting just a couple of miles outside of Park City Proper near Kimball junction this site offers all the outdoor activities and public amenities that one could wish for by moving to Summit County. Affordable housing would offer a social equity amongst the summit county residents that we feel is needed and very much deserved.

3. Financial Investment, this area is booming with development with the silver creek development getting built now this will surely attract people to come wan to live in this area, making this area very desirable and allowing the future owners a place where they can be for a long time and feel integrated and wanted in the community from the very beginning.

Site Constraints and Opportunities

Some constraints and design opportunities encountered on the site are:

1. Location near busy freeway
   a. Not visually pleasing
   b. Could have potential noise issues
   c. Could decrease land/home values

2. Proximity to Water Reclamation Facility
   a. Not visually pleasing
   b. Could have potential odor issues

3. Topography: the site has a relatively large slope in grade
   a. Could increase costs of construction
   b. Architecturally need to be dealt with to avoid a hierarchy in the development

4. Proximity to Silver Creek Village Development
   a. Although this is both a blessing and a curse, we don’t want the two developments conflicting with one another rather complement each other.

5. Proximity to recreation trails
   a. Increased opportunity for active transportation and recreation
MARKET CONTEXT

The national median income is $63,000 a year. About 3.5 times annual income is generally what is affordable for individuals buying a house without being cost burdened. 3.5 times $63,000 is $220,500, an ideal amount. The national median sales price of houses is a little less than $330,000, which is 5.2 times the national median income. This indicates that housing is becoming more unaffordable, but prices are not yet alarmingly out of reach.

The Summit County median home value is $766,907. For people that live or vacation there, this amount might be affordable. But since most of the service and entertainment jobs are occupied by out of county commuters, the median annual income of the state best reflects what is affordable to these workers, which is $71,414 a year. With about 3.5 times annual income as generally affordable for individuals buying a house without being cost burdened, 3.5 times $71,414 is $249,949, the ideal amount for Utahns. The county’s median home value of $766,907 is 10.7 times the Utah median income, clearly out of reach.

### Historical Real Median Household Income for Utah

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DEMOGRAPHIC ANALYSIS

Population Profile 2010-2018

Total population for 2018 is approximately 40,511 people in Summit County

Employment Profile 2010-2018

Total employed population for 2018 is approximately 21,889 people in Summit County

Median Household Income Profile 2010-2018

Total household income (for a household of four) for 2018 is approximately $100,453 in Summit County

Total cost of homes in Summit County for 2019 is approximately $825,000
Total cost of rent for 2018 is approximately $1,278 per month in Summit County

Construction Costs

Based on communication with various architects and contractors, it is safe to say that construction costs for a typical project in Summit County is between the numbers $400 - $600 per square foot. For this project, it is likely that construction costs can be brought down to $200-$250 per square foot. This can be done through unit size, materials used, services provided, etc.

Over the past few years Summit County has become a desirable place to live, work, and play. Because of this growing demand to be in the area, Summit County has developed a very expensive housing market. Big events like Sundance contribute to drawing in a very wealthy demographic which has helped increase the area median income but caused home prices to skyrocket. Home prices are currently so high that most of the local workforce cannot afford to buy or rent in the area.

Local Labor Market Needs

Most jobs in Park City are in industries that do not pay well. The largest employment industries in Summit County are Accommodation and Food Services, Technical Services, Retail, and Entertainment. The largest 5 industries make up about 60% of the workforce. Excluding Professional, Scientific & Technical Services the largest industries earn well below the average individual income for park city. Accommodation and Food Service is the largest industry making up 18% of the work force and has an average income of just $23,000. At $23,000 per year a person cannot even afford to own a house and is at about 20% AMI. This makes living in park city impossible for many people. They must move to the valley and often they still must share living spaces to pay rent. Park City is growing like the rest of the state of Utah and the need for services workers is not going away any time soon. The demand for a low-income housing option is higher now than ever before and growing.
TARGET MARKET

Area Median Income

Our target market is within the range 60%-100% AMI ($57,540 - $95,900 for a household of four persons) and we will selectively build for 100%+ AMI for some unit typologies - some cottages and the twenty (20) units on site that are proposed to be sold at market rate (no Deed Restrictions) with the intent to use some of this profit to help subsidize the construction of the affordable/workforce units.

Assumptions for Site Development Project

- Almost 21-acre site
- 185 Units:
  - 30% Multi-Family
  - 30% Townhomes
  - 30% Cottage
  - 10% Cottage/ADU
- This assumes an average of +/-9 units per acre
- Housing Types and AMI Targets:
  - 60% AMI - Multifamily Units
  - 80% - 100% AMI - Townhomes/Duplexes
  - +/-100% AMI - Cottages (some with ADUs)
- See page 41, Pro Forma, for exact unit distribution and estimated costs for each unit type (all sales prices are based on the AMI target for each housing type and were obtained from the Summit County Housing Association's (SCHA) 2020 AMI recommendations
Below is our proforma model based on a for sale offering. It is our goal and intention to provide the opportunity for home ownership to individuals who may not have the ability to afford one otherwise without the assistance of affordable housing. In this model we are assuming no cost for land even though comparable comparisons in the area would suggest the 21 acre piece could be valued at 10.5 million dollars. Square footage prices and sales prices were based on data given by the reports and sales prices were derived off the % of AMI per the given typology. A rate of return was also given per unit and typology to show that each one could in fact sell for a profit; however, once site work, infrastructure and professional fees were factored in the project stands at a 2% loss. These can be adjusted to improve the overall profitability of the development. To be able to do this standards would have to change to adjust the economics of the pro-forma.
Our project lays out various types of housing available to the Park City Fire Department and affordable housing for the whole community.

The first type, the stacked duplexes, will be comprised of 6 units per building, each at approximately 900-1150 sf. We are proposing 50 unit with adjacent on-grade parking. These will be located on the western corner of the site, allowing for higher to block out freeway noise and pollution, and offering residents a close-knit community feeling.

The next type, the cottage home, offers 75 planned units of which 15 will have an accessory dwelling unit (ADU) on site. This will increase density, while also allowing future owners to collect extra income if desired. Cottages will be 1000-1200 sf, depending on the unit size, while the ADU will be 400 sf. Garage parking will alleviate street parking. Cottage homes are to be located on the north-east end of the site, with their own streets branching off to create unique community interactions on site.

Another type of housing, the townhomes, will help create additional density. There are 4 units per building, with 30 units being affordable, and 20 at market rate; this will help balance out the lower priced units. Parking is available on each lot, as well as garage space for each unit. Units will be 900-1150 sf, depending on the layout. Townhomes will be located along the main corridor in the south end of the site, adjacent to the live work units. This will allow affordable units to be embedded within the community.

Lastly, the final unit type proposed is the live work space. These will liven up and help local business thrive, while also providing owners an affordable place to work and live. There are currently 10 proposed units with adjacent street parking. Units will be 850-1000 sf depending on the desired layout. These will act as the “face” for the community and promote the mission set out by the development team.

Overall, we are proposing 185 units and hope that the diversity in housing types will bring together the plethora of people who work within Park City, allowing them to be close to the action, without long commuting times. We are also hoping to achieve a great sense of community within this space and that the proposed amenities will spark conversations among people.
Entitlements for parcel SS-30-X

Currently, parcel SS-30-X is zoned as Rural Residential (RR), limiting the number of units allowed one site to one single family unit per twenty acre and restricting a building’s height to 32 feet. In order to proceed with this proposed housing project, development partners have to request a change of zoning from RR to Community Commercial (CC) and pursue a Conditional Use Permit (CUP) for the proposed housing on site. Section 2.4 of the county’s General Plan generally supports the rezoning of a parcel to allow for more affordable or workforce housing to support public interest.

The process of rezoning takes time and will require close collaboration with the county’s planning department. Additional outreach efforts with current county and neighborhood residents are also necessary to minimize potential conflicts between parties. However, there is precedent for the required type of rezoning: The Summit Research Park Development project proposed a rezone from RR and Hillside Stewardship (HS) to CC, which was adopted by ordinance 706. Since the approval of the project, additional affordable housing units have been constructed along the on Overland Drive. A bus transit center, core roads and utility infrastructure have been added as well.

Site Design

The Park City Fire Department site has the potential to make a significant impact in helping to meet the region’s affordable housing goals.

It is important to keep the surrounding environment of the site in mind when making final site and architectural design decisions. Considering the region’s climate goals and motivation to aid in a more sustainable future, different sustainable site design strategies should be implemented.

While exact site strategies depend on the final architectural design of structures, simple considerations such as building orientation, adding green infrastructure or other strategies to lower irrigation needs, or using previous surfaces instead of impervious surfaces can help achieve overall sustainability goals if desired.
Architectural Design

It is recommended that future partners and developers consider and explore innovative, sustainable, and inclusive methods of construction and design while also trying to reduce costs for both the developer and the long-term residents.

Some innovative affordable housing projects have included geo-thermal or net zero design, material reuse and locally sourced materials, modular construction, accessibility features such as no-stair entries and wide hallways, fire resiliency, on-site storm water management (green infrastructure), community garden space, and grey water systems.

While an architectural team will create the final designs, it is recommended that a commitment to Park City’s historical and geographical context be kept in mind. A well designed project creates a development that is well received and sought after by the larger community. This is important when selling some units to individuals above 100% AMI.

Potential Partnerships

As the project moves forward, forming partnerships with various sectors of the community could be beneficial. Partnerships have the potential to reduce costs in addition to providing benefits to local businesses and their employees. As businesses and employers choose to be involved in affordable housing projects, they are enabling more of their employees to live within the community, which helps boost the entire region’s economy while building a healthy community.

We have identified some sectors and examples of local employers within those sectors that we recommend considering as partners for this project. These sectors include healthcare, education, government, small businesses, large retail, hospitality and tourism, and construction.

Many of the employees working in these sectors struggle with the time and cost of commuting from other areas. Other issues such as late, long, or on-call shifts exist for these employees as well. By living in the area which they work, the burden of long and sometimes dangerous commuting is reduced or eliminated and enables them to be less fatigued and available to participate in the community they serve.

<table>
<thead>
<tr>
<th>Healthcare</th>
<th>National Retail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intermountain Health, University of Utah Health</td>
<td>Home Depot, Associated Food Stores, Whole Foods, The Outlet Resource Group, Wal Mart, Smith’s (Kroger)</td>
</tr>
<tr>
<td>Education</td>
<td>Hospitality and Tourism</td>
</tr>
<tr>
<td>Summit County School District, University of Utah</td>
<td>Club Wydham, Hilton, Marriott, State Parks</td>
</tr>
<tr>
<td>Government</td>
<td>Construction</td>
</tr>
<tr>
<td>Cities, County, and State</td>
<td>Habitat for Humanity, ZipKit Homes, Park City Building Company, Tall Pines Construction, and others</td>
</tr>
<tr>
<td>Small and Local Businesses</td>
<td></td>
</tr>
<tr>
<td>Park City Chamber of Commerce, Park City Restaurant Association, Women’s Inspired Network</td>
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</tbody>
</table>
CONCLUSION

The students in the Summer 2020 Housing Workshop sincerely hope that our work in some small way provides the Park City Fire Department (PCFD) with a solid demographic analysis, a financial path and an implementable site design to build affordable/workforce housing on the 21-acre site they own along I-80 just north of Silver Creek Village.

There are many development opportunities that exist on this site but none are as community-focused as affordable and workforce housing. Providing housing for the local workforce ensures the community remains economically diverse, keeps additional cars off the roads by allowing employees to live close to their jobs, and in the case of our proposed design creates a unique neighborhood with a variety of housing typologies.

This project was an exercise in creative financial analysis vs. quality design and density considerations. Ultimately, the donation of land for this project is the only way to make the numbers work and ensure quality affordable housing is built. Without the donation of land, this project doesn’t pencil for affordable/workforce housing at the AMIs we recommend are the most in need in Summit County. And the inclusion of 20 units of market rate housing with no deed-restrictions turns the idea of Inclusionary Zoning on its head – rather than a typical 10% requirement for affordable housing in a new development, we recommend the inclusion of these market units to not only keep the neighborhood economically diversified but also to take advantage of the additional sales prices to subsidize the affordable housing that makes up the majority of the project and with very tight costs vs. sales price (allowing lower AMI households to begin home ownership and build equity).

To recap, our proposed neighborhood development includes:

- 50 Condo Units (Studio, 1BR, 2BR) for sale at 60% AMI or less
- 30 Townhouses/Stacked Duplexes (2BR, 3BR) for sale at 80% of AMI or less
- 60 Cottages (2BR, 3BR, 4BR) for sale at 100% of AMI or less
- 15 Cottages w/Accessory Dwelling Units (2BR, 3BR) for sale at 100% of AMI or less
- 10 Live/Work Units (1BR, 2BR) for sale at 80% of AMI or less
- 20 Cottage-Townhouse/Stacked Duplexes (2BR, 3BR) for sale at greater than 160% of AMI

A mixed-income neighborhood with 185 units (all but 20 deed-restricted for households earning between 60% AMI and 100% of AMI). 20% of the units dedicated as ‘first right of refusal’ for fire department personnel. All located in beautiful Summit County and near the emerging Silver Creek Village.

Let construction begin!
22. https://housinghelp.org/income-limits/deed-restrictions/

Title Page: https://www.pexels.com/photo/grey-house-2326926/
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