



**OUR
SUMMIT**
INSPIRE THE FUTURE OF SUMMIT COUNTY



SUMMIT COUNTY
Vision & Strategic Plan
DECEMBER 2023

LETTER FROM THE COUNTY COUNCIL

To the Summit County community,

It is my pleasure to introduce Our Summit Community Vision. The following Vision and Strategic Plan represents common ideas shared by nearly 10,000 people across Summit County. The Vision is aspirational, and the accompanying plan includes goals, objectives, and strategies to guide the future of Summit County.

Summit County is growing, and growth brings inherent change. Careful planning is necessary to dictate how this change occurs so that we can preserve what we love about our community while welcoming the new people, ideas, and places of the future. This rapid growth will be a challenge, but with foresight and collaboration, it is also an opportunity to make life here even better. In the coming decades, many of our new residents will be our spouses, children, and grandchildren. That's why, in 2022, the Summit County Council directed the launch of Our Summit Community Vision.

Over the past nine months, thousands of community members—including business owners, leaders, elected and appointed officials, employees, volunteers, and residents—came together to identify our shared vision for the future by defining our core values. From there, community-appropriate goals and strategies were aligned with our vision to serve as the foundation for land use decisions, fiscal budgeting, and detailed strategic policies.

Adoption of Our Summit Community Vision is not an end, but a beginning. With leadership and continued commitment, this plan will guide our future. This is not a static document, but rather a tool that we can activate to create the environments that our community, your neighbors, have said they want.

I want to thank all the people who have made this visioning process possible, including the community members who shared their ideas and inspiration, Our Summit Ambassadors, Logan Simpson, County staff, elected and appointed officials, and others. On behalf of the entire County Council, I want to express our gratitude and reaffirm our support as we continue to move Summit County **forward together**.

Sincerely,

Roger Armstrong

Chair, Summit County Council



Acknowledgments

Thank you to the Summit County community for your ongoing support and feedback through this process, and the dedication to creating a unified and resilient community.

SUMMIT COUNTY COUNCIL

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OUR SUMMIT AMBASSADORS MEMBERS

COUNTY DEPARTMENTS AND ORGANIZATIONS

COUNTY STAFF

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Definitions

Active Transportation

The use of primarily human-powered modes of travel, such as walking, cycling, or using non-motorized scooters, as a means of transportation for commuting, leisure, or daily activities.

Affordable Housing

Residential units, including rental apartments and homes for sale, that are priced at a level affordable to individuals and families with moderate or low incomes. The specific definition of affordability can vary by location and is typically determined as a percentage of a household's income, with housing costs ideally not exceeding a certain proportion of that income. Affordable housing prices are based on the area median income, also known as AMI.

Attainable Housing

A description of housing options that are within reach of a broader segment of the population in terms of affordability. It typically refers to housing that is more accessible to middle-income individuals and families, as opposed to exclusively focusing on low-income housing or market-rate housing. Attainable housing aims to bridge the gap between housing that is affordable for lower-income households and luxury or high-end housing that may be out of reach for many middle-class families. The specific criteria for what is considered attainable can vary by location and economic conditions.

Cluster Subdivisions

A type of land development where residential lots are grouped together in one part of a property, leaving a significant portion of the land as open space or common areas. This design promotes conservation of natural features and can lead to more efficient land use and reduced infrastructure costs.

Communities

The many sub communities that make up Summit County. They include municipalities, neighborhoods, and groups/ community members aligning around shared interest, identities, or geographic relationship throughout the County.

Community

The overall Summit County Community. It includes residents, employees, business owners, and visitors. Encompasses people that live, work, and play in Summit County.

District

Loosely refers to South Summit, North Summit and Park City School District Boundaries.

Jurisdiction

The authority or power of a specific entity, such as a court, agency, or area, to make and enforce laws, regulations, and decisions within a defined geographic or subject matter scope. It establishes the boundaries and limits of a governing body's control and responsibility.

Multi-modal

Involves using multiple transportation modes (such as cars, bicycles, buses, trains, and walking) to create an integrated and efficient transportation system.

Natural Resources

Materials and features found in the environment that are used by Summit County Residents. This includes water, air, food, and energy.

Objective

Our Summit objectives are themes that were raised during the visioning process and captured the most important goals for the County to aspire to in the future.

Open Space

Undeveloped or majority undeveloped areas that are preserved and protected by zoning, federal and state public lands, and lands that are placed in conservation easements for recreation, agricultural preservation, viewshed, and/or wildlife habitat preservation.

Strategy

A well-defined plan or approach that outlines a set of actions and decisions designed to achieve specific goals or objectives.

Definitions

TDR

Transfer of Development Rights (TDR) is a land-use planning strategy that allows property owners to sell or transfer their development rights from one location (sending site) to another (receiving site) to encourage development in certain areas while preserving or conserving land in others.

Undeveloped

Lands that currently do not have structures or other permanent and/or non permanent buildings erected and do not have a conservation easement or other open space protection measure in place. Although a property may not have a structure on it currently, does not mean that there are no entitled development rights associated with the property.

Unincorporated

Properties whose land use and zoning are governed by the County and are not within a municipal boundary.

Vision

A vision is aspirational, inspirational, and long-term statement that describes one's desired future outcome or shared sense of purpose.

Zoning

A land-use planning and regulation system that divides a county or a municipality into different zones or districts, each with specific rules governing land use, development, and building standards.





00

Our Summit
Executive Summary





When looking 20 years into the future, balancing growth with preservation of community character, open space, and natural resources will be a delicate and multifaceted challenge that demands careful planning and consideration. On one hand, fostering economic development and population growth can bring about increased opportunities, improved infrastructure, and a higher quality of life for residents. However, growth without a long-term vision can strain natural resources, exacerbate traffic congestion, and threaten the unique character and environmental integrity of Summit County.

Over the course of the **Our Summit: A Community Visioning Project**, nearly 10,000 community members attended an event, meeting, or open house; responded to a quick poll or online questionnaire; participated in one-on-one interviews; or answered and returned a mail-in questionnaire. Of those who engaged, many indicated a need to reassess how and where the County should develop and grow. To strike the right balance, County officials must implement intentional and sustainable policies that respond to the Vision and each of its objectives to manage natural resources, promote healthy living, preserve unique identities, create inclusive communities, and grow responsibly. This begins with **Our Summit: Summit County Vision and Strategic Plan** (also referred to as Our Summit, Vision Plan or Vision Plan). Without a clear vision it can be difficult for County officials and staff to make decisions that fulfill the community's needs and expectations. This plan is vital to the future of Summit County.

“My favorite thing about Summit County is] the people and the sense of community we’ve had, but unfortunately, with huge growth that seems to be slipping away. Hopefully, [a visioning project] like this will help.”

The Vision Plan is both idealistic and strategic, and contains objectives and actions to begin implementation. Identified strategies to help shape the future of Summit County. Key actions identified involving zoning regulations to encourage clustered development while preserving open spaces; investing in public transportation to reduce reliance on cars and provide equity in access; and collaborating with community stakeholders to ensure long-term vitality and resilience of the County. Ultimately, the successful balance between growth and preservation is essential for ensuring the well-being of both current and future Summit County generations and it relies on continued momentum.

Many opportunities were identified throughout the Visioning Project, especially the need to plan more specifically for each community within the County. In the past, broad strokes have been used to plan for the County. Years ago, prompted by the different pressures experienced on the east and west sides of the County, Summit County was split into two planning districts: Eastern Summit County and Snyderville Basin. These planning areas function under different commissions and separate land use codes and general plans. Under this structure, a perception has evolved that there are areas in the community where special attention has been given to specific areas while leaving other communities behind.

Our Summit aims to unify the community behind this shared vision for the future and understanding diverse needs of different areas in the County. The way in which Summit County achieves the goals outlined in the Vision will vary depending on the area. Throughout the process, the community was asked what they **love about living** in Summit County; what they think **requires protection**; what is **missing** in their communities and the County as a whole; and how they feel the County should **move forward**. These questions led to proactive ideas and actions that are incorporated into this Vision Plan. Summit County **will move forward together**.



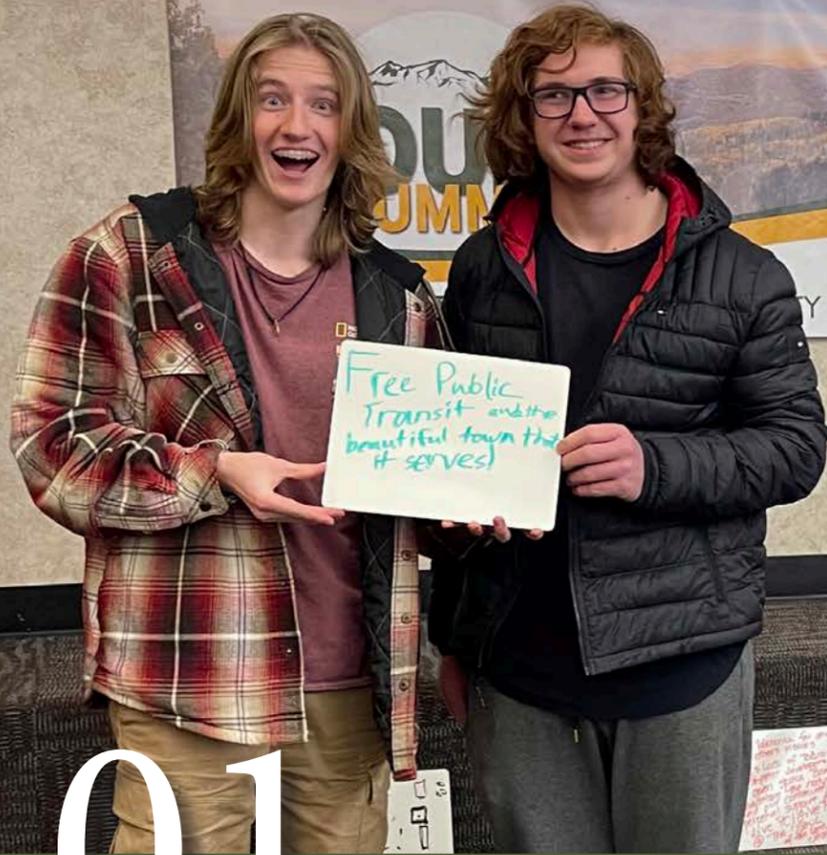
Summit County Vision

Preserving what we love, planning for our future.

Summit County embraces growth thoughtfully and navigates change with integrity by upholding community identities through proactive planning. Decisions that affect our natural resources, lifestyles, unique identities, communities, and future built environments are made responsibly to ensure communities remain affordable, healthy, and inclusive to current and future generations.



**MANAGE NATURAL RESOURCES • PROMOTE HEALTHY LIVING • PRESERVE UNIQUE IDENTITIES •
CREATE INCLUSIVE COMMUNITIES • GROW RESPONSIBLY**



01

Summit Talks

Outreach and Participation



OUR SUMMIT PARTICIPATION

The *Our Summit Vision and Strategic Plan* is based on unprecedented community engagement. The Visioning Plan provided engagement opportunities in four phases over ten-months that helped frame the Summit County community and establish a roadmap for the Vision Plan. The numbers below highlight some of the public engagement throughout the process.

8,404 people responded to either an online or mailed questionnaire. Three online, one mailer, and two youth questionnaires were available throughout the project.

143 community members attended an open house. 10 open houses were dedicated to the *Our Summit Community Visioning Process*. Open houses were held in Snyderville Basin, Coalville, and Kamas throughout the project.

10 community events where *Our Summit* was featured. These events spanned the County from the Latino Arts Festival in Snyderville, Coalville Car Show, Henefer Fourth of July Celebration to a North Summit versus South Summit football game.

20 one-on-one conversations with community members from across the County. These small group discussions kicked off the project with sentiments about what makes Summit County special.

26 artist submissions to the *Our SummitScapes* and *Our Summit Moves Forward*. Artists from the County submitted multi-medium pieces from youth to adult and amateur to professional. Selected pieces were featured in conjunction with the Smithsonian Traveling Exhibit brought to Summit County in the Fall of 2023 by North Summit Unite.



A Vision Plan is a compass for future decisions and plans. It is community-built, long-term, aspirational and flexible. Our Summit will evolve alongside Summit County's changing needs while ensuring the County continues to make progress towards community-identified long-term goals.

9,500

COMMUNITY MEMBERS WHO ENGAGED AND CONTRIBUTED TO SHAPING OUR SUMMIT VISION AND STRATEGIC PLAN

Over the ten-month visioning process, community members were able to interact, discuss and offer feedback through 16 online questionnaires, quick polls, photo contests, and tag the map activities; 10 open houses, educational sessions, and *Our Summit Ambassadors (OSA)* meetings; and 10 community events.

*** Engaged Number:** The total number of engagement contributors over the project timeline. For example, those that participated in questionnaires, attended open houses, contributed to art competitions, etc.



Artists were invited to submit work capturing their vision for Summit County. The brief asked artists to consider: **What does life in Summit County look and feel like? What should be preserved or improved moving forward? What makes Summit County home?**

Our Summit Artists

Thank you to the artists that submitted their work:

- | | | |
|-----------------|---------------|-------------------|
| Laney Rino | Linzee Vernon | M'kel Cuartas |
| Richard D. Pick | Felix Saez | Kimbree Pritchard |
| Luke Curtas | Nea Marais | Joseph Conderoy |
| | Karla Sarauz | |

COMMUNITY VALUES

The *Our Summit Community Vision and Strategic Plan* is built upon community values. The values established through community response to questionnaires, open houses, and more. Questions that asked the community what they love about Summit County, what they want to protect, and what are the opportunities for change, laid the foundation of the vision statement.

The top identified values highlighted in the circles below are the overall community sentiments. Specific values based on geographic areas can be found in the Appendix.

WHAT DO YOU LOVE MOST ABOUT SUMMIT COUNTY?

1. access to recreation
2. open space
3. rural character

WHAT IS MOST IMPORTANT TO PROTECT?

1. conservation of open space
2. sense of community
3. open space
4. agriculture
5. water quality and quantity

“Hiking, biking, skiing, nice neighbors, and being able to buy meat, eggs, veggies etc. right down the street, seeing horses, cows in the fields; and hopefully being involved in choosing what we view [our needs to be] to maintain this way of life.”

“I love the accessibility to the outdoors. That is why we decided to move here! We visited for over 15 years before we decided to call Park City home. Raising our children in a place where you can be recreating outdoors in 10 minutes was a must for our family.”

WHAT IS MISSING OR COULD USE IMPROVEMENT IN SUMMIT COUNTY?

1. housing options
2. elements that promote community character
3. transportation connections
4. preservation of agriculture
5. protecting water quality and quantity

WHAT IS THE BIGGEST OPPORTUNITY FOR CHANGE?

1. managing growth
2. balancing growth with community values
3. mitigating traffic and congestion
4. enhancing community character



What do you love about Summit County?

ACCESS TO RECREATION

Recreational opportunities are fundamental to the lifestyle of Summit County residents. Recreation is intrinsically connected to open space. Access to recreational facilities and ski resorts were also significant for many community members.

OPEN SPACES

Summit County residents hold open spaces as a core attribute of the community and connect to recreational opportunities as well as natural resources, wildlife, and agricultural lands.

COMMUNITY CHARACTERISTICS

The communities within Summit County have unique characteristics that define each area. The characteristics beloved by the community are the rural elements, the outdoor-oriented lifestyle, the small, mountain-town, built environments, the farming and ranching viewscapes, and the historical features that have been retained.



02

Summit Envisions

Community Context and Values





COUNTY CONTEXT AND HISTORY

The first peoples of Summit County were the Northern Shoshone and Ute Indians who hunted and fished the lands for hundreds of years. The Snyderville Basin was settled in 1848 with the arrival of the first Mormon pioneers, Parley Pratt and Samuel Snyder. They began grazing cattle in the grassy meadows in 1853. By 1862, William Kimball built the Kimball Hotel and the Overland Stage Station which were visited by Mark Twain, Walt Whitman, and Horace Greely. To this day, the descendants of multiple ranching families remain in Summit County, many of whom still cultivate and harvest the same land their relatives once did.

In 1869, ore comprised of silver, lead, and gold was discovered in Park City leading to a quick boomtown that included: miners, saloons, brothels, and cemeteries. In 1898, a fire engulfed most of Main Street, however, it was rebuilt within 90 days. 100 years from the first discovery of precious metals, the Town became quiet, as the low price of silver decimated the once vibrant town. Beginning in the 1870s, Mormon settlers began focusing on connecting the Wasatch Front and expanding railway connections into present-day Summit County. The first of these “Mormon Roads” in Summit County connected Echo and Coalville and was called the Summit County Railway. This line eventually connected to Park City in 1880 with the emergence of silver mining. The railways fell to disuse and over the past decades, have been repurposed throughout the County.

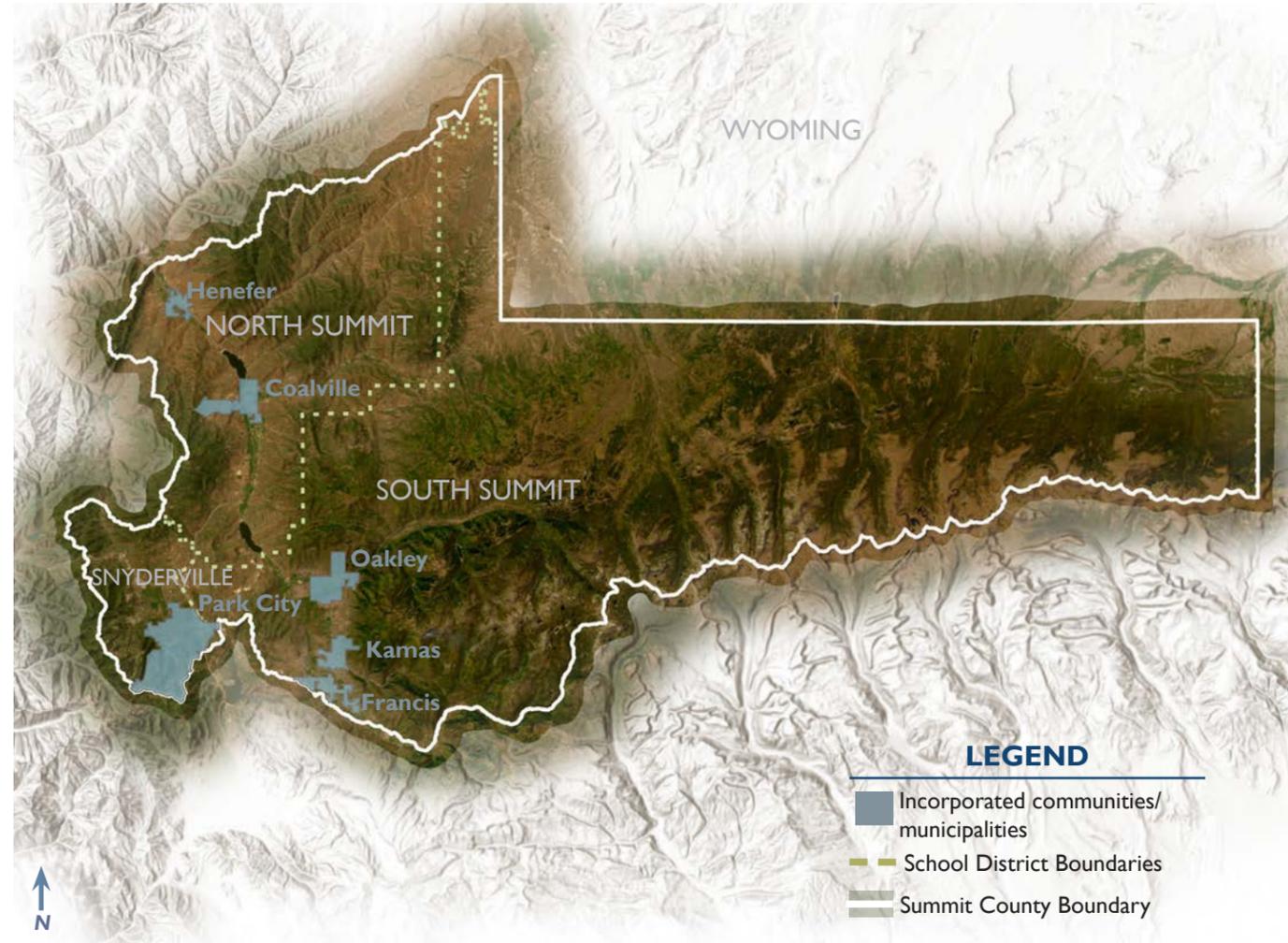
Mining faded and skiing became a key fixture for Summit County’s economy. The development of the area’s first ski resort sparked the start of a decades-long trend of outdoor recreation. Completed in 1963, Park City Mountain Resort was the first of three resorts to be developed. The United Park City Mines Company built the first ski trails at Park City Ski Resort which featured a gondola and golf course. Decades later, the ski resorts have grown, merged, changed ownership, and made a profound impact on the local economy. With great economic growth came many challenges, and the impacts are felt far beyond the original ski resort boundaries.¹

Summit County is a destination for its scenic vistas, ski resorts, recreational opportunities, and Native American culture. Today, Summit County is made up of many different communities: Snyderville Basin, Park City, Kamas, Francis, Woodland, Oakley, Peoa, Wanship, Hoytsville, Coalville, Henefer, and additional unincorporated Eastern Summit County communities. The City of Coalville is the County seat.

The County is also known for a high quality of life and a close connection to history and heritage. Utah, as a whole, has grown considerably over the decades, and Summit County is no exception. Summit County has increasingly become a desired place to call home, making it susceptible to the many challenges and opportunities that come with increased growth such as housing attainability, transportation stresses, and a desire to control growth through strategic open space acquisition.

¹ Summit County Historical Society, Daughters of Utah Pioneers

Summit County Context



Land Use and Development

Summit County has two planning areas. The Snyderville Basin Planning District serves the interest of citizens living in the more urban western side of the county in the unincorporated areas surrounding Park City. The Eastern Summit County Planning District serves the interests of citizens living in the more rural eastern side of the county in the unincorporated areas surrounding the cities of Henefer, Coalville, Oakley, Kamas, and Francis. The communities in Summit County are facing similar pressures due to growth but differ in their relationships with and perception of development. Therefore, the approach for managing growth may differ from community to community.

Historic and Cultural Preservation

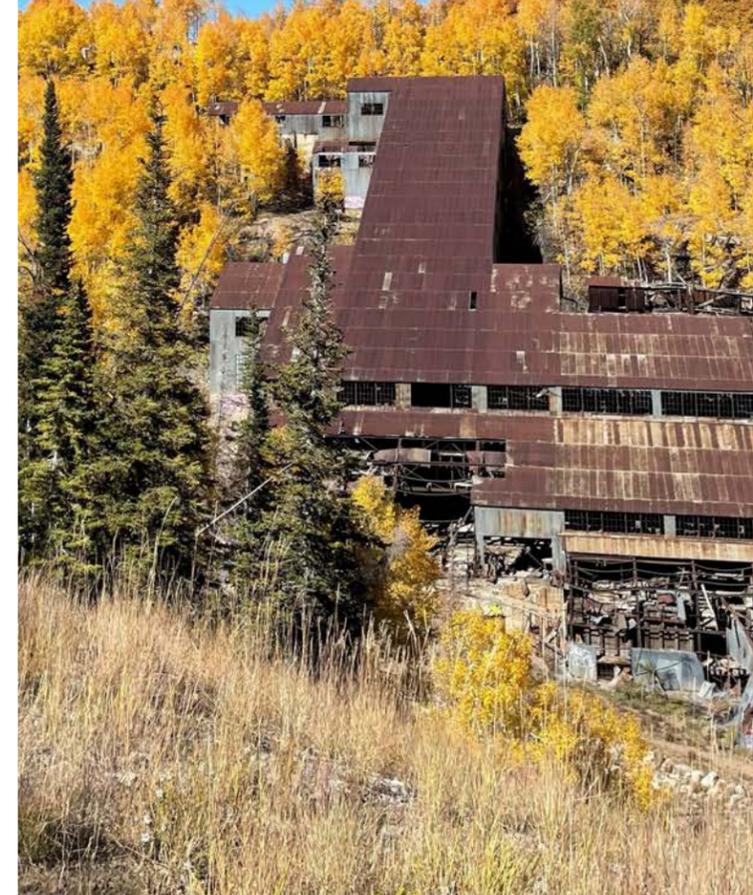
Summit County community members have a deep rooted connection with history and culture. The history of the County can be traced back to the early settlers of the area. Early settlers' stories live on through the generations of families that still live in the County today. Throughout transitional periods in growth and development, community members acknowledge the unique culture of Summit County and fear that growth may lead to loss of community character. This sentiment rings true regardless of how long people have lived here.

Sustainability and Natural Resources

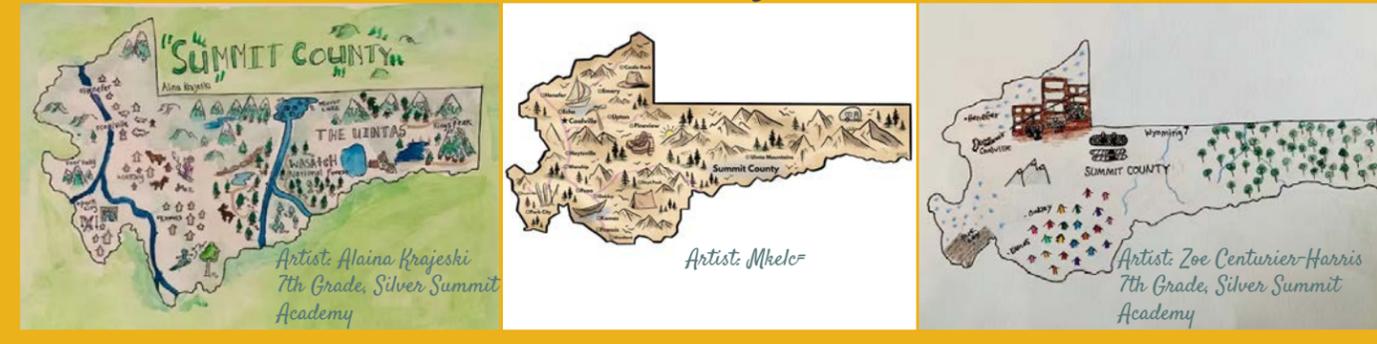
Summit County and its incorporated communities have made considerable investments in sustainability planning and policy. Some of the most substantial initiatives in the County relate to air quality, renewable energy production and utilization, protection of open space and viewsheds, public transportation systems, and water resource management.

Community Composition

Summit County is expected to grow along a trajectory similar to the growth it has experienced in the past decade. With a median age of 40.2 years, the County is anticipating an increase in population of 60 years of age and older and a decrease of the younger population. This may indicate that affordability is a key factor in today's children's ability to remain in the County in the future. It also indicates the need to prepare for an aging population. Understanding this composition can help the community identify what the future holds and how decisions today can shape the outcomes of tomorrow.



Our SummitScapes: Depictions of Summit County



VISION STRUCTURE



VISION

The **Strategic Plan** will guide a multitude of County actions that will affect the future. The **Vision Statement** is aspirational and illustrates Summit County’s desired future environment.

OBJECTIVES

The five **objectives** are aligned to community values identified through the robust engagement process.

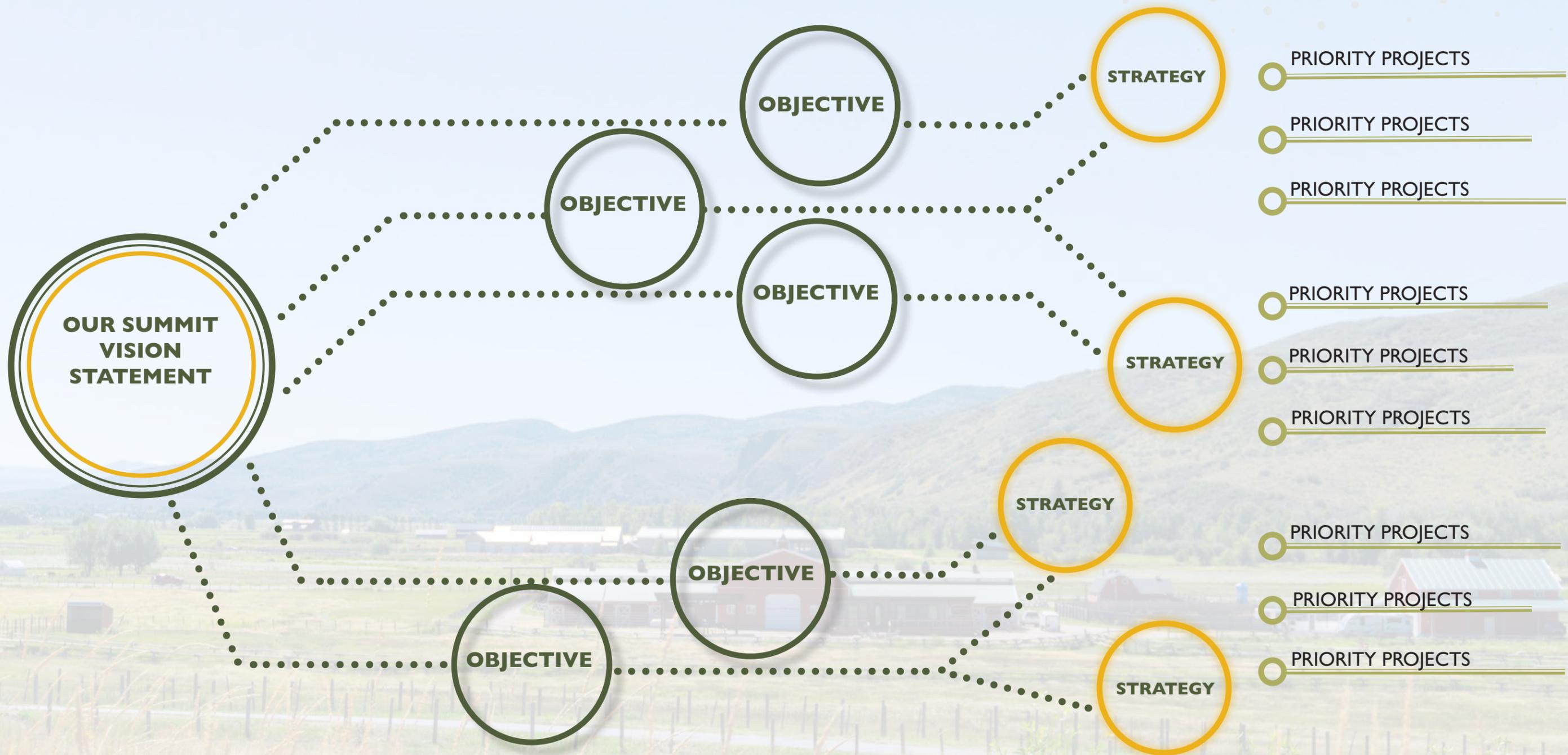
Each **Objective** identifies priorities specific to each community area. Throughout the engagement process, different areas and ideas were identified as places that require strategic planning in the future. **Our Summit** aims to set the foundation for open space preservation, housing development, the establishment of community services, and more.

STRATEGIES

Objectives require specific actions that may mean something different depending on the community within the County. What works in Park City, may not work in Kamas. The **Vision Plan** demonstrates the similarities of each community in Summit County while also honoring their uniqueness.

PRIORITIES

Priorities are indicators that are pivotal in planning for the future and serve as metrics to monitor progress and guide informed decision-making. These indicators encompass a variety of aspects that are important to Summit County residents and ultimately trace back to the vision. Establishing these metrics can facilitate transparency and increase accountability of the County and the overall community to assess the success of initiatives and projects in the future. The priorities identified in the Plan may be applicable to multiple objectives.



This diagram illustrates our community's vision and its relationship to our primary objectives. Each objective contains varied strategies with priority projects that if implemented, would indicate the vision is being achieved.



03

Summit Moves Forward

Objectives and Priorities

Manage Natural Resources

Strategically acquire, preserve, and maintain an accessible and connected open space system for community enjoyment and ecosystem vitality.

The open spaces in Summit County are vital to the community fabric. Open space preservation does, however, mean something different to everyone. Many community members love the open hills and mountains of the Wasatch Back because of the recreational opportunities they provide. Others value the undeveloped fields and pastures in the eastern part of the County due to the rural feel and agricultural heritage, while some value the sage brush, aspen, and pine forests because of the native flora and fauna that call them home. For many, open space is important for all of these reasons.

This objective calls for deliberate preservation of open space that furthers the quality of life for Summit County residents while balancing anticipated growth and development entitlements. For example, the County might consider zoning changes that allow development to be clustered in order to maintain meaningful public open space and wildlife habitat. This objective also includes strategies to manage natural resources such as clean water and clean air for and Summit County residents.

“Provide more protected open space, particularly in the wetlands and along the Weber River and its tributaries. This is a resource we (including those downstream) can not afford to lose.”

STRATEGIES

Open Space

- Measure and monitor the acreage of open space (e.g. 1 person : 1 acre).
- Measure and monitor the type of preserved open space throughout the County (e.g. agricultural, recreation, critical habitat, etc.).

Wildlife

- Identify and prioritize wildlife species and habitat for preservation based on impact, risk, and anticipated success in implementation.
- Initiate development of an Open Space Preservation Master Plan that identifies priority lands to preserve and protect.
- Continue prioritizing and supporting the County Lands and Natural Resources Department.

Zoning

- Implement a cluster development zoning district or overlay designation.

PRIORITIES

- Identify locations with existing wildlife/habitat corridors and establish regulations to safeguard these corridors, directing development away from these crucial areas
- Identify areas for cluster development to preserve open space and provide housing.
- Identify critical areas for open space preservation.
- Make progress towards identified actions in the County Climate Action Plan.



Promote Healthy Living

Equitably increase opportunities for recreation, safe walking and bicycling, access to services, and availability of amenities for people of all ages and abilities.

Summit County fosters highly desirable lifestyles. Promoting healthy living is a fundamental goal identified throughout the visioning process. This involves equitably enhancing access to various aspects of well-being within Summit County.

One crucial aspect is providing ample opportunities for recreation through parks and facilities that cater to people of all ages, abilities, and incomes. These spaces encourage physical activity, and foster a sense of community and belonging.

Additionally, ensuring safe walking and biking access throughout the community is equally important. Not only can active transportation options reduce traffic congestion and pollution, but it can also improve the health of community members. In order to see these benefits, the built environment should focus on making essential services such as healthcare, grocery stores, education, and others accessible to all neighborhoods. Planning with accessibility in mind will reduce the disparities in reasonable access to critical amenities and resources that contribute to healthy living.

“[We are missing] a non-motorized path that connects the communities in South Summit together and then to the Rail Trail system. This would bring the whole County together.”

STRATEGIES

Parks and Recreation

- Initiate a countywide Parks and Recreation Master Plan to evaluate the gaps in recreational services (both indoor and outdoor).

Transportation

- Measure progress on current and proposed initiatives as described in the [Active Transportation Plan](#), such as the Kamas shared pathways and recommendations for an Oakley Recreational Trail Connector.

Land Use

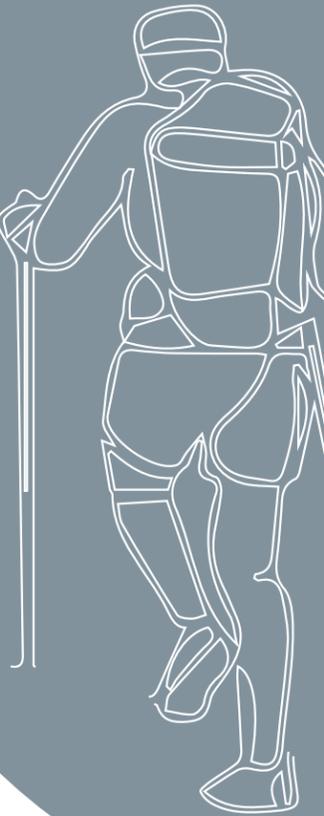
- Raise awareness of the interconnectedness between healthy living and housing, transportation, energy, etc.

Health and Well-being

- Measure progress on the 2023-2025 Community Health Improvement Plan.
- Support sustainability initiatives that contribute to clean air and water (e.g. reducing GHG emissions, and green infrastructure improvements).

PRIORITIES

- Identify and preserve spaces for essential family services such as childcare and safe routes to school.
- Explore the potential of regional public transportation connections, specifically between population centers like Kimball Junction, Coalville, and Wanship.
- Continue to support and implement the SR-32 Pathway and build connections to and from.
- Improve current road conditions (fixing potholes, sidewalk safety) to improve multi-modal transportation options.



Preserve Unique Communities

Celebrate the unique identity of each community while recognizing the need for strategic, comprehensive planning countywide.

Celebrating the unique identity of each community is a testament to the vibrancy and cultural richness of Summit County. Summit County is comprised of many communities with their own traditions, values, and histories, however there are similarities that tie them together. From the mining boom-town turned ski town of Park City drawing people internationally to “ski bum” in the eclectic mountain town, to the generational farmers and ranchers in the Kamas Valley who still cultivate their lands, community members love living in Summit County.

The growth happening in western Summit County is dynamic and transcends the boundaries of Snyderville Basin to other parts of the County. Growth affects the greater web of economies, environments, and communities on a regional scale.

Growth in one city inevitably affects its neighbors and beyond. This spillover effect emphasizes the need for comprehensive, countywide planning that anticipates future challenges and opportunities in the future. Common challenges such as housing affordability, employment opportunities, and transportation can be tackled holistically as well as locally. Opportunities that promote inclusivity and sustainable development can pull from the strengths of each community to contribute to the greater good. By striking a balance between honoring uniqueness and planning strategically, there is unity, harmony, and progress for all of Summit County.

“I think it is important that Summit County does not lose the economic diversity that exists - it is important to protect sectors like agriculture, education, healthcare.”

STRATEGIES

Housing

- Establish a Regional Housing Authority supported and invested in by Summit County leadership.

Diversity

- Work with underrepresented communities in Summit County to support increased representation on local boards and within community organizations.

Social Services

- Establish a County representative to focus on building relationships with the community (i.e. community liaison) to increase representation.
- Build upon existing programs that are intended to support local businesses such as arts programs, agricultural programs, and more.

PRIORITIES

- Encourage the creation of community/ town centers where local businesses can thrive, including restoring storefronts, initiating placemaking, and better utilize existing spaces.
- Identify buildings and structures throughout the County that may be eligible for rehabilitation tax credits (e.g. historic structures, or structures built in the early 1900s).
- Promote and incentivize community-centered activities such as community events, and farmers markets.
- Encourage pop-up markets/stores at County events for local businesses.
- Create programs that incentivize local business owners to enhance and/ or expand their services through expedited building review, Certificate of Occupancy, etc.



Create Inclusive Communities

Elevate the quality of life for Summit County community members through accessible housing and employment opportunities that diversify the economy.

Enhancing the quality of life for Summit County community members means rooting initiatives in inclusivity. Inclusivity goes beyond acceptance and understanding, and describes a community built on the fundamental principle that everyone's basic needs and services are met. Some of these services include affordable housing, diverse economic opportunities, and attainable childcare.

Accessible housing is defined as providing homes for people regardless of income, age, ability, or background, which can create a stable and thriving community. Expanding employment opportunities can provide diverse career paths and a chance to thrive in an ever-evolving job market. Additionally, access to affordable childcare services opens opportunities for employees to expand their reach into the community.

“While there is a lot to access in Summit County, it can feel inaccessible and exclusive due to the high cost of living, lack of support for multifamily housing expressed within the community, and sense that if you can't afford it, then the benefits of Summit County aren't for you.”

STRATEGIES

Housing

- Initiate an update to the Housing Needs Assessment to establish benchmarks for affordable housing development and develop strategies to meet the needs identified in the study.

Social Services

- Analyze gaps in services such as healthcare, senior assistance, childcare and pharmacy, including level of service, access, and distribution throughout the County. Consider zoning changes to allow for these uses to narrow the gaps.

Economic Vitality

- Include a robust economic assessment of trends and market analysis as a part of a general plan update process to inform decision-making and priorities.

PRIORITIES

- Develop a housing program that encourages vacant homes, or those currently being used for short-term rentals, to be subsidized if occupied by long-term renters.
- Identify and preserve spaces for essential services for families (childcare, safe routes to school, etc.).
- Implement a menu of development incentives to encourage affordable and attainable housing (e.g., expedited review process).



Grow Responsibly

Promote sustainability best practices through multi-modal transportation options, building aesthetic, site design, and local and regional policy.

Responsible growth is a commitment to the well-being of Summit County's communities and the larger region. The approach to promoting sustainable best practices is multi-faceted, encompassing multi-modal transportation options, innovative building design, and forward-thinking initiatives that address local and regional policies.

Multi-modal transportation, which includes buses, walking, biking, and ride-share, can not only reduce congestion and emissions, but also offers Summit County residents, employees, and visitors a convenient and environmentally-friendly way to get around the community.

Thoughtful building and site design can prioritize energy efficiency, green spaces, and responsible use of resources. Sustainability in the built environment reflects the values of the community which aims to dampen the impacts of development and meaningful preservation of open space.

Equally important are forward-looking policies that support and incentivize sustainable practices that produce co-benefits and responsible resource use. This might include promoting regional transportation systems, sourcing materials and products responsibly and locally, transitioning to renewable energy sources, conserving bio-diverse lands, and increasing zero-waste initiatives.

“Summit County is certain to grow exponentially in the next 10 to 20 years, We need to try to keep neighborhoods that are self-sufficient, with shops nearby, so everyone doesn't have to drive to Old Town or Kimball Junction to do their shopping”.

STRATEGIES

Water

- Create zoning regulations for outdoor water use allotment, timing, etc.
- Initiate a Utility Management Plan to better understand capacity and services of water in Summit County.

Zoning

- Implement a cluster development zoning district or overlay designation.

Energy

- Implement flexibility in the land use code to encourage and incentivize development of renewable energies (e.g. solar, wind, etc.).
- Implement a stretch code to encourage and incentivize sustainable building and development practices (i.e. building and site design). This includes retrofitting existing buildings to reach sustainability goals alongside new development.

PRIORITIES

- Increase transit frequency and expand route lines, including bus-only lanes to incentivize ridership.
- Identify and preserve adequate wildlife/habitat corridors to protect wildlife and the natural environment.
- Identify areas for cluster development to preserve open space and provide housing.
- Explore the potential of regional transportation connections, specifically between community centers like Kimball Junction, Coalville, and Wanship.
- Identify areas for open space preservation, as well as areas for wildlife corridors and habitat buffers.

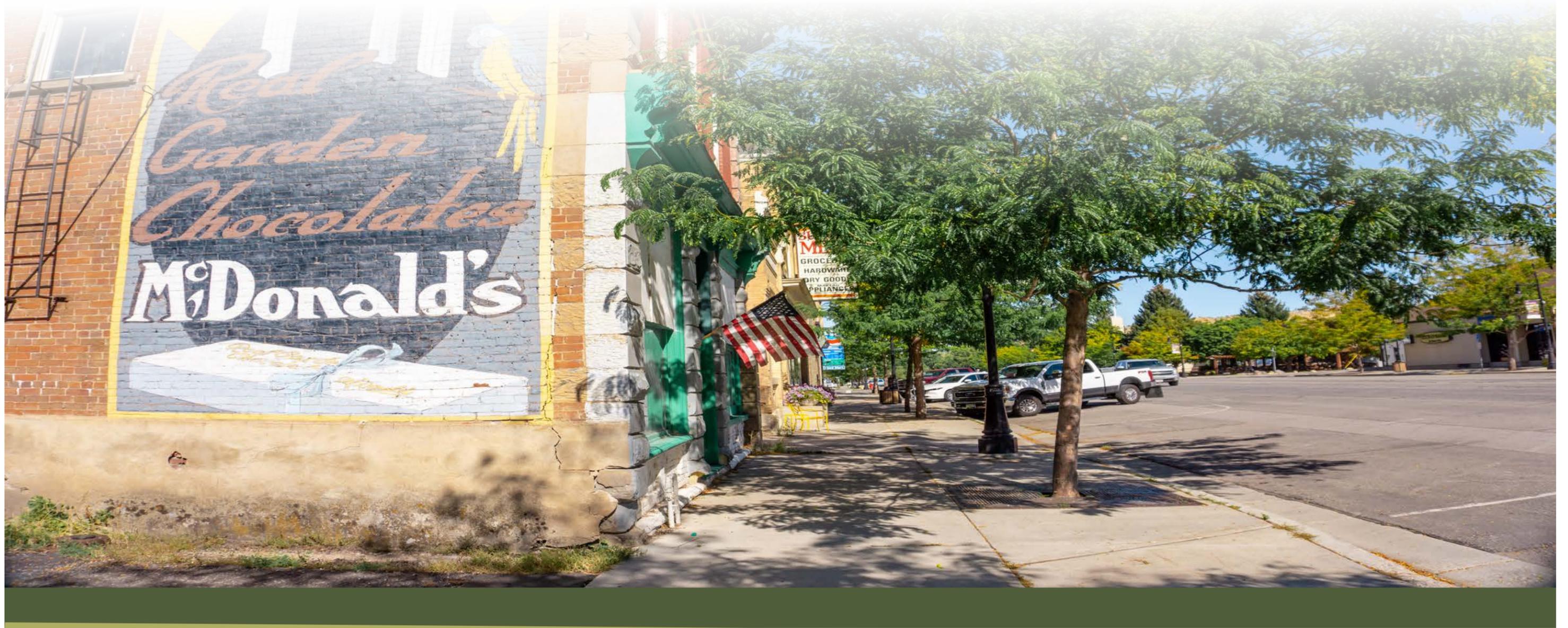




04

Summit County's Next Steps

Implementing the Community Vision



TURNING THE VISION INTO REALITY

The *Vision Plan* describes strategies that affect different departments and partners in the County. These strategies range from policy to regulatory tools that will put the Vision into action. Visualizing how the Vision could influence land use can be helpful in conceptualizing what Summit County could look like in 10 to 20 years.

This section of the Plan ties the objectives, strategies, and priorities together. *Our Summit Vision* is represented in the vision map and strategies that can inch the County closer to upholding the Vision can be found in the menu of strategies section.

Our Summit is a starting point. The community has defined their values and vision for the future of Summit County. Summit County should move forward in implementing the actions outlined in the Plan, build upon the community engagement to maintain support and involvement, collaborate as a unified entity by identifying and working with key stakeholders, and initiate comprehensive planning projects that align policies to the Vision.

It is important to remember that community visioning is an ongoing and iterative process. The County must revisit and update the plan based on feedback, changing community needs, and evolving circumstances. Ongoing community engagement is key to ensuring that the Vision remains relevant and continually serves the best interests of the Community.

Vision Map

CLUSTER DEVELOPMENT

- Clustered housing areas may include small-lot single-family homes, townhouses, and cottage developments oriented closer together to preserve surrounding land for community benefit such as open space, community gathering areas, recreation, and more.

CONSERVED OPEN SPACE

- Open space would be preserved primarily for habitat or viewsheds, and may also serve the public benefit such as recreation for public benefit such as recreation.

COMMERCIAL CENTER

- The commercial center includes restaurants, shops, offices, recreational facilities, and community gathering areas.

RURAL RESIDENTIAL

- Rural residential areas encompass larger lot residential which can contribute to the rural feel of Summit County and preserves open space.
- Larger lot residential preserves open space for private use rather than public use.

WILDLIFE CORRIDOR

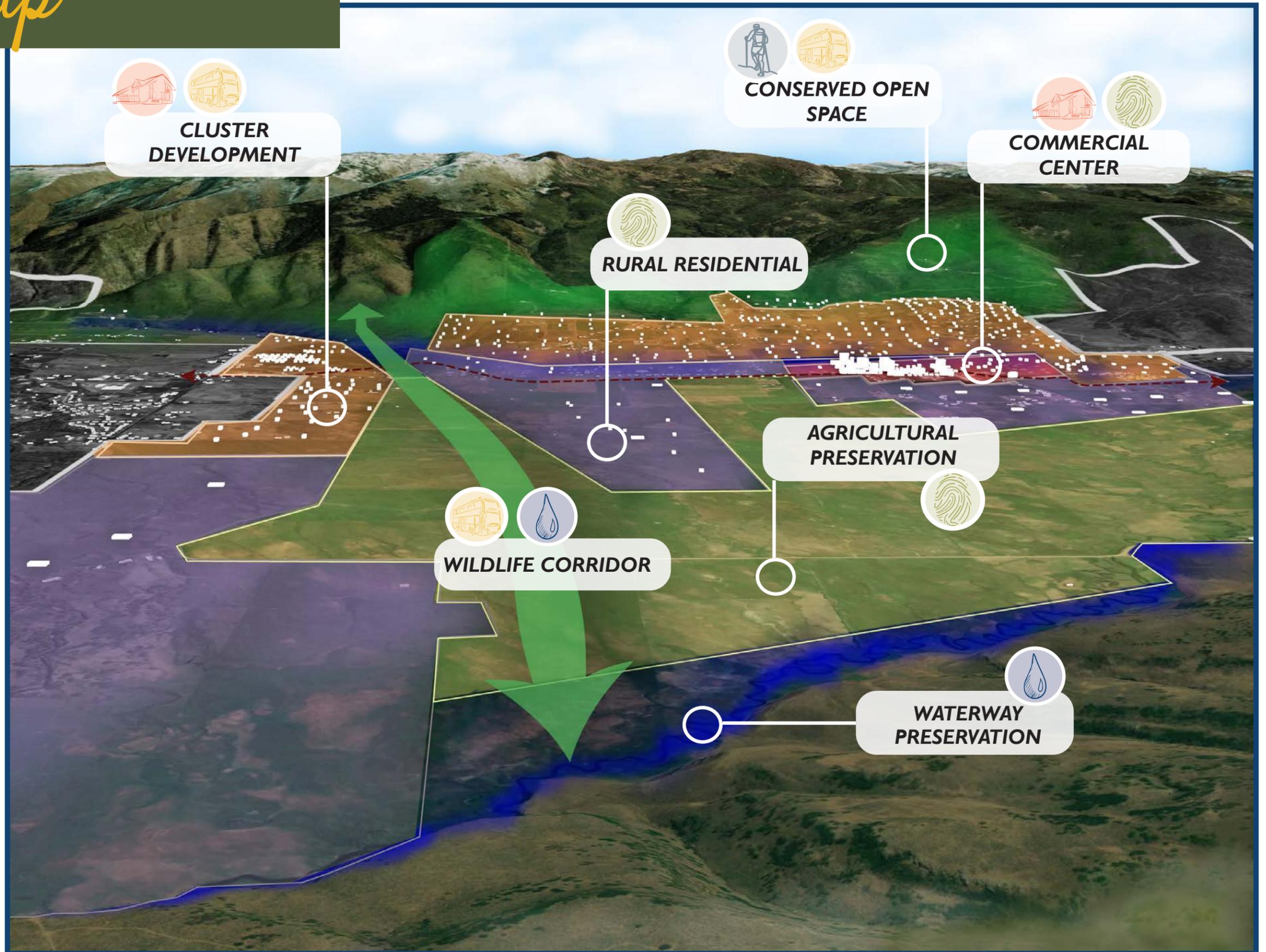
- Wildlife corridors provide dedicated areas for wildlife movement and migration. The width of the corridor and buffer zones will be dependent on wildlife species.

WATERWAY PRESERVATION

- Dedicated buffers along critical waterways direct development away from the waterway, floodplains, or wetlands. This development pattern can preserve water quality and mitigate impacts due to flooding.

AGRICULTURAL PRESERVATION

- Preservation of agricultural lands preserves the rural feel and upholds the history and heritage of the County. Limited development may be appropriate within these areas.



Menu of Strategies

This menu serves as guidance to develop metrics and indicators to help the County gauge its current position, identify areas of strength, and pinpoint areas that require attention. Regularly revisiting and reassessing these indicators is imperative to successful implementation of the Community Vision. This iterative process of evaluation and adjustment is key to continuous growth and ensuring that progress is not just a momentary achievement but a sustained and sustainable trajectory towards success.

County departments should identify relevant strategies and prioritize them for future work plans. The “star” icon identifies potential immediate strategies, however, all strategies in this Plan were identified as being important for consideration.

Key Terms:

- CC: County Council
- OSAC: Open Space Advisory Committee
- PC: Planning Commission
- Econ Dev.: Economic Development
- Com Dev.: Community Development
- PW: Public Works
- CLNR: County Lands and Natural Resources
- HVT: High Valley Transit
- SCF: Summit County Fire Department
- Sustainability Department

Priority Strategy



Housing

	Responsibility and Partners	MANAGE NATURAL RESOURCES	PROMOTE HEALTHY LIVING	PRESERVE UNIQUE IDENTITIES	CREATE INCLUSIVE COMMUNITIES	GROW RESPONSIBLY
Identify areas for clustered development in order to preserve open space and provide housing options.	CC, Com Dev., CLNR, PC					
Implement a cluster development zoning district or overlay designation.	Com Dev., CLNR, PC, Transportation					
Establish a Regional Housing Authority.	CC, Econ Dev					
Develop a housing program that encourages vacant homes or those currently being used for short-term rentals to be subsidized if occupied by long-term renters.	Econ Dev, CC, PC, Com Dev.					
Initiate a Housing Needs Assessment and establish benchmarks for affordable housing development.	Econ Dev., CC, Com Dev.					
Implement a menu of development incentives to encourage affordable and attainable housing (e.g., expedited review process).	Com Dev., PC, CC					

Open Space

Identify areas for clustered development in order to preserve open space and provide housing options.	CLNR, Com Dev., CC, PC, OSAC					
Identify areas for open space preservation.	CLNR, Com Dev., CC, PC, OSAC					
Develop an Open Space Preservation Master Plan that identifies priority lands within the County to preserve and protect.	CLNR, Com Dev.					
Continue prioritizing and funding the County Lands and Natural Resources Department.	CC					



Responsibility and Partners

Natural Environment

<p> Create wildlife/habitat corridors to protect wildlife and the natural environment and to promote community character.</p>	CLNR, Com Dev., CC, PC	MANAGE NATURAL RESOURCES	PROMOTE HEALTHY LIVING	PRESERVE UNIQUE IDENTITIES	CREATE INCLUSIVE COMMUNITIES	GROW RESPONSIBLY
<p>Support invasive species efforts and education.</p>	CC, PW	MANAGE NATURAL RESOURCES	PROMOTE HEALTHY LIVING	PRESERVE UNIQUE IDENTITIES	CREATE INCLUSIVE COMMUNITIES	GROW RESPONSIBLY

Sustainability

<p> Initiate a Utility Management Plan to better understand capacity and services.</p>	PW, CC	MANAGE NATURAL RESOURCES	PROMOTE HEALTHY LIVING	PRESERVE UNIQUE IDENTITIES	CREATE INCLUSIVE COMMUNITIES	GROW RESPONSIBLY
<p> Implement a stretch code to encourage and incentivize sustainable building and development practices (i.e. building and site design). Including retrofitting existing buildings to reach sustainability goals alongside new development.</p>	Sustainability (Health Dept), Com Dev	MANAGE NATURAL RESOURCES	PROMOTE HEALTHY LIVING	PRESERVE UNIQUE IDENTITIES	CREATE INCLUSIVE COMMUNITIES	GROW RESPONSIBLY
<p>Implement flexibility in the land use code to encourage and incentivize development of renewable energies (e.g. solar, wind, etc.).</p>	CC, PC, Com Dev, Sustainability (Health Dept)	MANAGE NATURAL RESOURCES	PROMOTE HEALTHY LIVING	PRESERVE UNIQUE IDENTITIES	CREATE INCLUSIVE COMMUNITIES	GROW RESPONSIBLY

Recreation

<p> Continue to support and implement the SR-32 Pathway and build connections to and from.</p>	Transportation, CC	MANAGE NATURAL RESOURCES	PROMOTE HEALTHY LIVING	PRESERVE UNIQUE IDENTITIES	CREATE INCLUSIVE COMMUNITIES	GROW RESPONSIBLY
<p> Measure progress on current and proposed initiatives as described in the Active Transportation Plan.</p>	Transportation, CC	MANAGE NATURAL RESOURCES	PROMOTE HEALTHY LIVING	PRESERVE UNIQUE IDENTITIES	CREATE INCLUSIVE COMMUNITIES	GROW RESPONSIBLY
<p>Support indoor recreational opportunities.</p>	CC	MANAGE NATURAL RESOURCES	PROMOTE HEALTHY LIVING	PRESERVE UNIQUE IDENTITIES	CREATE INCLUSIVE COMMUNITIES	GROW RESPONSIBLY
<p>Evaluate recreational services and needs in Eastern Summit County and explore the feasibility of creating a recreational district for South Summit Area.</p>	CLNR, Special Service District, CC	MANAGE NATURAL RESOURCES	PROMOTE HEALTHY LIVING	PRESERVE UNIQUE IDENTITIES	CREATE INCLUSIVE COMMUNITIES	GROW RESPONSIBLY
<p>Countywide management of open space and recreation (including indoor and outdoor recreation facilities).</p>	CLNR, CC	MANAGE NATURAL RESOURCES	PROMOTE HEALTHY LIVING	PRESERVE UNIQUE IDENTITIES	CREATE INCLUSIVE COMMUNITIES	GROW RESPONSIBLY



Responsibility and Partners

Infrastructure and the Built Environment

<p>Explore the potential of regional transportation connections, specifically between community centers like Kimball Junction, Coalville, and Kamas Valley.</p>	HVT, Transportation, CC, Com Dev.						
<p>Continue to support and implement the SR-32 Pathway and build connections to and from.</p>	Transportation, CC						
<p>Measure progress on current and proposed initiatives as described in the Active Transportation Plan.</p>	Transportation, Com Dev.						
<p>Improve current road conditions (fixing potholes, sidewalk safety) to reach multi-modal transportation options.</p>	PW, Transportation						
<p>Revisit the current land use and development codes by evaluating site requirements, building footprints, density, and more to create predictability in the built environment.</p>	Comm Dev, Sustainability (Health Dept), PW						
<p>Evaluate utility needs in each district area (fiber-optic, sewage, feasibility of infrastructure expansion, etc.).</p>	PW, CC, Comm Dev.						

Emergency Services

<p>Provide support to emergency services (fire, EMS, Sheriff, etc.).</p>	CC, SCFD, Public Safety						
<p>Improve and expand evacuation and resiliency planning and education.</p>	CC, Com Dev., Emergency Management						

Economic Vitality

<p>Analyze gaps in services such as healthcare, senior assistance and childcare in Summit County, including level of service, access, and distribution throughout the County.</p>	Economic Dev., Com Dev., PC, CC, Health Dept						
<p>Conduct an economic assessment of trends and market analysis as a part of a general plan process to inform decision-making and priorities.</p>	CC, Econ Dev., Com Dev.						



Responsibility and Partners

MANAGE NATURAL RESOURCES **PROMOTE HEALTHY LIVING** **PRESERVE UNIQUE IDENTITIES** **CREATE INCLUSIVE COMMUNITIES** **GROW RESPONSIBLY**

Community Character

<p> Identify and preserve spaces for essential services for families (childcare, safe routes to school, etc.) throughout the County.</p>	<p>Econ Dev., Com Dev., PC, CC, Transportation</p>					
<p>Encourage the creation of community/town centers where local businesses can thrive, including restoring storefronts, initiating placemaking, and better utilize existing spaces.</p>	<p>CC, PC, Transportation, Com Dev.</p>					
<p>Promote and incentivize more community-centered activities such as community events, farmers markets, etc.</p>	<p>Special Events, Com Dev.</p>					
<p> Encourage pop-up markets/stores at County events for local businesses.</p>	<p>Econ Dev.</p>					
<p>Incentivize local business owners to enhance and/or expand through expedited building review, Certificate of Occupancy, etc.</p>	<p>Econ Dev., PC, CC, Com Dev.</p>					
<p>Analyze gaps in services such as healthcare, senior assistance and childcare in Summit County, including level of service, access, and distribution throughout the County.</p>	<p>Econ Dev., Health Department, Com Dev., CC</p>					
<p>Establish a County representative to focus on building relationships with the community (i.e. a community liaison).</p>	<p>CC</p>					
<p>Identify buildings and structures around the County that may be eligible for rehabilitation tax credits (e.g., historic structures, or structures built in the early 1900s).</p>	<p>Summit County Heritage and Landmark Commission, CC</p>					

Other Strategies

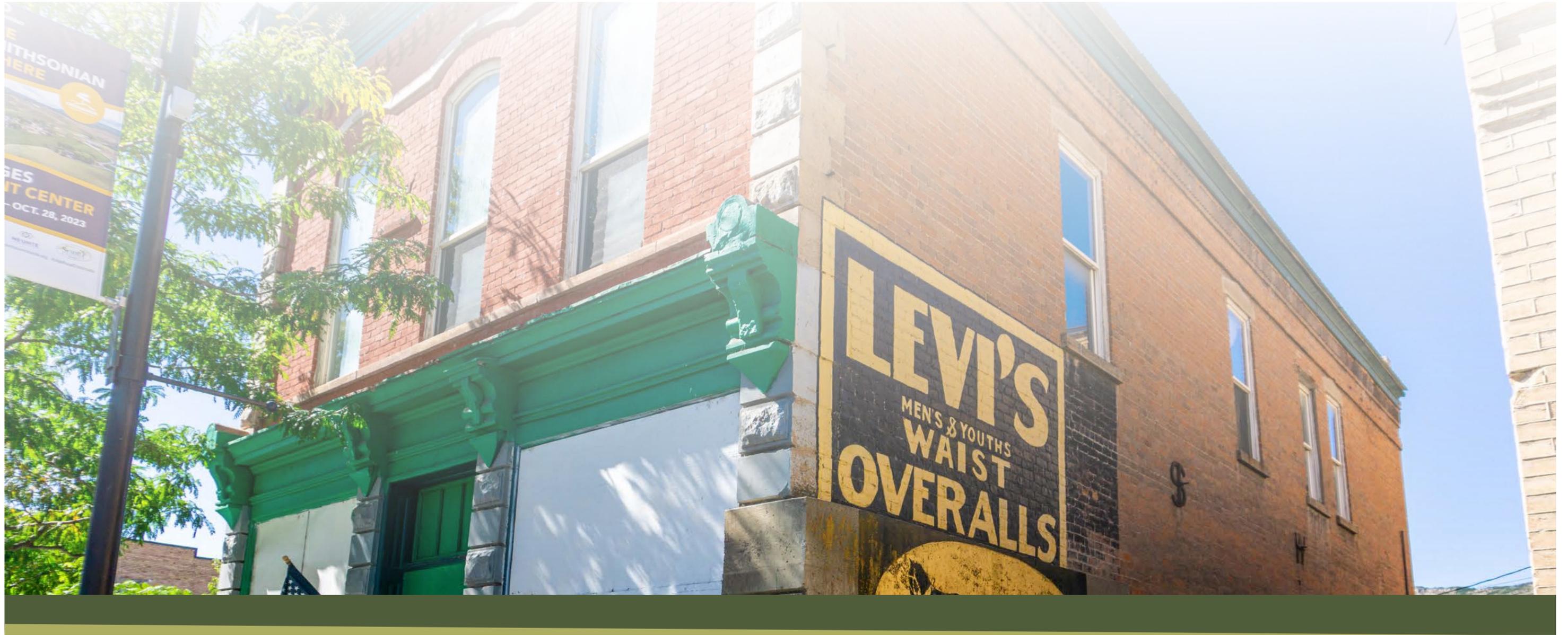
<p> Update the Summit County General Plans and Future Land Use Maps.</p>	<p>All Departments</p>					
<p> Explore creating small area plans that focus on specific areas throughout the County (East and West).</p>	<p>All Departments</p>					



05

Appendix





INPUT BY COMMUNITY

Our Summit tracked responses by community throughout the entire visioning process. The responses were aggregated from neighborhood to districts that align with the Summit County School District boundaries: North Summit, South Summit, and Park City.

Planning in Summit County may need to look a bit different than before. The amount of engagement from across the County identified the need for a new outlook at how each community within Summit County should grow. Understanding the needs of each individual community can help the County make decisions regarding process, policy, and regulation on a regional and local scale. The following is a high-level breakdown of what each district area said throughout the Our Summit Visioning process.

This breakdown highlights the top values and potential improvements for each community area varied based on initial feedback and ideas from those who live in each community area. Please note that not every area had the same choices to choose from. For a full summary of the questions asked during the engagement process, please see the Phase Summaries and attached questionnaires.



Our Summit Vision in North Summit

Communities within North Summit

- Wanship
- Henefer
- Echo
- Coalville
- Hoytsville
- Tollgate
- Rockport



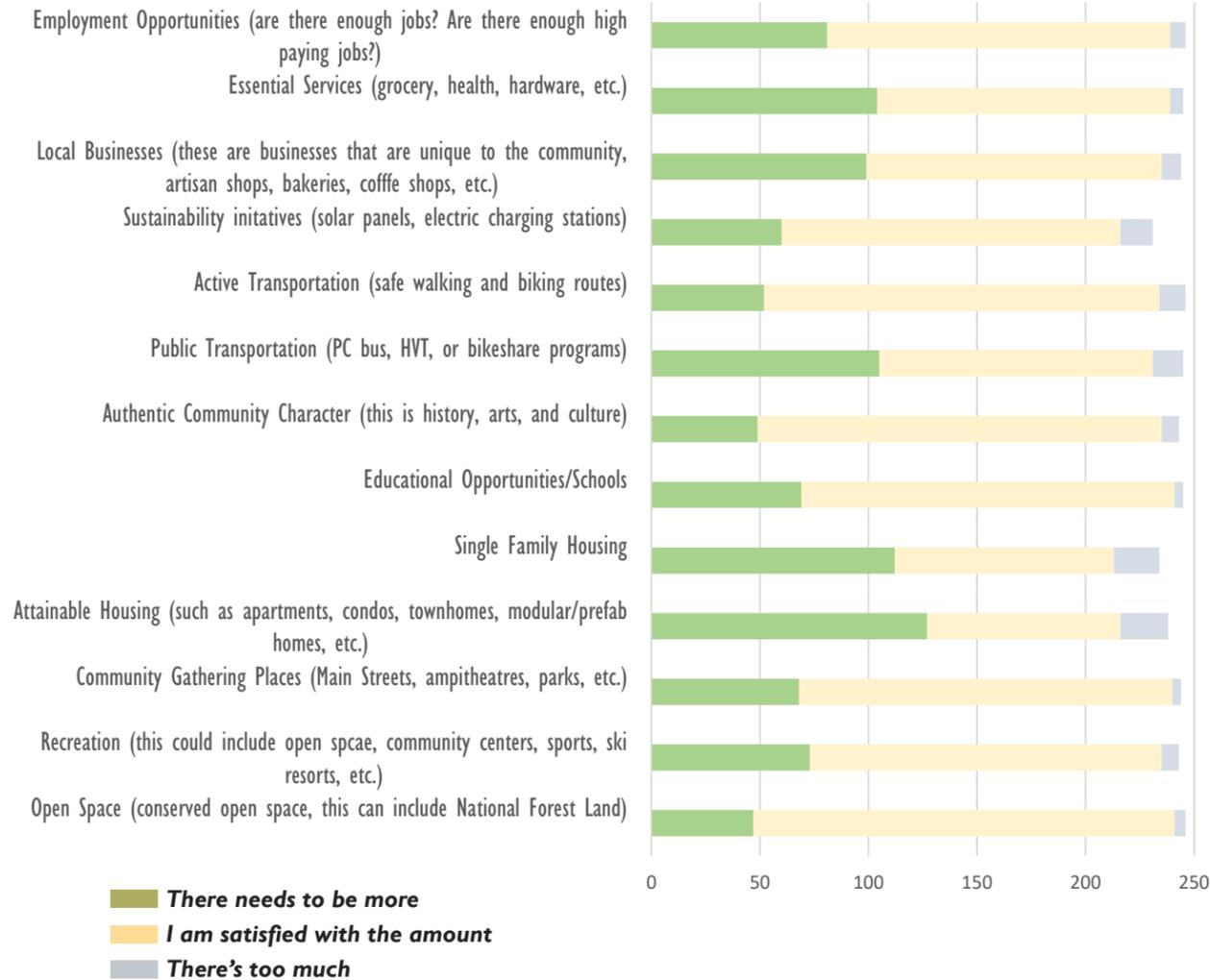
TOP THREE IMPROVEMENTS

1. Local retail (such as grocery stores, pharmacies)
2. Elements that promote community character (such as Main Streets, landscaping, open space, agricultural preservation)
3. Housing options (such as low-income, affordable, senior living)

TOP THREE VALUES

1. Open Space
2. The Community Character (Rural Character)
3. Access to Trails and Recreation

Is Summit County meeting your needs as a member of this community?



Our Summit Vision in North Summit Communities

TOP THREE VALUES

Wanship	<ol style="list-style-type: none"> 1. The Rural Character/Community Character 2. Open Space 3. The Community
Greater Coalville	<ol style="list-style-type: none"> 1. Open Space 2. Rural Character/Community Character 3. The Community
Hoytsville	<ol style="list-style-type: none"> 1. Open Space 1. Rural Character/Community Character 2. Local retail (such as grocery stores, pharmacies)
Henefer & Echo	<ol style="list-style-type: none"> 1. Rural Character/Community Character 2. Open Space 3. The Community

BIG IDEAS

- Identify areas for clustered development in order to preserve open space and provide housing options.
- Identify buildings and structures that may be eligible for tax credit for rehabilitation around Wanship (e.g. historic structures, or structure built in the early 1900s)
- Promote and incentivize more community-centered activities such as community events, farmers markets, etc.
- Identify areas for open space preservation, as well as areas for wildlife corridors and habitat buffers

TOP THREE IMPROVEMENTS

Wanship	1.	Elements that promote community character (such as Main Streets, landscaping, open space, agricultural preservation)
	2.	Local retail (such as grocery stores, pharmacies)
	3.	Transportation connections (such as pedestrian, bike, public transit, senior options)
Greater Coalville	1.	Housing options (such as low-income, affordable, senior living)
	2.	Transportation connections (such as pedestrian, bike, public transit, senior options)
	3.	Elements that promote community character (such as Main Streets, landscaping, open space, agricultural preservation)
Hoytsville	1.	Transportation connections (such as pedestrian, bike, public transit, senior options)
	1.	Elements that promote community character (such as Main Streets, landscaping, open space, agricultural preservation)
Henefer and Echo	2.	Local retail (such as grocery stores, pharmacies)
	1.	Housing options (such as low-income, affordable, senior living)
Henefer and Echo	1.	Elements that promote community character (such as Main Streets, landscaping, open space, agricultural preservation)
	3.	Local retail (such as grocery stores, pharmacies)

* Same response rate (tied)



Our Summit Vision in South Summit

Communities within South Summit

- Woodland
- Francis
- Kamas
- Oakley
- Peoa



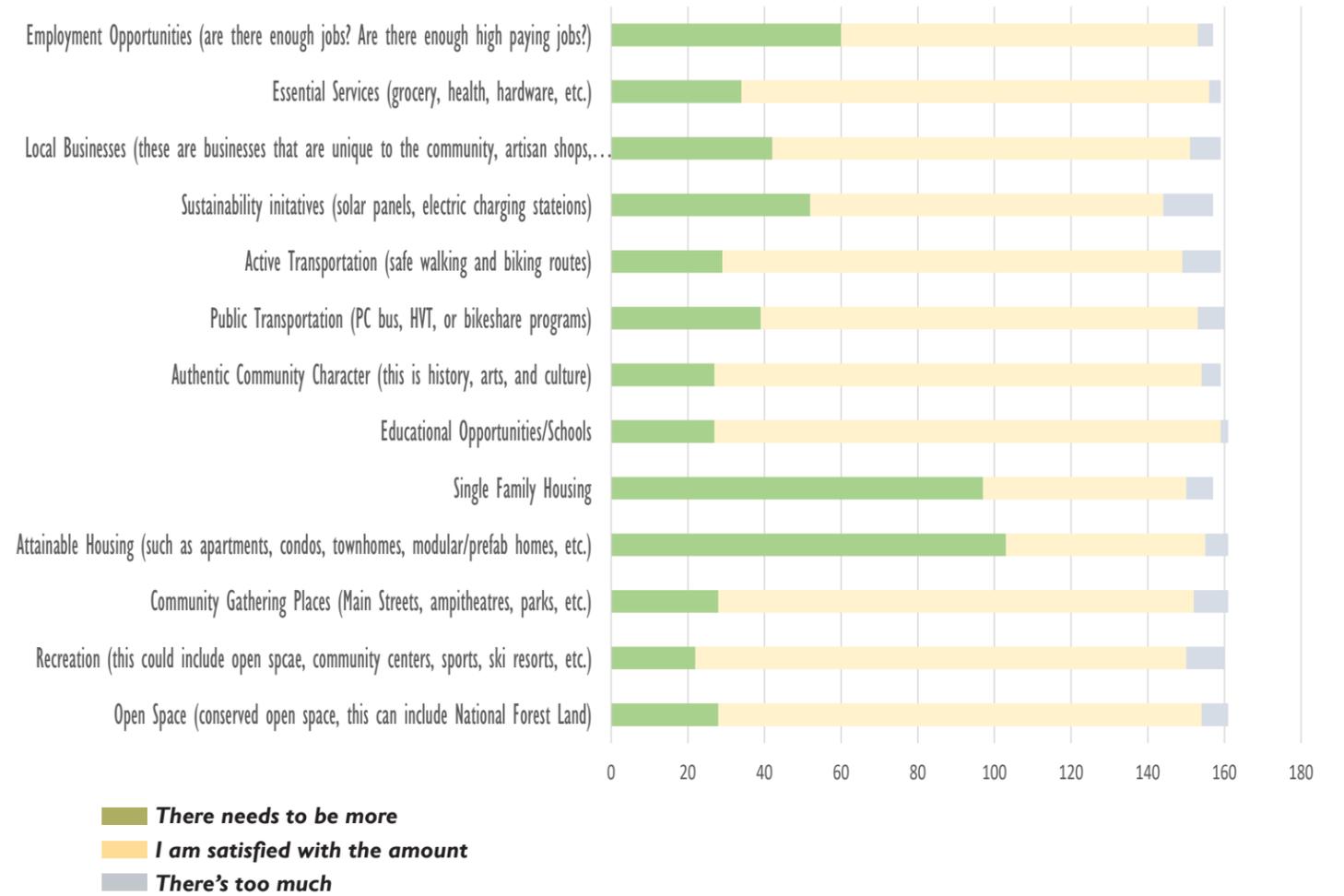
TOP THREE IMPROVEMENTS

- 1. Elements that promote community character (such as Main Streets, landscaping, open space, agricultural preservation)**
- 2. Housing options (such as low-income, affordable, senior living)**
- 3. Transportation connections (such as pedestrian, bike, public transit, senior options)**

TOP THREE VALUES

- 1. Open Space**
- 2. Community Character (Rural Character)**
- 3. Access to Trails and Recreation**

Is Summit County meeting your needs as a member of this community?



Our Summit Vision in South Summit Communities

TOP THREE VALUES

Kamas	<ol style="list-style-type: none"> 1. Open Space 2. Access to Trails and Recreation 3. Rural Character/Community Character
Francis/Woodland	<ol style="list-style-type: none"> 1. Open Space 2. Rural Character/Community Character 3. Access to Trails and Recreation
Oakley/Peoa	<ol style="list-style-type: none"> 1. Open Space 2. Rural Character/Community Character 3. Access to Trails and Recreation

BIG IDEAS

- *Create wildlife/habitat corridors to protect wildlife and the natural environment.*
- *Identify areas for cluster development to preserve open space and provide housing.*
- *Continue to support and implement the SR-32 Pathway and build connections from it.*

TOP THREE IMPROVEMENTS

Kamas	1.	<i>Elements that promote community character (such as Main Streets, landscaping, open space, agricultural preservation)</i>
	2.	<i>Housing options (such as low-income, affordable, senior living)</i>
	3.	<i>Transportation connections (such as pedestrian, bike, public transit, senior options)</i>
Francis/Woodland	1.	<i>Housing options (such as low-income, affordable, senior living)</i> <i>Elements that promote community character (such as Main Streets, landscaping, open space, agricultural preservation)</i>
	2.	<i>Transportation connections (such as pedestrian, bike, public transit, senior options)</i>
Oakley/Peoa	1.	<i>Elements that promote community character (such as Main Streets, landscaping, open space, agricultural preservation)</i>
	2.	<i>Housing options (such as low-income, affordable, senior living)</i>
	3.	<i>Transportation connections (such as pedestrian, bike, public transit, senior options)</i>



Our Summit Vision in Snyderville Basin/Park City

Communities within Snyderville Basin/Park City

- Park City
- Summit Park
- Pinebrook
- Jeremy Ranch
- Silver Summit
- Promontory
- Silver Creek
- Snyderville Basin



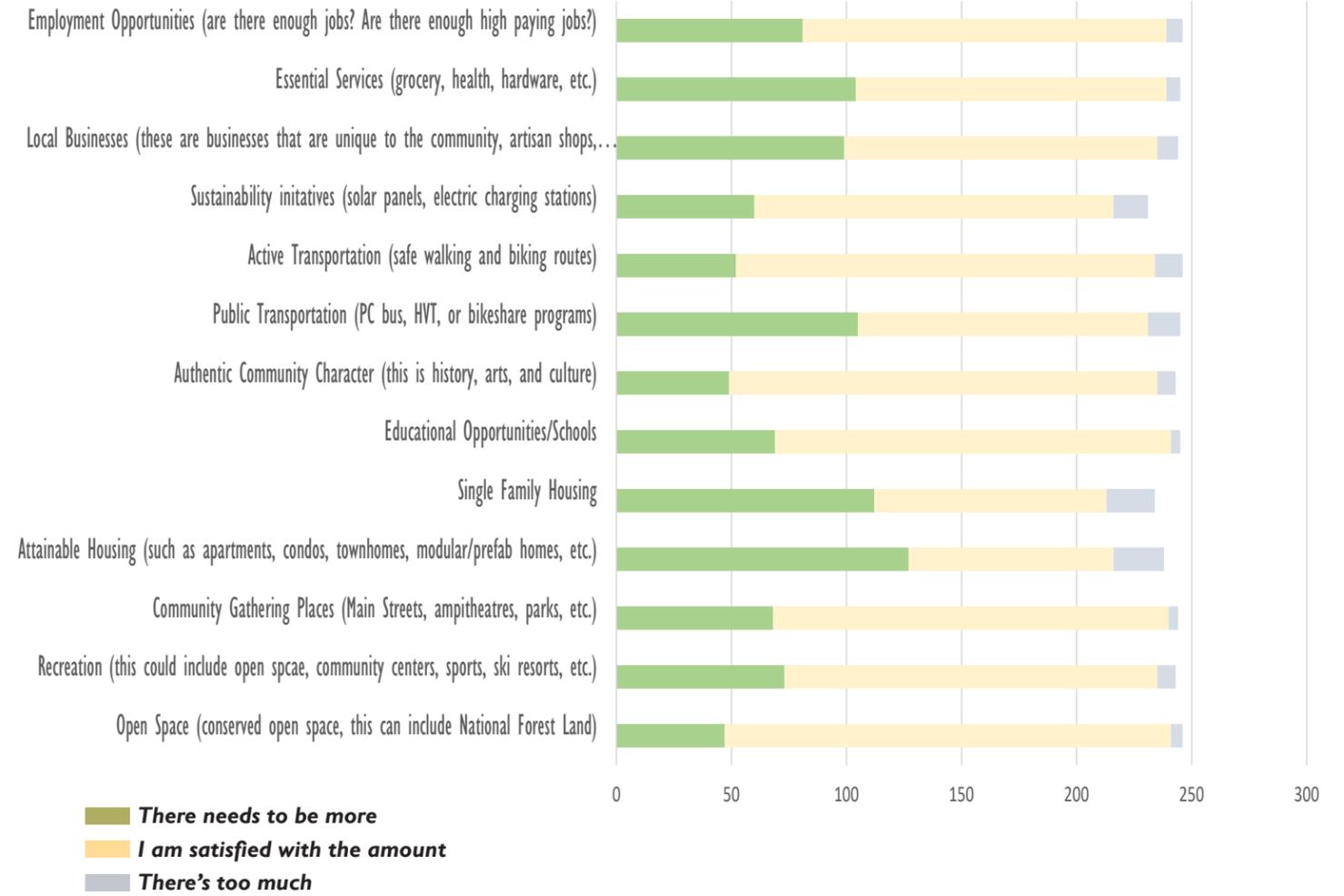
TOP THREE IMPROVEMENTS

- 1. Transportation connections (such as pedestrian, bike, public transit, senior options)**
- 2. Housing options (such as low-income, affordable, senior living)**
- 3. Elements that promote community character (such as Main Streets, landscaping, open space, agricultural preservation)**

TOP THREE VALUES

- 1. Access to Trails and recreation**
- 2. Open Space**
- 3. Community Character (Small Town Feel)**

Is Summit County meeting your needs as a member of this community?



Our Summit Vision in Snyderville Basin/Park City

TOP THREE VALUES

Park City	<ol style="list-style-type: none"> 1. Access to Trails and Recreation 2. Open Space 3. Rural Character/Community Character
Snyderville Basin/Pinebrook/Summit Park	<ol style="list-style-type: none"> 1. Access to Trails and Recreation 2. Open Space 3. Rural Character/Community Character
Silver Summit/Silver Creek/Promontory	<ol style="list-style-type: none"> 1. Open Space 2. Access to Trails and Recreation 3. Rural Character/Community Character

BIG IDEAS

- Increase transit frequency, route lines, including bus only lanes to incentivize ridership.
- Develop a housing program that encourages vacant homes to be subsidized if occupied by long-term renters.
- Identify wildlife corridors and incorporate into TDR program.

TOP THREE IMPROVEMENTS

Park City	1.	Housing options (such as low-income, affordable, senior living)
	2.	Transportation connections (such as pedestrian, bike, public transit, senior options)
	3.	Elements that promote community character (such as Main Streets, landscaping, open space, agricultural preservation)
Snyderville Basin/Pinebrook/Summit Park	1.	Transportation connections (such as pedestrian, bike, public transit, senior options)
	2.	Housing options (such as low-income, affordable, senior living)
	3.	Elements that promote community character (such as Main Streets, landscaping, open space, agricultural preservation)
Silver Summit/Silver Creek/Promontory	1.	Transportation connections (such as pedestrian, bike, public transit, senior options)
	2.	Elements that promote community character (such as Main Streets, landscaping, open space, agricultural preservation)
	2.	Housing options (such as low-income, affordable, senior living)

