



## City Tour Observations

**Las Vegas, Nevada and Brian Head, Utah  
September 5-9, 2012**



*Notes gleaned from our City Tour debrief session on Sunday, September 9, 2012. Please use the information in your leadership and community roles, and share this document with anyone you feel might benefit from its contents. Thank you for your active participation in this year's City Tour, and for your observations, wisdom and creative suggestions!*

**What are some issues observed in our host communities that are also issues for Park City? Summit County? How are the host towns addressing them? What issues did we observe that, if we are not proactive, might become issues for us in the future?**

- Brian Head struggles with:
  - Decline in skier days and population. Contentious relationship with resort employer.
  - Second home taxes is the base for their revenue Skier days had fallen from 50% Not remaining competitive If we do not remain competitive what will happen?
  - Lack of age diversity
  - Keeping visitors around
  - Maintaining good relationship with major resorts
  - Age diversity—keeping youth
  - Affordable housing
  - Getting county businesses in the city
- We are at risk of establishing an older population base. Must welcome and support youthful age group.
- Job availability
  - Need consistent source of jobs during mud season
  - Variety of jobs to keep young people employed
  - Workforce wages. If we want to build community it means offering well-paying jobs so people can live and work here.
  - Not quantity of jobs but quality of jobs
  - Sustainable year-round economic employment for young people
- Affordable housing
  - Worker housing
  - Park City only has so much space, so the ability to build affordable housing is limited. Summit County does have space, but developing it creates sprawl. Can this be managed? Market and consumer preference will manage the housing use.
  - Need communal spaces
- Focus on single industry needs to give way to diverse business development
  - Need for diversity in economy
  - PC needs to diversify from tourism, dependence on tourism as revenue stream
  - Economic development should focus on the community – not business that is climate dependent.
  - Focus on youth and maintaining excitement
  - Seasonality of economy/business

- Economic development and diversification—more industries.
- Diversity in revenue sources: Las Vegas gambling compares to Park City skiing
- What do we want to be in the off season/ summer?
- Recreation or tech summit, economic development
- Relaxed zoning. Easy for new business to come, vs. too many changes in zoning.
- No convention center in PC. Some properties pursue convention business, but are limited to the capacity to 500.
- Attitude of “Close the door behind you” vs. “Open the door to business”
- Las Vegas is trying to diversify
- 70 percent of Vegas revenue is now coming from non-gaming activities (dining, shows, shopping, events)
- Smith Center and surrounding infrastructure expands offerings. Eccles Center?
- PC- Movie studio: provides jobs and revenues. Doesn’t bring in many new residents.
- Add diverse and complementary businesses and industries to the mix
- Risk vs. reward
- Commercial real estate
- Need for business development center
- We are tourism-centric. Seek diversity. Spring/fall events and activities.
- Las Vegas and Park City focused on one central business and everything revolves around that. Skiing - Park City. Vegas – gambling. Vegas is trying to diversify.
- Zappos founder incubating businesses not just for the tourist industry .
- Symphony Park, the brain center, and a sports team bring different crowds of people to town.
- We need to loosen the process – expediting business development. Park City is difficult due to the “nimby” attitude.
- We can grow, and some obstacles can be removed, but we want to plan it carefully.
- Park City does not demonstrate urgency (like Vegas) in seeking business development and diversification.
- Off-season tourism events
- Ongoing business growth
- Monitoring skier days
- Remain competitive. Know what’s going on with competitors. Monitor this.
- Tech center
- Value of the dollar spent. You don't just go to Park City to ski. Diverse experience: the arts and culture, events, shopping. What would happen if Tanger could not expand or changes?

- There are multi generational people visiting in groups. We need to make sure we alternate activities for the growing baby boomer growth.
- Addressing division in community
  - Main Street vs. Redstone
  - Locals vs. visitors
  - Rich vs. poor
  - City vs. County
- Redevelopment
  - Vegas is repurposing buildings
  - Decaying infrastructure.
  - Need for private partner
  - Zappos founder investing in downtown redevelopment and support of small support businesses
  - Revitalization of areas
    - Relationship between downtown and “The Strip”
    - Creative uses for land
    - “First Friday” event—bringing younger people out
    - Permits for businesses to inject growth
  - Streamline the planning and governmental processes, permitting, lengthy reviews by planning, building, legal, historic district to shorten delays
  - City and County, government entities to understand they are in the business to SERVE CUSTOMERS.
  - Cooperative planning between the agencies. If we plan in the right direction to have a heart and center of a community. The sprawl in Vegas-- the sprawl appears to be a wasteful community with cars. What are the goals of each generation? The market provides that. There is a new generation that isn't highlighting the large house and long commute. People are looking for consolidated living. Are the codes set to allow promotion of new developments? Are the infrastructure improvements there? You can bankrupt yourself for not planning what is the cost for serving those uses. Employees, fire. The infrastructure for that needs to occur before the development.
  - The land was given to the performing arts building - Smith Center. The city decided what they wanted to see and then gave the land to help make it happen. City was working proactive. Was willing to give something to get something. The partnership with the developer for them to have a piece of the land, make sure it is done right. A give today is a huge get in the future.
  - Is the Smith Center the best return for the size of investment? It is not always best to sink a large amount money into the arts center. Was it done to attract the locals or new people to move to Vegas? Does it enhance the Vegas experience? It promotes the cleaner image. Parallel is the revamping the

Kimball Art Center. The community supports the idea to expand the Kimball usage, but the “how” is the controversy.

- The Smith Center is not a 9 to 5 use in the district. The brain center is an architectural draw for a business, but next to a furniture mart that has a four week per year use. Do we need to spend that amount of money for that type of improvement? The architectural element could be the multicultural multigenerational draw. There is also now pedestrian connection to the area in Vegas.
- The connections need to be planned prior to the development. Sidewalks in areas are now back filled. Redevelopments should not be disconnected. The public realm needs to be put in place first. The buildout in Vegas seems piecemealed. Is it worth the give and get to get the sidewalks in first? Walkability, public art and setbacks. Plan for the feel and look prior to the start of construction. Does the County have enough staff in place to be proactive instead of reactionary? In real estate, the natural redevelopment will take place.
- Who is on staff in the City and County? Separate staff for the Vegas redevelopment agency. What we do not have is separate focus on the areas and how much is coordinated with the need for increased services. The percentage of developable land does not change, so is the tax base not changing?
- All the existing infrastructure is decaying. How can we upgrade and focus on redevelopment without looking at these issues?
- Redevelopment agencies need to partner and leverage with long term development partners. As soon as you open something you need to start planning for how to replace it. It will keep us competitive in the tourism market. Flowers Main Street may not have a dollar for dollar direct return, but it enhances the area. Replacement of banners - it is good that it appears that the Olympics ended yesterday.
- Branding
  - The Strip is not in Las Vegas, but in the County (actually in Paradise, NV)
  - Addressing assumption that the Strip is Las Vegas
  - Branding- City Council and mayor all singing the same song. Cohesive.
  - Development of Fremont Street, which is in city of Las Vegas
  - Regional branding
  - Park City needs to include Kimball Junction and Snyderville Basin in branding. Identify strengths of each.
  - Downtown/strip = Park City/ Junction
  - Downtown/Main Street vs. Junction (annexation, conflict, competition)
  - Reduction of draw to Main Street
  - Protecting the PC brand
  - Incentivizing people to come

- Two separate area - county versus city. Newpark vs. Main Street. Areas syphoning business from each other. Downtown Las Vegas is now being more aggressive. Complimentary versus competitive. Each district needs to identify their attractions and focus. How can you compete without being competitive? Newpark is family oriented, different. Groups and leaders need to work together to dispel the myths. May help if the two organizations work together to dispel community myths.
  - Reduction of duplication of services
  - Sustainability
    - Water conservation
    - Population growth and natural resources
    - Electricity and use of solar energy
    - Parking and walkability- make user-friendly. Educate value to citizens.
    - Traffic/Parking
    - Green and LEED
    - Building/landscaping incentives
      - Minimizing/ eliminating lawns
      - Plant native plants
      - Responsible growth
        - LEED-certified buildings
        - Environmental impact on the landscape
        - Complimentary architecture growing from the landscape, rather than “assaulting” the landscape
        - Good view shed law; what kind of visual impact will the building have? How will the building impact a neighbor, especially the view? Require a height marker to be viewed by neighbors. Will it shut off views impacting the value of your neighbors’ property and/or enjoyment of their property?
  - There was a 10-year property tax abatement for environmental improvements. Not legally allowed. Can we afford to abate or can we afford not to?
  - Water
    - Landscape incentives come with residential conservation easement
    - Program to eliminate lawns
    - Payment to remove lawn
    - Storage and exchange of water rights
    - Collaboration between water authorities
    - ‘Gray water” not for the masses
- Issues and dynamics between City and County

- Strip vs. City, Parowan vs. Brian Head
- Not much collaboration
- Annexation issues
- Planning and growth
- Reinforce County and City growth collaboration
- County business into City instead of junction
- Regional cooperation
- Disconnect between Western County Commission
- Loss of identity as an historic town if overgrowth continues around the county
- Opportunities for greater regionalization
- Public/private partnerships (such as Bonanza Park)
- Responsibility is government/Chamber/ Non-profits
- Communication, social events to bring together
- City/County invisible divide. Bridge, dispel myths.
  
- Two separate governments. City is focused on Main Street. What about our “invisible border?” How can we engage that? We need to be together, moving forward. The sum of the parts is better than each part individually in Vegas.
- The majority of tourists do not know the boundary exists. Park City is sold together. Vegas did not set a vision of a good working relationship.
- Disconnect between County Commission and County Council
- Loss of identity. Overbuilding in unincorporated County → effect on City identity
- Opportunities for regionalization and planning
  - Cooperation, long term planning
- Recognition of mutual dependence
  
- Annexation
  - We live like a town of 35,000, but claim 7,300 residents.
  - Disconnect between Junction and PC. Snyderville residents don’t have representation.
  
- Planning and growth
  - Second homeowners contribute to city
  - Community conversation needed re need for natural boundaries vs. engineered boundaries.
  - Parking and walkability
  - Downtown and outlying issues
  - Don’t Kill the Golden Goose
  - Building for the future
  - Old Vegas—didn’t have an eye on the future
  - Architecture is exciting

- Cleveland Clinic Brain Center architect created a destination building. People WANT to be treated there, have events there.
  - Architectural planning- marriage of progressive, historical, sustainable
- Anticipate what might happen
- New construction
- Public and private partnerships (example: Bonanza Park)

### **What are our host communities doing that is new, creative, inspiring?**

- Community and Culture
  - Need more relationship-builders/networkers
  - Connections matter.
  - Inventory relationships, people with ties to PC
  - Culture of fun (Zappos, Vegas). Built out culture.
  - Humility as core value (Zappos)
  - Fundraising
    - Vegas: good job of bringing donors and nonprofits together. Realtors to give info packets to second home buyers re nonprofit support?
    - Linda Smith, Vegas: “Opportunity Village” Work with her.
    - Fundraising can be fun.
  - Focus on Excellence
  - Event: First Friday-- food, booze. Once a month makes it special (rather than every week). Brings out young people, diverse population.
  -
- Business and economic development, economic diversity
  - Ease of doing business in Las Vegas: free liquor licenses
  - Culture of business entrepreneurship
  - Medical tourism (Brain Center)
  - Insurance for small businesses through Chamber of Commerce
  - Entrepreneurial Fund through Zappos (Tony)
  - Identify businesses we want, and bring them to PC/Summit County
  - Leverage mentor program
    - Former CEOs to meet at coffee shop daily
    - Mentors to work with City
    - Business leaders work with Council members
  - Council and business people working together (Task Force)
  - Need for incentives for growth and change. (Las Vegas negotiated to bring Zappos)
  - Need institutional business/governmental partnership



- University
- Hospitality school
- Chamber professional program
- Venture capital fund for business investment
- Need year-round jobs (university, culinary, corporate education, industry training facility)
- Vegas has changed its image—more family environment
- Culture of business entrepreneurship
- Building department: make it easier for new business to come. Level of service to new businesses should be high. Building department better quality of service. Open before 10 a.m.. Easier to get permits. Community is customer. Provide service according to THEIR needs. Open at 6. Inspections 7 days a week.
- Larger businesses to invest in smaller businesses.
- Opening up to new ideas—youth, entrepreneurs, regardless of history or length of time in community.
- Relationships: collaboration at Zappos: goals, team building, training individuals
- Redevelopment
  - Focusing on one issue: downtown
  - Repurposing old buildings
  - Make building permits easier
  - Building “so they will come”
- Sustainability and resources
  - Cooperation between water authorities
  - Bike share program in Vegas. Lockers, showers. Put near transit center? Coles, Jans to be involved? Rideshare and personal bike. Federal grant to start? Bikes adapted to snow?
  - LEED tax abatements
  - Water-smart house designation (create a brand, label)

**What ideas and suggestions can we bring back? What are some practical applications of these ideas? Who takes responsibility? How are they funded? Roadblocks?**

- Events
  - Bring younger people out
  - First Friday. The First Friday event was successful because they have food and booze. There was a separation between the Fremont Street and the First Friday booths. It was a special event because it was only once a month, and was well attended. Young people and artists typically drive a real estate market, and bring in others. They make it the hot place.
  - Pride Parade
  - Santa event
  - Signature events
  - Events: increase in summer, shoulder seasons
  - While the Silly Market and the Arts weekend draw big crowds, we need a month-long event during the down-seasons that will draw continuous but easily manageable traffic. It may be as simple as turning Main Street into a Montmartre for a month, closing off traffic so artists can paint on easels up and down the street. Also in France, I think at Monet's Giverny, they have a competition for artists to come and paint for a month or two in exchange for subsidized housing in a pretty place. If we could get artists to draw a continuous but manageable crowd on Main Street in the mud season, we could keep traffic coming to local restaurants and hotels. The key though is we can't expect everyone to build up resources for a Sunday and then be quiet for the rest of the week (Silly Market) and can't block restaurants with large tents and booths. The goal here is to bring a continuous crowd with a manageable level of traffic rather than have big swings in the number of people in town from massive traffic on Sundays to nobody on Saturday.
- Arts
  - Commitment to the arts. Increase quality of life.
  - It was one opinion that the Smith Center was a waste of money. The city donated the land & it was a beautiful waste because other venues already existed that could serve the same purpose. But that money put into the city doesn't always need to show a dollar value return to be important. The businesses around the Smith Center have seen their profits go up by 70%, and it provides something new to the city: fine arts.
- Economic development and diversity
  - High altitude training

- Commitment to economic development
- Sense of fun. Can contribute to better workers.
- New business model (Zappos). Not sure it works for everyone—more for a younger worker. When older, evolve to a more organized environment.
- Cleveland Clinic (brain center) raises the bar.
- Inspiration Center with exhibits and native plants (nursery to do?)
- Convention space
- Economic development department or group: empowered to drive projects from start to finish, approve actions, expedite. Need someone or something FOCUSED on this! Someone/ some entity to take charge of economic development. Takes project from start to finish. Clears red tape.
- Downtown more lively—support key businesses in incorporated areas; Park City, Downtown Coalville. City and County buildings and facilities located in incorporated boundaries
- Co-working, creative spaces for young people, entrepreneurs. Incubation space. Books and resources, technology. MAGNET to synchronize thinking. Use Leadership alumni for inspiration. Bring speakers in from outside community.
- Legitimate incubator: mentors, access to capital, public/private partnership. Model after university programs. Consulting, office space, housing? Computers. Do through L3C?
- Need year-round businesses. Find ways to make seasonal jobs year round. Energy and resources of workers—keep it year round.
- Economic diversity example: tax accountants to come to Park City for training after their busy season.
- Bring skilled/ high-tech jobs into town. Non-resort. GOED
- Leadership and networking
- Monthly forums on issues, with speakers
- Shark tank idea from Zappos: People bring ideas to committee/board and pitch for approval. “Win” \$ for idea, resources, approval.
  - With incubator idea?
  - With sponsors?
- New business—how can we make it easier?
- Forums for “think tanks.” Bringing talent to think outside the box—Leadership alumni.
- Get a “Tony” (Zappos founder) to seed new businesses: Mark Fischer, Powdr Corp, Talisker
- Chamber: more focus on building community, not just business. Insurance for members.

- When we talk about financing start-ups, we should target companies that will create the jobs we want available in town. For example, target companies that within three years are likely to employ 200 people between the ages of 25 and 40, and pay them \$60-\$125k per year. Endeavor does this to develop third world countries - targeting a specific type of job creation through venture financing.
- University Satellite/Medical Center/Sports/Hospitality
- Corporate Training Facility (Accounting firms train during both our down-seasons, in September/October they put hundreds of recent college grads through introductory trainings, then in May/June they recover from the busy tax season and retrain their experienced professionals, particularly as CPE (continuing professional education) is a requirement of being a CPA. Arthur Andersen had a renowned training facility dedicated for its employees in Chicago. Approach the Final Four public accounting firms about this. Also the investment banks do a lot of training in September/October for recent graduates. The goal needs to be long term commitments from various companies so we know we'll have a certain number of jobs and rooms used each year to give security to seasonal workers. We may not need to lower our prices, as the big firms in New York will already find Utah cheaper than what they're currently doing at our regular prices.
- World Class Culinary School
- Entrepreneurial Venture Financing
- Economic Development Committee, public and private with Ambassadors to Chamber, County, Councils, etc.
- Identify key strategic partnerships to help PC and Summit County
  - Schools such as Westminster and U of U
  - Cities; SLC, Vegas, others
  - Industries/ businesses off season (accounting)
  - Reach out to CEOs who are part of larger community of Summit County
- Business owner insurance: approach Chamber
- Entrepreneurial support: Zions Venture Fund, Mark Fischer to spearhead project
- Business development incentives for new business
- Incentives for growth, community support. Approach people with experience (not just money). Balance movement for community enrichment/betterment.
- Keep key businesses and government facilities in downtown areas to support incorporated entities
- Co-working and creative spaces
- Center for new business
  - Tech support

- Shared library resources
    - Partner with state of Utah
    - Partnerships with existing business owners, movers and shakers who are doing things.
    - Mine talented residents, and second homeowners who are entrepreneurs
  - Target specific businesses that support what we want to be
  - Leverage CEO/ mentors (Al Landon)
  - Bring content experts to town (who have been successful elsewhere):  
Benchmark
  - Conventions as economic driver
  - Thank you cards (Zappos) from City, Chamber, entities, thanking customers.
  - Incentives for more local businesses
  - Ongoing community think tank/ business incubator
- Sustainability and resources
    - Water advisory committee at City, water department. Bring ideas together and offer education. Red Butte Gardens as model.
    - Water conservation easement, ideas and programs – KEY priority
    - Additional water sources, storage
    - Round Valley water reservoir
    - We don't have a system to validate parking. We could finance more parking by charging, and then waiving those fees.
    - LEED-- no property taxes for 10 years
    - L3Cs
    - Water - encouraging people and the school to change from grass to desert style landscaping
    - Water issues: Conservation is an issue for all of us. Perhaps we should suggest an incentive program to eliminate lawns or minimize water usage, and planting native plants. Also more of a tax for lawnscape projects in the permit process. Study and follow Nevada's lead, and perhaps make better use of gray water. We can look at their conservation programs from Las Vegas. They have an inspiration center where you can see what types of plants are best for the area. This could be a private business that develops this, such as PC Nursery. Maybe a Water Advisory Committee would be a great way to start.
    - Las Vegas has an excellent bike share program. A private company came in to organize the program. It is a whole facility with amenities. Perhaps Jan's or Coles

would want to participate and organize this program. Citizens pay for a monthly pass in this program. This could fit near the transit center, on the South end. Perhaps there is a Federal grant to begin this program, and then Jan's or Coles could continue it on. There may still be time to add something to the new Transit Center as well.

- \$1.50/ square foot to tear out grass, and conservation easement. Limit it on new development
- Community and Culture
  - More sense of community
  - An Information Hub would be helpful for citizens, where people can go to get information on services. Connecting the community.
  - Coffee Shops where people can share ideas, nexus for gathering place
  - Yearly book of accomplishments for community (as Zappos annual yearbook)
  - We need a better way to plug in second homeowners as they are in town, make them feel a part of the community and engage them with local non-profits
  - How do we connect with the wealthy here in PC and ask them to benefit our community as opposed to their home community? How do we get our part time residents involved? Maybe individual citizens can make a more active approach in engaging them, a grass roots movement to connect them with us. Real Estate agents can also make that connection. Perhaps each new home owner gets a packet of information about our community and how to be involved, and follows up with the new homeowner after 6 months.
  - Host committee to help make second homeowners feel part of community
  - Contact Linda Smith to get fundraising and event ideas for our community. She is with the Opportunity Village charity in LV. 702-880-4080
  - Lobby top ten lists - best place to work, best place to live, and become number one across the board like Deer Valley
  - Monthly public forums with speakers where each forum is on a specific issue engaging the community, with breakouts like on City Tour
  - Shared communities
  - Community outreach
- Government
  - Approval process shortened
  - Separation of City to the County... Strip vs. the Town. Brian Head vs. Parawon. If we want to create unity, we need more cooperation between the City and County governments in our town. More communication between government entities would be helpful. Breakfasts and meetings between City and County can be helpful, particularly in person.

- More socializing events at the City and the County would be helpful to create better Synergy. Perhaps quarterly events to bring the County and City together.
- Cooperative task force: government and business leaders. (New City Manager to have these skills. Also Andy Beerman)
- Planning commission, Chamber, Council collaboration
- One thing that was much discussed in our group but that didn't get brought up was projects by the city & their value. Park City is special. Baskets of flowers all over town (as an example) aren't generating a return but they contribute to the overall feeling of the town that you can't put a dollar value on but that does keep people coming back to our town. Investing money in our town shouldn't always have a direct payback in order to be considered worthwhile.
- Redevelopment, planning
  - Architecture contributes to the idea of taking the community seriously. Helps move a community forward.
  - Co-housing project
  - Redevelopment planning. Manage and care for what's already here, as we grow. Public/private partnerships.
  - Vegas relationship with Home Depot to issue permits—ease for customers.
  - Shared communities—co-housing, shared “stuff”
  - Affordable housing is a challenge for us, as well as economic diversity. Enticing businesses to Park City, downtown and also out near Kimball Junction. As we look at the development of Bonanza Park, we need to be careful about development and housing in that area. Connecting non walkabout zones with buses and bike paths will be necessary.
  - The core value at Zappos of being humble can be incorporated into our affordable housing programs or assisted living programs. Also a grassroots program to remember that we are all together in this community.
  - Change mentality of not wanting change. Strike balance between preservation and growth/change
  - Developers—non-negotiable community housing

### **What have we learned about Park City/Summit County? About each other?**

- ReNae and Dani can sing!
- Brian Head reinforced what we love about living in the mountains and the people who choose to make their lives in them.

- All agree on loving our home. Everyone cares about community, despite differences. Want to preserve.
- Cross-generational group: three generations on City Tour
- Got out of our comfort zones/ personal space bubbles. Interacted with other sides of community.
- One percent of our town is on the trip, contributing. 1% of population to better our city
- City staff kept working while on trip.
- Dynamic relationships we have. Goodwill, talents.
- Do City Tour at beginning of Leadership program? Better bonding at beginning.
- Great talent in the group.
- More issues than you see on the surface
- Balance of preservation/growth
- Took it seriously
- Time commitments are huge
- Relationships are essential
- Progress through thinking outside the box
- Park City not unique in our issues. We can learn from others.
- Dynamic relationships: city and county
- Community general goodwill
- Talent-- professional and social

### **Venues and suggestions for future City Tours**

- Larger city, for learning
- Corporate sponsorship to help pay for trip, to broaden access and range
- Summer seasonal place
- Wished for more time in Brian Head. Invite them to Park City. Brian Head represents what we love—mountains
- More options for tours/meetings focused on individual areas of interest
- Make sure who we visit doesn't get short-sheeted. (Learn from us and what we do)
- City Tour in/near Park City: view areas
- Colorado: Boulder, Telluride, Denver, Aspen, Georgetown, Crested Butte, Leadville
- Hawaii: Honolulu (city and county are joined there)
- California: Napa Valley, Sonoma, San Francisco, Davis, San Bernadino, Big Bear, Santa Barbara, Newport Beach, Laguna Beach
- Oregon: Portland, Bend, Sisters, Canon Beach, Eugene, Mt. Hood
- New Mexico: Taos, Santa Fe
- Canada: Banff



- Utah: Apple Valley (Provo, Orem), and a Utah tour to make connections
- Montana: Bozeman, Whitefish
- Arizona: Phoenix (desert Southwest)
- Washington: Seattle
- Louisiana: New Orleans
- Burning Man
- European resort: Zermatt
- For Zermatt, that may not make sense for our primary trip but might be a good second trip during the year for people who can afford it - and people for whom we can raise scholarship money. A Zermatt style village might be a fun way to develop the Sweeney Treasure property - no cars, just a walking European style village high up on the mountain accessible by a tram or something like that. Something that won't compete with Main Street but might compliment it, like the way Epcot Center compliments Disney World.

***Thank you to everyone who participated in***

***City Tour 2012!***