SOCIAL EQUITY CHALLENGES FACING PARK CITY

April 2019

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EXECUTIVE SUMMARY

In 2018, Park City Municipal Corporation contracted with Park City Community Foundation (the Community Foundation, a nonprofit organization) to identify potential social equity challenges impacting communities in Park City. The Community Foundation developed and administered two equity surveys (Social Equity Community Survey and Board Diversity Survey) and 22 Social Equity Listening Tours (SELT). Both equity surveys were administered from January 2019 to March 2019 while the SELT were initially conducted in late summer of 2018 and completed in March 2019. Each survey was designed to capture potential equity gaps present in the community and local organizations (nonprofits, government agencies, and businesses). The SELT had a similar purpose, to engage in a conversation with community groups and organizations regarding social equity challenges impacting them and their communities. This report provides insights into the social equity challenges facing greater Park City and its communities and points to important recommendations that can help address social inequities.

Provided below are main descriptive findings from the surveys and listening tours:

- Participants in the Social Equity Community Survey identified several social equity challenges facing Park City. The top five social equity challenges most frequently cited were affordable housing, low wages, affordable and safe childcare, lack of feeling included, and access to healthcare, all present challenges for many community members.
- Analysis of social equity challenges facing individuals by race/ethnicity in Park City reveals that 31% of Latinos/Hispanics identified affordable housing as *one* of their main concerns. In contrast, 21% of White participants stated that they face *no* significant social challenges. Latino/Hispanic communities are more likely to face issues with affordable housing.
- Over 50% of Latino/Hispanic participants reported an income below $49,999 and approximately a full third of them reported an income of less than $29,999. Thirty-two percent of Latino/Hispanic respondents fall within or are close to falling within the federal poverty level. Latino/Hispanics in Park City are more likely to be low-income and are disproportionately impacted by income inequality, hence, reporting issues such as affordable housing.
- Several participating organizations in the Board Diversity Survey reported having minimal to no representation of marginalized groups (i.e., race/ethnicity, gender identity, and LGBTQ+) on their governing boards. Thus, there is a pressing need for organizations to diversify their governing boards.
- Community members and organizations participating in the SELT expressed having social equity challenges in the areas of housing, transportation, employment and wage mobility, social disconnect, and child care and school hours. These issues are nuanced and require further attention.

Overall, this report provides a summary of the findings and points to noticeable inequities impacting marginalized communities. The following sections provide a full report on the findings.

**SOCIAL EQUITY CHALLENGES FACING PARK CITY:
ISSUES IMPACTING LOCAL COMMUNITIES AND ORGANIZATIONS**

April 2019

INTRODUCTION

In 2018, Park City Municipal Corporation contracted with Park City Community Foundation (the Community Foundation, a nonprofit organization) to assess potential equity gaps impacting communities in Park City. The Community Foundation developed and administered two equity surveys (Social Equity Community Survey and Board Diversity Survey) and 22 Social Equity Listening Tours (SELT). Both equity surveys were administered from January 2019 to March 2019 while the SELT were initially conducted in late summer of 2018 and completed in March 2019. Each survey was designed to identify potential equity gaps present in the community and among local organizations (nonprofits, government agencies, and businesses). The SELT had a similar purpose, to engage in a conversation with community groups and organizations regarding concerns with social equity issues.

SURVEY AND LISTENING TOUR PROCESSES

The two equity surveys and the Social Equity Listening Tour aimed to capture social equity challenges facing communities and organizations in Park City. The first survey, the Social Equity Community Survey (SECS), distributed in 2019, collected, through 25 items, a range of information on social equity challenges, including access to affordable housing, access to resources, sense of belonging, income information, and related descriptive metrics. The second survey, the Board Diversity Survey (BDS), distributed in 2019, collected organizations' board member composition and commitments to increase board diversity along the lines of race, class, gender, and other identities. The BDS served as a survey to identify board member representation of minoritized populations in Park City. A total of 19 questions were introduced in this survey. The SELT were designed as focus groups (each focus group lasted an hour and a half) to collect rich conversations with various communities and groups residing in Park City in a more intimate setting to identify social equity issues impacting communities of diverse cultures, incomes, races, and other identities.

Three different platforms were used to administer the three instruments. Both surveys were available online and only the SECS was made available in a paper format for community members who did not have access to an electronic device. The total sample size (n) per instrument is as follows:

- Social Equity Community Survey n = 706
- Board Diversity Survey n = 35
- Social Equity Listening Tour n = 22

The SECS and SELT were designed to address the following question:
- What are the social equity challenges faced by the community and individuals in Park City and Summit County?
- How are these issues being identified by different communities?

The BDS was designed to address the following question:
- How are different diversity groups represented on organizations' governing boards serving Park City and/or Summit County?

Analysis of the data collected through the surveys and listening tours privileged issues of equity and social inclusion. Emphasized focus is placed on two major race/ethnic groups, Latino/Hispanic and White, due to their larger representation in the SECS sample size. Furthermore, the social equity survey focused on elevating the experiences of marginalized communities (by race/ethnicity) and therefore, this report disaggregates data along identity lines to gain insight into the specific experiences of underrepresented (and potentially underserved) populations. Focusing on marginalized and underrepresented communities is imperative to understanding equity and how to improve the experiences of these groups.

SUMMARY OF FINDINGS

Multilayered assessment of equity issues facing Park City's communities indicate that there are several equity challenges facing Park City. Findings from the SECS illustrate the top five social equity challenges present in the greater Park City community as a whole:
- Affordable housing
- Low wages
- Affordable and safe childcare
- Lack of feeling included
- Access to healthcare

The SECS suggests that individual respondents encounter several social inequity obstacles impacting how they experience living, working, and being in Park City. These obstacles vary across all communities. However, the top five major social equity issues faced by individual participants by race/ethnicity are:
- Affordable housing
- Face no significant social challenges
- Low wages
- Lack of feeling included
- Affordable and safe childcare

Depending on the identities of marginalized communities, each social equity issue can carry different weight. In other words, the order and/or the type of social equity issues vary depending on the community.

The BDS suggests that participating organizations lack diverse representation of marginalized groups (people of color, female, LGBTQ+, and people with differing abilities) on their governing boards. Findings also indicate that most organizations are aware of issues of underrepresentation of marginalized groups on their governing boards, but are not currently taking action to address this.

Lastly, analysis of the listening tours yields five key social equity issues in the areas of housing, transportation, employment and wage mobility, social disconnect, and child care and school hours. These issues are nuanced and require further attention.

SOCIAL EQUITY COMMUNITY SURVEY DEMOGRAPHICS

Survey instruments collected demographic information about participants to understand who was completing the survey. Race/ethnicity, gender identity, and household income by race are the major demographics highlighted in this report in order to provide context on the composition of community members who responded to the SECS. Two major racial/ethnic groups represent over 80% of the sample size: respondents who identified as White (n =503, 68.2%) and/or Latino or Hispanic (N=146, 19.8%; see Table 1). The remaining racial/ethnic groups have a small n size (see appendix A, table 7). Therefore, it is difficult to infer generalized findings for these groups, a limitation of the research. For this reason, this report focuses on the largest racial/ethnic groups—White and Latino/Hispanic—when illustrating social equity gaps.

Table 1
Race/Ethnicity Demographics

Race or Ethnicity	%	N
White	68.25%	503
Latino or Hispanic	19.81%	146
Total Responses		737

Note: Percentages do not sum to 100%, because respondents could choose more than one option. *n* = 706.

In terms of gender identity representation, females and males represent over 90% of survey participants, 64.02% and 29.89% respectively (see Table 2). This means that the majority of social equity issues identified in the survey are informed by individuals who identify within these two gender identity populations. Transgender, and gender queer/non-conforming identities are present in much smaller numbers. Given this result, transgender and gender queer/non-conforming communities are important to consider, however, there were low numbers of participants to provide any potential findings (see limitations).

Table 2
Gender Identity Demographics

Gender Identity	%	N
Female	64.02%	452
Male	29.89%	211
Transgender	0.99%	7
Genderqueer/Gender non-conforming	0.85%	6
Other	0.99%	7
Prefer not to answer	3.26%	23
Total	100%	706

According to the US Census Bureau, the estimated 2017 annual median household income in Park City was $104,182[1]. About 14% of the survey participants fall near this median household income (see appendix A, table 8). When data are disaggregated by race/ethnicity, it is clear that the majority of respondents in this category are White (see Table 3). The racial disparities in annual income are striking. Over 50% of Latino/Hispanic participants reported an income of below $50,000 and almost a full third of Latino/Hispanic participants reported an annual income of less than $29,999. It should be noted that the 2019 Federal Poverty Level for a family of four is $25,750 and this means that 32% of Latino/Hispanic residents in Park City fall within or are close to falling within those guidelines[2]. It is clear that Latino/Hispanics in Park City are more likely to be low-income and are disproportionately impacted by income inequality, and therefore at risk for living below the Federal Poverty Guidelines. While this report does not dive into the details regarding the social impacts of poverty, it is important to point out that poverty negatively affects the health, safety, security, and overall wellbeing of communities, and decreases opportunities in the areas of education, employment, and healthcare.

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[1] Census Bureau QuickFacts: Park City, Utah. For more information see:
https://www.census.gov/quickfacts/fact/table/parkcitycityutah/PST045217
[2] The United States Department of Health & Human Services produces Poverty Guidelines each year. For more information on these Guidelines, see: https://aspe.hhs.gov/poverty-guidelines

Table 3

Household Income by Race/Ethnicity

Household Income	White	Latino/Hispanic
Less than $29,999	4.97%	32.19%
$30,000 to $49,999	10.54%	26.03%
$50,000 to $69,999	8.15%	7.53%
$70,000 to $99,999	13.92%	6.16%
$100,000 to $149,999	17.30%	4.11%
$150,000 to $249,999	14.12%	3.42%
$250,000 to $499,999	11.93%	2.05%
$500,000 to $999,999	3.58%	0.68%
More than $1,000,000	1.79%	0%
Prefer not to answer	13.72%	17.81%

Note: percentages are based on number of responses by race/ethnicity, *n* = 737.

In addition, the SECS survey collected information on participants' residency and work status in and outside of Park City (see Appendix A, Table 9). Table four shows that over 70% of survey participants live and work in Park City, and 46% of participants who reside in Summit County work in Park City. The majority of survey respondents live and work in Park city.

Table 4

Participants Who Live and Work in Park City or Summit County

Live in:	Work in Park City	Work in Summit County (outside of Park City)	Neither	Not currently employed	Total
Park City	71.61%	3.91%	7.55%	16.93%	384
Summit County (outside of Park City)	46.05%	31.63%	7.91%	14.42%	215
Neither	67.96%	13.59%	8.74%	9.71%	103
Not currently housed	75.00%	0.00%	0.00%	25.00%	4
Total					706

Notes: Percentages based on number of participants who reside in Park City

Lastly, the majority of participants represented in the survey are between the ages of 30 and 59 (see Table 6). This means that there was an underrepresentation of young adults and underage youth in the survey. Their voices are also important to broad understanding of social equity issues impacting communities in Park City.

Table 6
Age Groups Represented in SECS

Age Group	%	N
Under 18	6.23%	44
18-24	5.38%	38
25-29	5.81%	41
30-39	18.98%	134
40-49	24.65%	174
50-59	20.68%	146
60+	18.27%	129
Total	100%	706

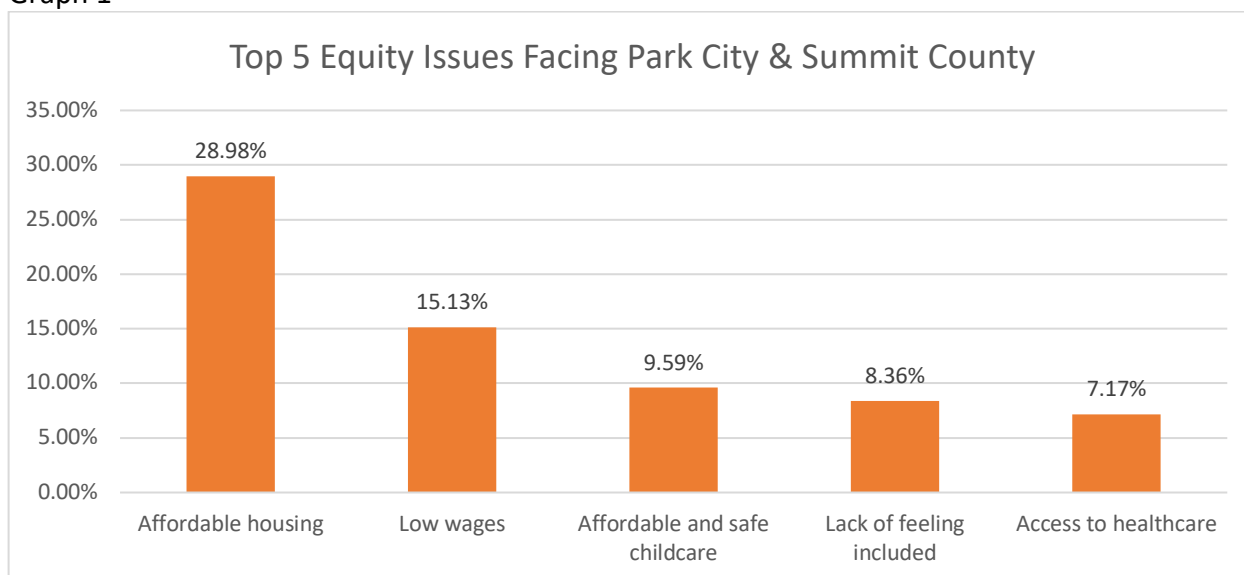Note: Ages 60 and higher were grouped due to low representation. *n* = 706

In summary, participants' demographics represented in this survey illustrate, at least to some extent, the inclusion of diverse community voices in Park City. Participant descriptive information indicates that they represent two major race/ethnic groups, a large representation of women, a lack of representation among young adults and underage youth, and a noticeable household income gap negatively impacting the Latino/Hispanic communities residing in Park City. Based upon these demographics, in the following section, the top five equity issues facing Park City and its marginalized community members are addressed.

TOP FIVE SOCIAL EQUITIES ISSUES FACING PARK CITY

Survey findings indicate that Park City and Summit County face several social equity issues (see Appendix A, Graph 6). Graph 1 represents the top five social equity issues facing Park City and Summit County as reported by survey participants: affordable housing, low wages, affordable and safe childcare, lack of feeling included, and access to healthcare all present obstacles to specific communities residing in this area. However, the order or relevance of issues facing Park City shifts by race/ethnicity. For example, graph 2 displays some parity in identifying the top five social equity issues facing Park City residents. White and Latino/Hispanic participants saw affordable housing and low wages as two major concerns. Latino/Hispanic participants reported a higher concern with affordable and safe childcare, 12%, and access to healthcare, 11%, impacting Park City. Overall, findings indicate that affordable housing is the largest common denominator impacting social inequity in Park City.
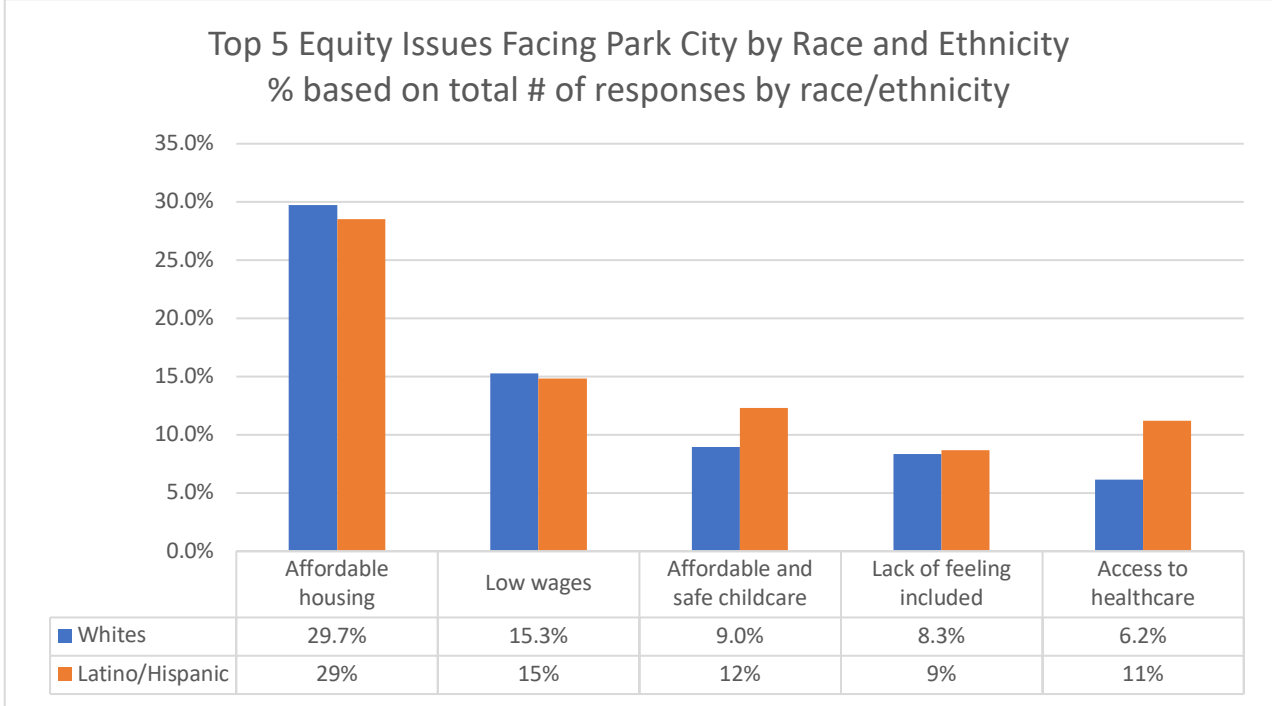
Graph 1

Top 5 Equity Issues Facing Park City & Summit County

Affordable housing	28.98%
Low wages	15.13%
Affordable and safe childcare	9.59%
Lack of feeling included	8.36%
Access to healthcare	7.17%

Note: percentages do not sum to 100%, because respondents could choose more than one option. *n* = 706

Further examination of social equity issues facing individuals by race/ethnicity in Park City reveals that even though White and Latino/Hispanic participants reported overlapping issues, the majority of Latino/Hispanic participants, 31%, identified affordable housing as one of their *main* concerns (see Graph 3). This finding is more likely to be associated with Latino/Hispanic experiences with income inequality. Low wages, affordable and safe childcare, and access to healthcare were the next most important issues faced by this group.

Another notable finding is that approximately 21% of White participants stated that they face *no* significant social challenges. One possible reason for this finding, aside from being part of the dominant race residing in Park City, is that over half of White participants have an income between $70,000 and $499,999 (see Graph 3), alleviating impediments in accessing resources
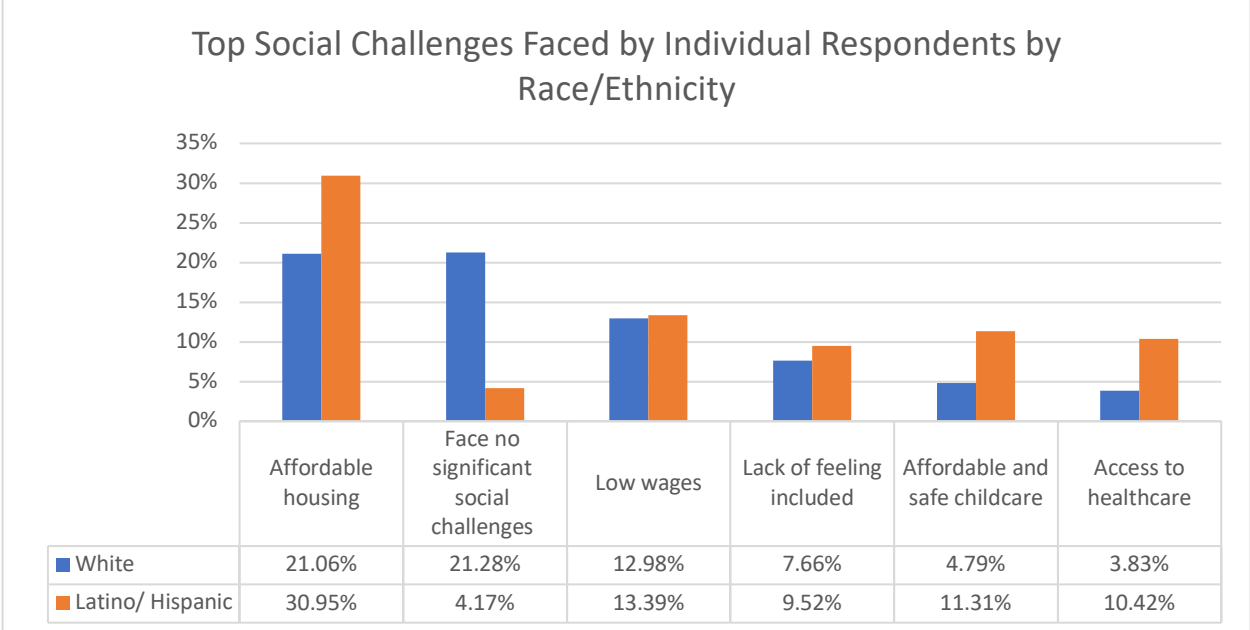
and safe living conditions. Despite this finding, affordable housing is still an issue impacting 21% of White participants.

Graph 2

Top 5 Equity Issues Facing Park City by Race and Ethnicity
% based on total # of responses by race/ethnicity

	Affordable housing	Low wages	Affordable and safe childcare	Lack of feeling included	Access to healthcare
Whites	29.7%	15.3%	9.0%	8.3%	6.2%
Latino/Hispanic	29%	15%	12%	9%	11%

Note: percentages do not sum to 100%, because respondents could choose more than one option. *n* = 706

Graph 3

Top Social Challenges Faced by Individual Respondents by Race/Ethnicity

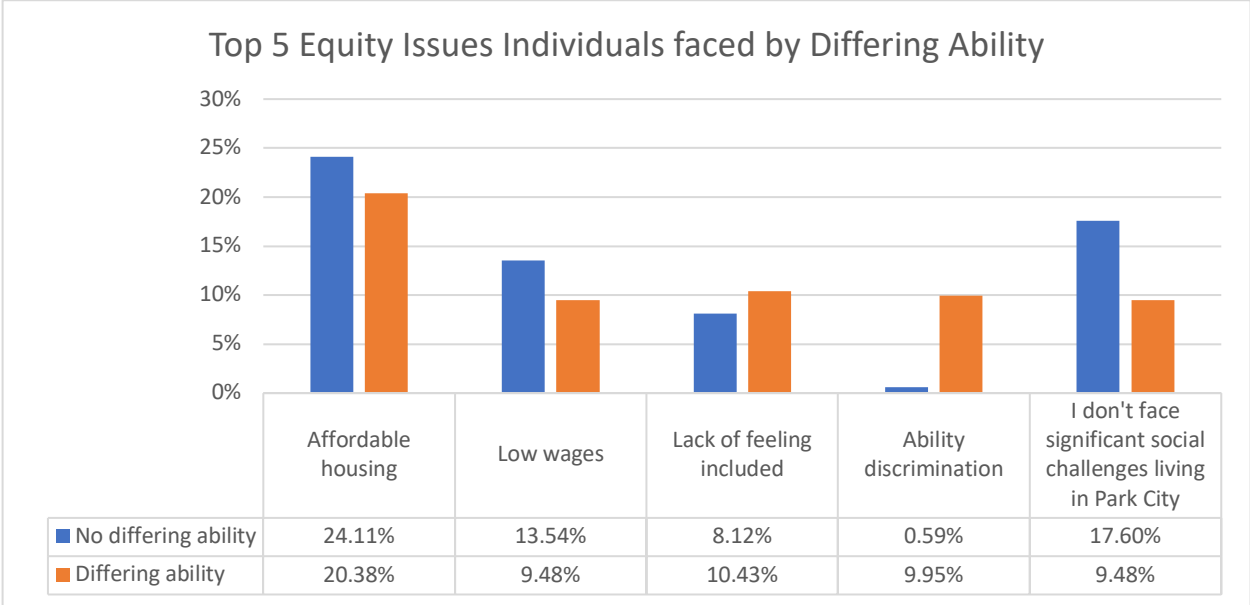|	Affordable housing	Face no significant social challenges	Low wages	Lack of feeling included	Affordable and safe childcare	Access to healthcare
White	21.06%	21.28%	12.98%	7.66%	4.79%	3.83%
Latino/ Hispanic	30.95%	4.17%	13.39%	9.52%	11.31%	10.42%

Note: percentages do not sum to 100%, because respondents could choose more than one option. *n* = 706

Similar issues are faced by participants who answered yes to the question of having someone living in their household with differing abilities. Before interpreting the findings, it is important to note that only a total of 95 survey participants (13%) answered that they have someone in their household with differing abilities. Due to this underrepresentation, it is challenging to infer general findings for this subgroup. However, it should be noted that people with differing abilities appear to be underrepresented in Park City and the subgroup who reported having someone in their house with differing abilities reported affordable housing and not feeling included as two major social equity issues that they face in Park City (see Graph 4).

Graph 4

Top 5 Equity Issues Individuals faced by Differing Ability

	Affordable housing	Low wages	Lack of feeling included	Ability discrimination	I don't face significant social challenges living in Park City
No differing ability	24.11%	13.54%	8.12%	0.59%	17.60%
Differing ability	20.38%	9.48%	10.43%	9.95%	9.48%

Note: Percentages do not sum to 100%, because respondents could choose more than one option. *n* = 706

Lastly, disaggregated data by household income indicates the top five social equity issues individual people face correlated with their income levels. Graph 5 indicates a bottleneck effect in the areas of affordable housing, facing no significant social challenges, and low wages. What this means is that participants who reported an income of less than $70,000 *are more likely* to face issues in affordable housing. They are also less likely to state that they face *no* significant social challenges when compared to individuals with a household income of $100,000 or higher. This means that there is a correlation between annual household income and the degree to which individuals face social challenges (i.e., the higher one's income, the less likely participants encounter social barriers). Unsurprisingly, low wages remain a significant concern for those with an income of less than $50,000 per year. In summary, affordable housing remains the top issue for low-income families, especially if they make less than the median household income and identify as Latino/Hispanic.

Graph 5
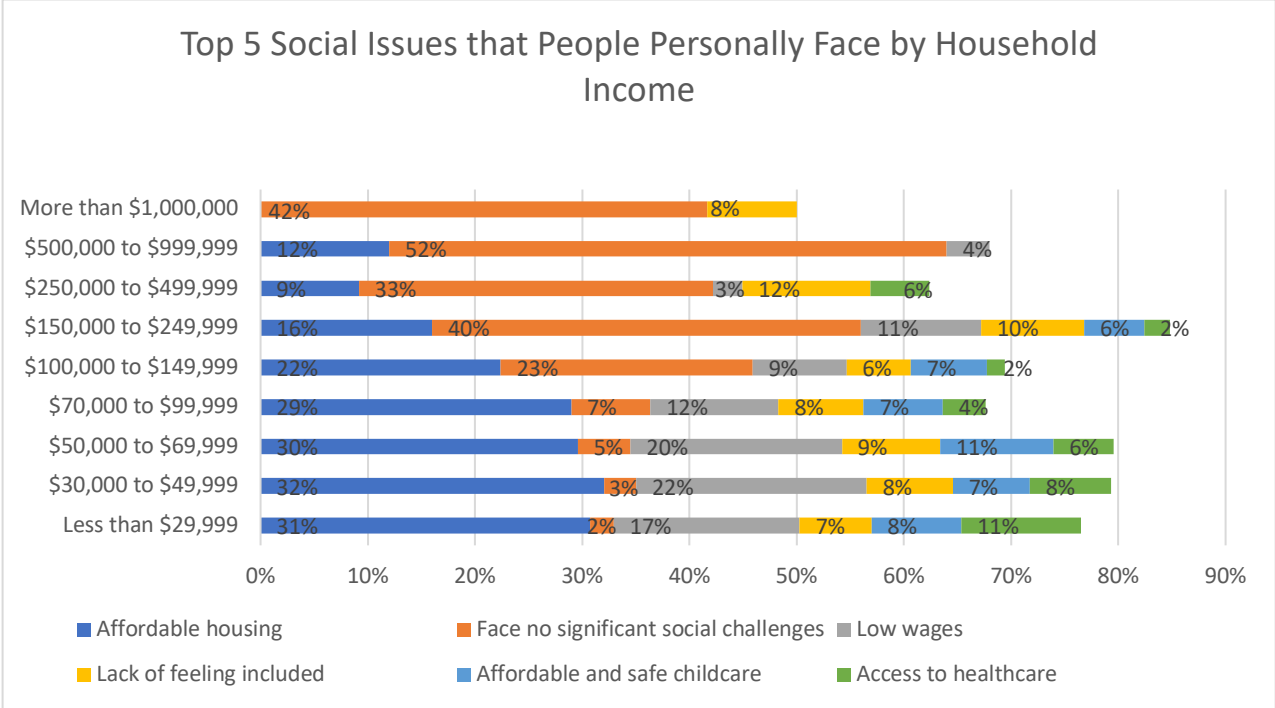
Top 5 Social Issues that People Personally Face by Household Income

Note: Percentages do not sum to 100%, because respondents could choose more than one option. *n* = 706

One additional indicator possibly related to the issue of lack of feeling included is whether various populations serve in leadership positions such as community boards or committees. While most of the focus on board service will be discussed in the next section on the Board Diversity Survey, the SECS also included a question about whether respondents serve on a board. The number of people of color serving on an organization's governing board is extremely low (see Table 5). Almost 90% of Latino/Hispanic participants stated that they do not serve on any organization's governing board. The number of other communities of color serving on governing boards appears to be extremely low or none, though these groups participated in the SECS in limited numbers. Only 10% of Latinos/Hispanics serve on a governing board, as opposed to 29% of Whites. Overall, there are more participants who do not serve on any type of governing board than those who serve on governing boards, in general.

Table 5
Number of Individuals by Race/Ethnicity Serving on Governing Boards

Race/Ethnicity	Yes	N	No	N	Total N
White	29.42%	148	70.58%	355	503
Latino or Hispanic	10.27%	15	89.73%	131	146
Other	26.32%	5	73.68%	14	19
Prefer not to answer	45.45%	15	54.55%	18	33
Multiracial	8.33%	1	91.67%	11	12
Black or African American	0.00%	0	100.00%	8	8
Asian	0.00%	0	100.00%	13	13
Pacific Islander	0.00%	0	0.00%	0	0
American Indian or Alaskan Native	0.00%	0	100.00%	3	3
Total		184		553	737

Note: Percentages are based on the total number of individuals by race/ethnicity who serve on governing boards, *n* = 737.

LIMITATIONS

Due to the design of the SECS, there are some important limitations to note. First, there was low representation of racial/ethnic groups other than White and Latino/Hispanic. Due to the overrepresentation of White respondents, it is difficult to infer findings from a low *n* (total number of participants by race/ethnicity) for Black or African American, Asian, Pacific Islander, and American Indian or Alaskan Native. In addition, the question on race/ethnicity associated participants' race/ethnicity with culture, which may have limited its usefulness in discerning racialized experiences. Second, the underrepresentation of older populations was another limitation in the survey. Understanding why this group provided fewer responses to the survey is important to both understanding their unique experiences as they relate to social equity challenges in Park City, as well as potential gaps in survey distribution. Third, age group representation was limited in the area of young adults and youth under 18 years old and similar efforts should be made to understand why this is the case. Fourth, people with differing abilities are greatly underrepresented in the data and as a result, less is known about if and to

what extent they experience social equity issues in Park City. In addition, people who both live in Park City and work in Park City are likely overrepresented among respondents, with those living and/or working outside of Park City likely being somewhat underrepresented. Lastly, individuals who identify as transgender, gender queer/non-conforming, or other gender expression/identities remained underrepresented in the survey. All of these groups are important to consider when identifying and addressing social inequities in Park City, particularly because these same groups disproportionately face discrimination throughout all facets of society. Future studies could specifically focus on these populations.

SUMMARY

Overall, the top five equity issues addressed in this section are represented across all communities in Park City and Summit County, with the majority of participants selecting affordable housing as one of their top social equity issues impacting them. However, the order and weight of social equity issues shifts by race/ethnicity, age, and income. More specifically, findings indicate that the Latino/Hispanic group represented in this survey are more likely to be affected by social inequities in the areas of affordable housing, low wages, affordable and safe childcare, access to healthcare, and lack of feeling included. Moreover, this group is more likely to be below the median household income for Park City (see Table 3) and greatly unrepresented. Issues of social equity and inclusion become increasingly important to improve the quality of life for this population. Additionally, it is also equally important to note that Latino/Hispanic community members hold different residency status; thus, social inequities can be exacerbated by their undocumented status. This concern was not addressed in the survey but warrants further study.

In all, most of the social inequities facing Park City and Summit County communities are in the areas of affordable housing, low wages, affordable and safe childcare, access to health care, and lack of feeling included. Affordable housing and low wages are interwoven issues that need to be addressed simultaneously since the majority of survey participants impacted by affordable housing are low-income. Another concern to consider, based on the findings, has to do with racial equity. Latino/Hispanic and other communities of color are severally affected by interrelated social inequities. Without addressing issues like income inequality, affordable housing, and access to healthcare, racial equity gaps will continue to exist in Park City. Addressing some of these inequities like affordable housing and low wages is a long-term endeavor that requires not only community buy-in, but support from Park City area governing entities and high-ranking officials. Addressing equity issues is important for the longevity of an inclusive and equitable community that values the contribution of all its members and improving their quality of life.

BOARD DIVERSITY SURVEY

The Board Diversity Survey (BDS) was designed to identify the diversity composition of various organizations' governing boards with a specific focus on the representation of people of color, women, LGBTQ+, and diverse socioeconomic groups. This survey was widely distributed to different types of organizations serving Park City and its surrounding areas. Based on this process, there were a total of 35 (n=35) participating organizations. The majority of organizations represented in the survey are nonprofits, 91.4% (n=32), while only 8.6% (n=3) identified as government agencies. Having an overrepresentation of nonprofits skews the BDS findings in that government agencies are underrepresented and cannot be adequately assessed. The following section illustrates the board diversity composition of participating organizations.

GOVERNING BOARD COMPOSITION

Based on the assessment of the 35 organizations represented in BDS, the following describes board diversity composition:
- Race/Ethnicity: 34.2% (n=12) of organizations indicated that they have a person of color serving on their governing board. However, there were only 14 people of color identified as serving on governing boards across all 35 organizations.
- Gender Identity: a total of 192 (46.5%) females and 221 (53.5%) males serve on governing boards across all participating organizations. There was no representation of gender queer/non-conforming individuals serving on governing boards.
- LGBTQ+: 11.4% (n= 4) organizations stated having a member of the LGBTQ+ community on their governing board.
- Estimated Average Age: organizations reported an estimated number of 35 board members between the ages 30 to 60; forty-eight percent are in 40 to 49 age group, and 46% are in the 50 to 59 age group.
- Household Income: 62.7% (n=23) of organizations indicated that they have a board member with an income below the median household income of $100,000 per year.
- Ability difference: only 8.5% (n=3) of organizations indicated that they have a board member who has a differing ability.

Given these percentages, there are the following conclusions:
1. Organizations have a low representation of racial/ethnic groups on their governing boards. Some organizations were able to identify only one or two persons of color serving on their board. An overwhelming majority, 60%, did not have a person of color on their governing board.
2. There appears to be a level of parity between female and male representation on governing boards. Findings indicate that the majority of organizations have female board members. However, reservation on the accuracy of these numbers should be held given that there can be a potential double count of females as more than one female can serve on multiple boards.

3. There is great underrepresentation of individuals below 39 years old and over 60 years old sitting on governing boards.
4. There was little to no representation of individuals with differing abilities serving on governing boards.
5. A significant number of organizations have board members that represent a household income below $100,000. This finding indicates that there is income diversity present on governing boards; potentially giving space and voices to low-income community members. However, reservations on this finding should be held because there is no actual reporting on the total number of board members per organization who identify below the median household income and their racial or ethnic identity.
6. LGBTQ+ individuals are underrepresented on governing boards across all 35 participating organizations.

LIMITATIONS

There are two limitations in this survey. The first limitation had to do with not requiring an exact count of racial/ethnic and gender identity groups serving on boards. This limitation skewed the data due to a potential overreporting of marginalized groups serving on governing boards. Second, participating organizations are self-reporting data on board diversity composition, leaving space for discrepancies in reporting diversity. Regardless of these limitations, the survey findings are still important to provide an initial landscape view of board diversity across all participating organizations.

SUMMARY

The findings from the BDS indicate that board diversity is an area that many organizations need to improve. For example, over 80% (n=29) of organizations stated that they have discussed board diversity as a possible development in their organization, but either they do not have the resources to do so, or have not taken any action. This is what organizations responded when addressing issues of diversity on their boards:
- *As an organization that serves people of different abilities, we have discussed the need to diversify our board better to represent those who we serve.*
- *We have discussed but haven't taken any actions.*
- *I have seen us have enough challenge in simply trying to fill our board with qualified and engaged members currently that I see any and all recruiting as a good thing. It would be great to push more diversity in this process, but with the resources we have that I've seen in my few years on my board, we have been limited.*
- *Ironically need more males as well as LGBTQ and additional persons of color.*

Despite the reasons mentioned above, there were a few organizations actively working on addressing diversity representation on their boards. Here is what they said about diversity on their governing boards:
- *We are recruiting economic and ethnic diversity.*

- *We are always looking to diversify our board with varied ages, gender, and socioeconomic backgrounds to ensure we represent the community as a whole.*
- *1/3 of board is required to be below 80% AMI (annual median income) for their household.*
- *Looked to bring in a board member representing the Latino community last fall, but it was a temporary seat, completing someone else's term so we are currently recruiting for the new full board seat starting in the end of February; also recruiting more women. That said, our focus in terms of gender equity has been representing the girls' teams (parents of girls) as opposed to females. We do acknowledge needing more females as well.*

Diversity has been a topic of conversation across most of the participating organizations in the BDS. Most organizations acknowledged the need to diversify their boards. However, their understanding of diversity is broad and may lack a deeper understanding of how diversity can improve their organization and the importance of developing organizational policies and metrics to ensure representation of members from marginalized communities. Furthermore, although diversity can include several underrepresented groups, it is important to note that aside from the dominant group residing in Park City, communities of color may need to be a focus of equity and inclusion, followed by other marginalized groups. Findings from the SECS clearly indicate that Latinos/Hispanics are more likely to experience social inequities in Park City. For this reason, organizations need to actively seek racial/ethnic diversity and move towards incorporating social equity-minded programs if they have not done so.

Overall, nonprofit organizations are struggling with the inclusion of people of color, mainly Latino/Hispanic, and other marginalized groups on their governing boards. One possible outcome of this report is to provide an opportunity for organizations in greater Park City to understand the social equity issues communities face in order to, within their capacity, actively recruit marginalized community members to serve on their governing boards, and assess their programs for equity-minded practices.

SOCIAL EQUITY LISTENING TOURS

The Social Equity Listening Tours were conducted in Park City by the Community Foundation's social equity team in collaboration with Park City Municipal Corporation. Community members, groups, and organizations serving Park City were the focus of these listening tours. The purpose of the listening tours was to include diverse community voices to assist in identifying additional equity issues aside from those captured by SECS. This process was important to the Community Foundation and the City because having individual group conversation provided an intimate space for people to verbally express their concerns as individuals and as members of their communities.

The findings from all the 22 listening tours conducted indicate that participating community members or organizations expressed a variety of concerns. Some of these concerns are specific to a community or communities. However, the most-often cited social equity issues identified by participants fall within the following categories:
- Housing
- Transportation
- Employment and wage mobility
- Social disconnect
- Childcare and school hours

Additionally, within each of these categories, there are specific concerns. These concerns are:

> **Housing**: In this category, participants expressed concern for housing shortage due to access to affordable housing. Affordable housing for seniors, integrated housing, issues with landlords, and cost of house maintenance were among housing concerns that were raised.
>
> **Transportation**: The main issue people face in this category is access to transportation services. Issues with transportation can vary from public transportation to transportation for people with differing abilities.
>
> **Employment and wage mobility**: Several participants pointed to issues with wage inequity facing various communities, as well as the lack of occupation mobility given Park City's limited work industry.
>
> **Social disconnect**: Participants specifically identified issues with racial segregation, language barriers, lack of opportunities for queer youth, social isolation, lack of shared spaces, the invisibility of non-dominant communities, and lack of community engagement opportunities for seniors.
>
> **Childcare and school hours**: This category addressed issues of limited access to affordable childcare for families who are potentially low-income, lack of after-school programs for youth, and issues with school hours not being conducive to students and their families' needs. Childcare being the main concern in this category further validates some of the findings in the SECS section of this report. Demand for school hours to include after-school programs and to consider parents' needs is also important to address.

In general, these findings indicate that the five equity issues addressed by participants are similar to those of the findings in SECS, with some variation. Moreover, the listening tours also provided a glimpse of the extent social equity gaps impact marginalized communities. For example, the nuances of each category contextualize issues with affordable housing for seniors, transportation access for people with differing abilities, wage gaps and occupation mobility for potential low-income communities, racial, gender identity, and senior isolation, and the need for expansion of after-school programs. The social equity issues addressed in this section must to be understood as examples of social inequities and environmental marginalization that hamper community inclusivity.

CONCLUSIONS AND IMPLICATIONS

This report highlights important findings to bring awareness to social inequities impacting diverse communities, especially marginalized communities residing in Park City and Summit County. One of the most noticeable findings from the SECS is that marginalized communities are less likely to experience a thriving quality of life in Park City. Issues with affordable housing, low wages, affordable and safe childcare, lack of feeling included, and access to healthcare largely impact the type of life they are able to live in an affluent city. Moreover, findings from the listening tours point out that social inequity issues are nuanced, impacting different communities differently. Affordable housing and income gaps were among the top issues impacting Latino/Hispanic participants and as a group, they are more susceptible to social inequities. Over 50% of Latino/Hispanics reported a household income below $49,999. It is evident that this population is more likely to be affected by the income gap given the lack of affordable housing in the Park City area.

Other marginalized communities are also impacted by social inequities; however, to what extent is less evident given their low representation in the SECS. Regardless, the data show that people with differing abilities, seniors, and other ethno-racial groups experience social inequities in Park City and Summit County. Some of the social equity issues they face can be seen in the SECS, but these results are limited and cannot be fully analyzed without further research that specifically focuses on these groups.

Social inequities are issues that require the careful attention of different entities serving Park City and the surrounding areas. Findings from the BDS point to the lack of ethnic, racial, ability, and age diversity on governing boards, mainly those of nonprofits. Governing boards appear to be overwhelmingly White. Minimal to absent representation of any of the underrepresented groups leaves out diverse voices, thus potentially neglecting attention to inequities in the delivery of services or under-acknowledging community needs.

These findings have important implications for Park City, and explicit action to address equity gaps should be prioritized by the City and the community. First, racial equity and income disparities must be at the forefront of addressing social inequities. For example, housing and economic development efforts should address the needs of the Latino/Hispanic and low-income communities currently residing and those who wish to reside in Park City. Two recommendations to address this equity gap would be to further involve and provide sustained education to public officials regarding issues of equity and to actively recruit individuals from marginalized communities to serve on the Park City area's boards and commissions.

Second, follow-up studies are recommended to assess social equity issues impacting other marginalized communities who are underrepresented in the current survey, such as gender identity/expression, seniors, and other non-White groups. Without hearing from these groups and related underrepresented (and potentially underserved groups), potential equity-centered practices and policies run the risk of reproducing rather than addressing social inequities.

Third, nonprofits, organizations, and Park City's governing entities need to work towards achieving equity. Having diverse representation of marginalized community members on governing boards is a first step that can help move dialogues of equity into tangible action. There is also a need to invest in sustained education regarding equity and diversity for organizations to educate leaders and public officials on issues of social equity facing Park City area residents. As for nonprofits, it is recommended that they develop policies and practices to assess their commitment to social equity and to develop equity-minded services. There are ample resources available to combat equity gaps, including the scholarship around equity-mindedness and racial equity processes for organizational development.[3]

Finally, working towards a socially equitable community poses challenges. Difficult conversations will arise, potential solutions might be divisive, community buy-in may vary due to competing economic needs. However, whatever the challenge might be, there needs to be a serious concern for the implications that entrenched social inequities have on residents of Park City and Summit County, with significant attention paid toward the ramifications of lacking access to a thriving quality of life for marginalized communities. Also, there is a need for leadership among city officials and others in positions of power to move this imperative forward, not only for the livelihoods of marginalized communities, but for the overall well-being and growth of the community. If Park City and Summit County aim to be an inclusive space for all, this research demonstrates that there is much work to do.

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[3] For more on equity-mindedness, see the Center for Urban Education at the University of California at Los Angeles: https://cue.usc.edu/about/equity/equity-mindedness/. For more on Racial Equity Tools, see: http://www.racialequitytools.org/act/strategies/organizational-change-processes.

Table 7
Social Equity Community Survey—Race/Ethnicity Demographics

Race or Ethnicity	%	N
White	68.25%	503
Latino or Hispanic	19.81%	146
Asian	1.76%	13
Multiracial	1.63%	12
Black or African American	1.09%	8
American Indian or Alaskan Native	.41%	3
Pacific Islander	0%	9
Other	2.58%	10
Total		737

Note: White and Latino/Hispanic represent over 80% of the sample size.
Percentages do not sum to 100%, because respondents could choose more than one option. *n* = 706.

Table 8
Social Equity Community Survey—Household Income Reported

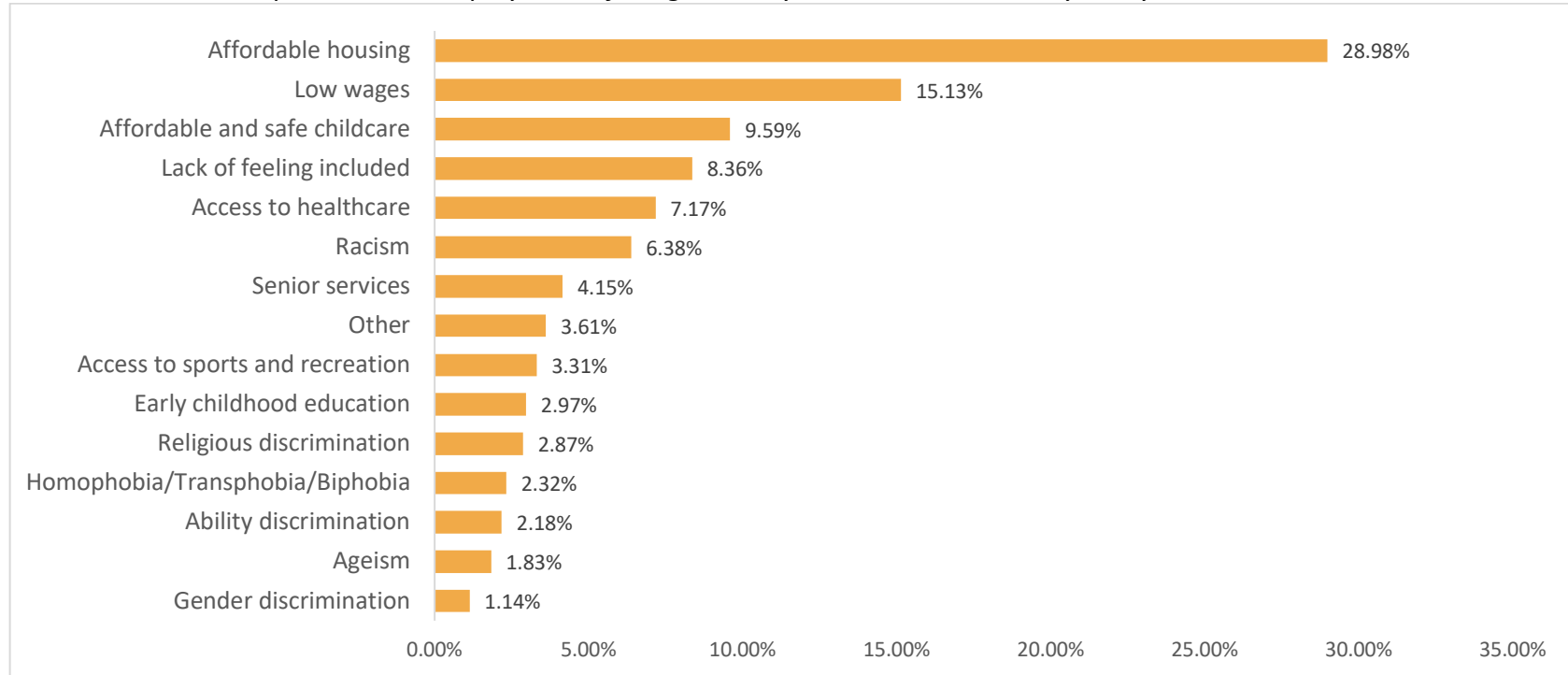| Income Level	Percentage	Total # of Respondents
Less than $29,999	10.34%	73
$30,000 to $49,999	13.74%	97
$50,000 to $69,999	8.78%	62
$70,000 to $99,999`	11.61%	82
$100,000 to $149,999	14.31%	101
$150,000 to $249,999	11.61%	82
$250,000 to $499,999	9.21%	65
$500,000 to $999,999	2.83%	20
More than $1,000,000	1.27%	9
Prefer not to answer	16.29%	115
Total	100%	706

Table 9

Social Equity Community Survey—Number of Participants Who Reside in Park City and Work in Park City

Live in:	Work in Park City		Wok in Summit County (outside of Park City)		Neither		Not currently employed		Total
Park City	71.61%	275	3.91%	15	7.55%	29	16.93%	65	384
Summit County (outside of Park City)	46.05%	99	31.63%	68	7.91%	17	14.42%	31	215
Neither	67.96%	70	13.59%	14	8.74%	9	9.71%	10	103
Not currently housed	75.00%	3	0.00%	0	0.00%	0	25.00%	1	4
									706

Note: Percentages based on number of participants who reside in or outside of Park City.

Graph 6
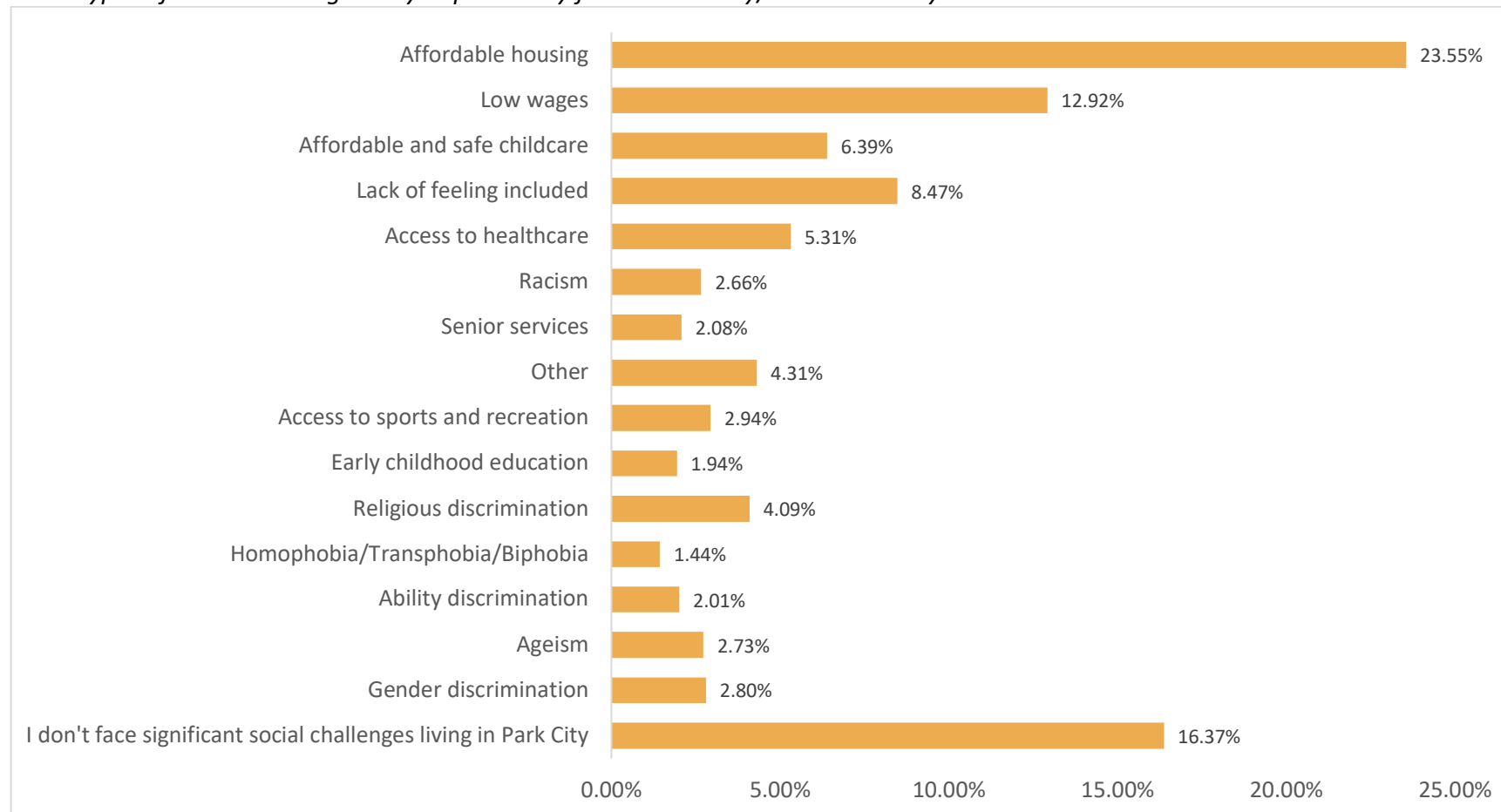*What are the most important social equity issues facing Park City and/or Summit County today?*

Issue	Percentage
Affordable housing	28.98%
Low wages	15.13%
Affordable and safe childcare	9.59%
Lack of feeling included	8.36%
Access to healthcare	7.17%
Racism	6.38%
Senior services	4.15%
Other	3.61%
Access to sports and recreation	3.31%
Early childhood education	2.97%
Religious discrimination	2.87%
Homophobia/Transphobia/Biphobia	2.32%
Ability discrimination	2.18%
Ageism	1.83%
Gender discrimination	1.14%

Note: Percentages do not sum to 100%, because respondents could choose more than one option. *n* = 706.

Graph 7
What types of social challenges do you personally face in Park City/Summit County?

Social challenge	Percentage
Affordable housing	23.55%
Low wages	12.92%
Affordable and safe childcare	6.39%
Lack of feeling included	8.47%
Access to healthcare	5.31%
Racism	2.66%
Senior services	2.08%
Other	4.31%
Access to sports and recreation	2.94%
Early childhood education	1.94%
Religious discrimination	4.09%
Homophobia/Transphobia/Biphobia	1.44%
Ability discrimination	2.01%
Ageism	2.73%
Gender discrimination	2.80%
I don't face significant social challenges living in Park City	16.37%

Note: Percentages do not sum to 100%, because respondents could choose more than one option. *n* = 706.

APPENDIX B
RELATED DATA FROM OTHER SOURCES

The following provides further context for some of the top social equity issues identified by the Social Equity Community Survey, the Board Diversity Survey, and the Listening Tours.

AFFORDABLE HOUSING

Affordable or workforce housing has been selected as one of the Park City Council's four Critical Priorities and one of the Summit County Council's five Strategic Effects.

In 2018, 69.8% of housing units in Park City were considered vacant (not owner-occupied or renter-occupied; generally, meaning second homes or nightly rentals), while 51.3% of housing units in all of Summit County were considered vacant. (U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.)

Households are considered burdened by housing costs when those costs are more than 30% of income. In Park City, 535 households with income below 80% of area median income (AMI) are cost burdened (paying over 30% of income on housing), with 405 of those households paying over 50% of income on housing. In Summit County, 2255 households with income below 80% of area median income (AMI) are cost burdened (paying over 30% of income on housing), with 1355 of those households paying over 50% of income on housing. (Source: 2018 HUD updated CHAS data for 2011-2015)

A 2017 housing affordability assessment concluded that median housing prices were high and getting higher; rental vacancy rates were near zero; and high housing prices in Snyderville Basin and Eastern Summit County result in severe housing cost burdens for many residents. Summit County is the least affordable housing market in Utah. Projections of the need for new affordable housing in the Snyderville Basin and Eastern Summit County were estimated at 2069 units needed in the next five years, or 414 units per year. (Source: Draft Housing Affordability Assessment: Snyderville Basin and East Summit County, November 2017)

WAGES AND INCOME

In Summit County, 7.7% of households (1123 households) earn below the national poverty level. Of those households in Park City, 13.6% of households (465 households) earn below the national poverty level. (Source: U.S. Census Bureau, 2012-2016 American Community Survey)

In Park City, 51% of the Hispanic/Latino population is estimated to earn less than poverty level, while 8% of the White population earns less than poverty level. (Source: United Way of Salt Lake, based on 2015 American Community Survey estimates)

In Summit County as a whole, 19 of the top 20 occupations by number of employees have average wages ranging from $9.35 to $21.98 per hour. These occupations include retail

salespersons, waiters and waitresses, cashiers, maids and housekeeping cleaners, and childcare workers, among others. (Source: Summit County Economic Development Department)

AFFORDABLE AND SAFE CHILDCARE

High quality, affordable early childhood care and education has been emerging as a key issue in our community for some time.

Childcare vacancy rates of 15% or above are considered to indicate adequate choice is available to families. In April 2018, Summit County had a childcare vacancy rate of 6% for infants and toddlers, well below the level deemed adequate. The average monthly cost of center-based childcare ranges from $1291 (for kindergarten-age children) to $1464 (for children under two). (Source: Care About Childcare)

Another indicator of the shortage of affordable, quality childcare is that PC Tots currently serves 110 children yet has a waiting list that is often over 100 children. (Source: PC Tots)

The Kindergarten Entry and Exit Protocol (KEEP) assessment is administered to all children in Utah entering kindergarten. At kindergarten entry in the 2017-2018 school year in Park City School District, 72% of children were considered literacy-ready and 80% were considered numeracy-ready. The numbers are much lower for children in specific categories: low-income (31% literacy-ready, 44% numeracy-ready), minority (42% literacy-ready, 58% numeracy-ready), and English language learners (23% literacy-ready, 38% numeracy-ready. (Source: United Way of Salt Lake; Utah State Board of Education)

Childcare workers in Summit County earn an average of $9.81 per hour, one of the lowest industry wages in the county. (Source: Summit County Economic Development Department)

LACK OF FEELING INCLUDED

In the 2017 National Citizen Survey for Park City, 69% of respondents gave positive ratings for "openness and acceptance," and 80% gave positive ratings for "opportunities to participate in public matters." 66% gave positive ratings for "welcoming citizen involvement," and 51% gave positive ratings for "diverse community participation." (Source: Draft National Citizen Survey, Park City, 2017)

ACCESS TO HEALTHCARE

In Park City, 55% of Hispanic/Latino residents do not have health insurance, as opposed to 10% of White residents. (Source: United Way of Salt Lake, based on 2015 American Community Survey estimates)

In Summit County as a whole, 10.5% of the overall population is uninsured, while in Park City, 14.5% are uninsured. (Source: U.S. Census Bureau, 2012-2016 American Community Survey)

In 2018, People's Health Clinic provided 9884 primary care and specialty patient visits. The clinic generally serves people without health insurance. (Source: People's Health Clinic)

ADDITIONAL ISSUES

K-12 Education
While the SECS did not ask specifically about K-12 education, our local school districts have been emphasizing educational equity for some time. Good work is ongoing, yet there are still gaps in educational achievement, particularly for students from economically challenged households, minority households, or who are English language learners. Benchmarks such as third-grade reading and eighth-grade math proficiency are illustrative. For third-grade reading at end of school year in 2018, 73% of students overall were considered proficient; 43% of economically disadvantaged students, 42% of Hispanic students, and 34% of English language learners were considered proficient. For eighth grade math, 66% of students overall were considered proficient; 41% of economically disadvantaged students, 35% of Hispanic students, and 33% of English language learners were considered proficient. (Source: Utah State Board of Education)

Transportation
Participants in the Listening Tours raised transportation as a social equity issue for people with different abilities, economic challenges, or other concerns to be able to get to work, to services, and to other places.

In the 2017 National Citizen Survey for Park City, 68% of respondents gave a positive rating to "overall ease of travel," and 79% gave a positive rating for "public transportation." Both measures had trended downward from previous surveys. (Source: Draft Report, 2017 National Citizen Survey, Park City)